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UNIVERSITY "KADRI ZEKA" GJILAN

SELF-EVALUATION REPORT

INSTITUTIONAL RE-ACCREDITATION

November-December 2020

Gjilan

This Self-Evaluation Report was prepared by the Public University "Kadri Zeka" Gjilan, based on the Guidelines of the Kosovo Accreditation Agency (KAA).

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AP	Action Plan
ATEE	Association for Teacher Education in Europe
AU	Academic Units
BA	Bachellor
BUA	Balkan Universities Association
CE	Code of Ethics
CET	Centre for Excellence in Teaching
FC	Faculty Council
EC	Ethics Council
ECTS	European Credit Transfer System
EHEA	European Higher Education Area
ENQA	European Association for Quality Assurance in Higher Education
EQAR	European Quality Assurance Register for Higher Education
EQF	European Qualifications Framework
EU	European Union
FAS	Faculty of Applied Sciences
FCS	Faculty of Computer Sciences
FEc	Faculty of Economics
FEd	Faculty of Education
FL	Faculty of Law
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HEI	Higher Education Institutions
IAB	Industrial Advisory Board
IQA	Internal Quality Assurance
IT	Information Technology
KA	Kosovo Assembly
KAA	Kosovo Accreditation Agency
KG	Kosovo Government
MES	Ministry of Education and Science
MoU	Memorandum of Understanding
MEPAS	Manual for the evaluation of the performance of the academic staff
NGO	Non Governmental Organization
NQFK	National Qualifications Framework of Kosovo
OADQ	Office of Academic Development and Quality
OIC	Office for International Cooperation
PC	Publishing Council
PCE	Parliamentary Commission for Education
PI	Performance Indicators
QA	Quality Assurance
RKS	The Republic of Kosovo
SC	Steering Commettee
SCIStP	Supervisory Council for Implementation of Strategic Plan
SCQA	Supervisory Council for Quality Assurance
SCR	Strategy for Scientific Research
SER	Self-Evaluation Report
SICP	Strategy for International Cooperation and projects
SMU	System for University Managing
SP	Student Parliament
SQC	State Quality Council
StP	Strategic Plan

SUE	Standards and guidelines for quality assurance in the European Higher Education Area. (ESG/SUE)
SWOT	Strengths, Weaknesses, Opportunities, Threats
UKZ	University of Gjilan "Kadri Zeka"
UL	University Library
USAID	United States Agency for International Development
WG	Working Group

INTRODUCTION

This Self-Evaluation Report (hereinafter SER) was prepared by the academic staff of the University "Kadri Zeka" Gjilan (hereinafter UKZ), based on the Statute of UKZ, the *KAA Accreditation Manual*, July 2018, *the KAA Guidelines for the preparation of SERs* and the *Regulation on quality assurance, no. 01/380* dated 10.05.2016.

The purpose of preparing this report is the institutional re-accreditation of UKZ, according to the provisions of *Law no. 04/L-037 on Higher Education in RKS* and *Administrative Instruction no. 9/2017 on the accreditation of HEI (HEIs) in RKS*.

The SER was drafted by separate WPs for each standard, led by a central WP, which did the final editing.

The SER is in line with the Kosovo National Higher Education Area and the European Higher Education Area

The findings and data of this report reflect the commitments of the university which are consistent with:

1. National Development Strategy 2016-2021;
2. Strategic Education Plan in Kosovo 2017-2021;
3. UKZ StP 2017-2022;
4. Labour market research in Kosovo, the region and the EU:
   a. Kosovo Agency of Statistics, Statistical yearbooks of each year; *Short Term Industry Statistics*;
   b. European Commission, *From University to Employment: Higher Education Provision and Labour Market Needs In the Western Balkans,*
   c. American Chamber of Commerce in Kosovo, Education and the Labour Market in Kosovo and the European Union
5. Hulumtimi për karrierën e studentëve alumni (Alumni student career research), 2019

The contents of this report include the results of the comprehensive analysis of UKZ. Therefore, the following report is the result of a wide debate and comprehensive analysis in the function of its organization and development, management, quality and control in all stages of the study process in UKZ.

On this basis and based on the professional work of its staff, UKZ presents this SER for institutional re-accreditation.

1.1 Report preparation methodology

Pursuant to the provisions of Article 28, para. 1, n/para. 1.2. and 1.16 of the Provisional Statute of UKZ, the Rector has signed Decision no. 01/1840, dated 19.11.2020, for the establishment of the basic WP for preparing the process of institutional re-accreditation of UKZ. The WP is composed of:

1. Prof. Assoc. Dr. Bajram Kosumi, Rector of UKZ
2. Prof. Assoc. Dr. Xhevdet Thaqi, Vice-Rector for Teaching, Scientific Research and Student Affairs
3. Prof. Assoc. Dr. Dukagjin Leka, Vice-Rector for International Cooperation
4. Prof. Ass. Dr. Bajram Fejzullahu, Vice-Rector for Budget and Finance

5. Prof. Assoc. Dr. Merxhan Avdyli, Dean of the FEd
6. Prof. Assoc. Dr. Sadik Haxhiu, Dean of the FL
7. Prof. Ass. Dr. Shprese Qamili, Acting Dean of the FAS
8. Prof. Ass. Dr. Xhevat Sopi, Dean of the FEc
9. Prof. Assoc. Dr. Artan Dermaku, Dean of the Faculty of Computer Science
10. MSc Vaxhid Sadriu, Secretary-General of UKZ
11. Xhelal Selimi, Chairman of the IAB
12. MSc. Fitore Malaj, Director of the Office for Quality and Academic Development
13. MSc. Valon Kllokoqi, Director of the Office for Budget and Finance
14. Luljete Berisha, Official of the OIC
15. Valmira Abdullahu, Administration
16. Rina lsufi (student)
17. Liza Rexhepi, Alumni

On 20.11.2020 and 23.11.2020, The WP has organized the first workshop where all the standards that should be evaluated for institutional accreditation have been discussed. In the discussion, the WP was based on the document *KAA Accreditation Manual*, July 2018, especially the second part: Standards and PI for external QA. The workshop resulted in a basic document in which, for each institutional accreditation standard and for each performance indicator, a database was created on which the SER will be drafted.

On 23.11.2020 the Rector established eleven WPs for each institutional re-accreditation standard:

Table 1 WPs for each KAA standard for institutional accreditation. (UKZ)

	Standard	***WP for drafting the SER***
	Misioni publik dhe objektivat institucionale/ Public mission and institutional objectives	Coordinator: Prof. Assoc. Dr. Bajram Kosumi, Rector Members: 1. Prof. Assoc. Dr. Dukagjin Leka, Vice Rector 2. Prof. Assoc. Dr. Xhevdet Thaci, Vice Rector 3. Prof. Ass. Dr. Bajram Fejzullahu, Vice Rector 4. Prof. Ass. Shpresa Qamili, Acting Dean 5. Vaxhid Sadriu, PhD cand., Secretary-General 6. Minire Rexhepi, Head of the Office of Public Communication and Alumni official 7. Valmira Abdullahu, executive assistant
	1. Misioni publik dhe objektivat institucionale/ Public mission and institutional objectives	Coordinator: Prof. Assoc. Dr. Bajram Kosumi, Rector Members: 1. Prof. Assoc. Dr. Dukagjin Leka, Vice Rector 2. Prof. Assoc. Dr. Xhevdet Thaci, Vice Rector 3. Prof. Ass. Dr. Bajram Fejzullahu, Vice Rector 4. Prof. Ass. Shpresa Qamili, Acting Dean 5. Vaxhid Sadriu, PhD cand., Secretary-General 6. Minire Rexhepi, Head of the Office of Public Communication and Alumni official 7. Valmira Abdullahu, executive assistant
	2. Planifikimi strategjik, qeverisja dhe administrata/ StPning,	Coordinator: Prof. Assoc. Dr. Bajram Kosumi, Rector Members: 1. Prof. Assoc. Dr. Dukagjin Leka, Vice-Rector 2. Prof. Assoc. Dr. Xhevdet Thaci, Vice-Rector

	governance and administration	3. Prof. Ass. Dr. Bajram Fejzullahu, Vice-Rector 4. Prof. Ass. Shpresa Qamili, Acting Dean 5. Vaxhid Sadriu, PhD cand., Secretary-General 6. Arlinda Hasani, procurement officer
	3. Planifikimi dhe menaxhimi financiar/ Financial planning and management	Coordinator: Prof. Ass. Dr. Bajram Fejzullahu Members: 1. Prof. Ass. Dr. Xhevat Sopi, Dean 2. Prof. Ass. Shefket Jakupi, Vice Dean 3. Prof. Ass. Arben Mustafa, Professor 4. Prof. Ass. Dr. Refik Kryeziu, Professor 5. Dr. Nexhat Shkodra, Assistant 6. Dr. Arben Sahiti, Assistant 7. Valon Kllokoci, Director of Finance 8. Hidajete Jashari-Latifi, certifier
	4. Integriteti akademik, përgjegjësia dhe përgjegjësia publike /Academic integrity, responsibility and public accountability	Coordinator: Prof. Assoc. Dr. Artan Dërmaku, Dean Members: 1. Prof. Assoc. Dr. Musa Ajeti, professor 2. Prof. Assoc. Dr. Naim Mustafa, professor 3. Prof. Ass. Dr. Gëzim Tosuni, professor 4. Prof. Ass. Dr. Emin Krasniqi, professor 5. Prof. Ass. Dr. Urtak Hamiti, professor 6. Prof. Ass. Dr. Fehmi Azemi, professor
	5. Quality management/ Menaxhimi i cilësisë	Coordinator: Prof. Assoc. Dr. Dukagjin Leka, Vice-Rector Members: 1. Prof. Ass. Dr. Fatmire Krasniqi, professor 2. Prof. Ass. Dr. Vogëlushe Kurteshi 3. Prof. Ass. Dr. Selim Daku, professor 4. Arbenita Kosumi, PhD cand., Assistant 5. Fitore Malaj, PhD cand., Director of the Office for Quality and Academic Development 6. Dr. Nexhat Shkodra, assistant
	6. Mësimdhënia dhe mësimnxënia/ Learning and teaching:	Coordinator: Prof. Assoc. Dr. Xhevdet Thaci, Vice-Rector Members: 1. Prof. Assoc. Dr. Merxhan Avdyli, Dean 2. Prof. Assoc. Dr. Sadik Haxhiu, Dean 3. Prof. Ass. Shpresa Qamili, Acting Dean 4. Prof. Ass. Dr. Bashkim Dalipi, Vice Dean 5. Prof. Ass. Dr. Ragmi Mustafa, Vice Dean 6. Prof. Ass. Dr. Mensur Neziri, Professor 7. Mr. Sc. Drita Musmurati, Lecturer 8. Mr. Sc. Ahmet Ibrahimi, Lecturer
	7. Hulumtimi/ Research	Coordinator: Prof. Assoc. Dr. Dukagjin Leka, Vice-Rector Members: 1. Prof. Assoc. Dr. Artan Dërmaku, dean 2. Prof. Ass. Dr. Lutfi Zharku, professor 3. Prof. Ass. Dr. Albulena Hajdari-Krasniqi, professor 4. Prof. Ass. Dr. Selim Daku, professor 5. Prof. Ass. Dr. Liridon Dalipi, professor

	8. Stafi, proceset e punësimit dhe zhvillimi profesional/ Staff, employment processes and professional development	Coordinator: Prof. Ass. Dr. Fejzullah Hasani, professor Members: 1. Prof. Assoc. Dr. Naim Mustafa, Professor 2. Prof. Assoc. Dr. Fadil Osmani, Professor 3. Detrina Alishani, PhD cand., Assistant 4. Lulëzim Rashiti, PhD cand., Assistant 5. Kosovare Shabani, Chief of Staff 6. Refik Ibrahimi, Academic Development Officer
	9. Administrimi i studentëve dhe shërbimet mbështetëse/ Student administration and support services	Coordinator: Prof. Assoc. Dr. Xhevdet Thaci, Vice-Rector Members: 1. Prof. Ass. Dr. Shpresë Qamili, Dean 2. Prof. Ass. Dr. Nerxhivane Krasniqi, Professor 3. Prof. Assoc. Dr. Nevrije Ismaili, Professor 4. Nevzat Halimi, Head of Student Service 5. Blerta Dushica, Secretary of the faculties 6. Mensur Ajeti, clerk for master studies 7. Fitore Hasani, clerk for bachelor studies
	10. Burimet mësimore dhe lehtësirat/ Learning resources and facilities:	Coordinator: Prof. Ass. Dr. Bashkim Dalipi, Vice Dean Members: 1. Prof. Ass. Dr. Kastriot Dërmaku, professor 2. Prof. Ass. Dr. Lindita Nebiu-Hyseni, professor 3. Aferdita Ibrahimi, PhD Cand., Assistant 5. Xhevat Bekteshi, internship officer 6. Ramiza Veseli, librarian 7. Burim Ademi, IT
	11. Bashkëpunimi institucional/ Institutional cooperation	Coordinator: Prof. Assoc. Dr. Dukagjin Leka, Vice-Rector Members: 1. Prof. Assoc. Dr. Ekrem Alimi, professor 2. Prof. Ass. Dr. Basri Ahmedi, professor 3. Prof. Ass. Dr. Nysret Demaku, professor 4. Luljeta Berisha, Official for INCO. 5. Betim Berisha, Leader for INCO.
	Translation	1. Prof. Ass. Dr. Teuta Agaj Avdiu, professor

The first draft of the SER was distributed to the members of the WP on 8.12.2020 to be discussed in the academic circles of the various academic units of UKZ.

The SER was sent for discussion to all the governing structures of the University: the academic staff, the administrative staff and the students.

After reading and commenting on the SER from all UKZ structures, the QMEC discussed the SER, formally approved it and sent it to the Senate for approval. The Senate approved the SER at the XIX meeting held on 28.12.2020

1.2.Structure and content of the SER

The structure and content of this report are based on the *KAA Accreditation Manual*, July 2018, the *KAA Guidelines for the preparation of SERs*. At the beginning of each section, the standard is given and immediately after it the "UKZ compliance" with the standard is given.

This methodology makes the SER clearer and more accurate, even though there is a risk of duplication.

It should be noted that in the answers provided by UKZ, in some countries we have provided data beyond the requirements of standards, such as international cooperation and projects, or the budget won by national and international projects.
At the end of the SER, we have brought the recommendations of the Expert Team from the last institutional accreditation, in 2017, in tabular form: on one side of the table, we have put the recommendation of the Expert Team and on the other side the actions that have been taken for that recommendation.

1.3. A brief historical overview of the institution

a. Higher education institution, its mission and objectives, the study programs it offers.

UKZ was established by Decision of the Government of Kosovo No. 118/03 of 6 March 2013, which was approved by the Assembly of Kosovo on 30 May 2013.
The decision of the Assembly of Kosovo fulfilled the decades-long goal and work that has been done in Gjilan with higher education, since 1958 when the Teacher Training Centre was established (teachers training school).

The establishment of UKZ made possible the involvement in university higher education of the largest number of students in Eastern Kosovo, the Presevo Valley (Serbia), the Kumanovo region (North Macedonia) and other areas of Kosovo.

On 10 December 2020, the Assembly of Kosovo approved the Statute of UKZ, by which UKZ gains administrative independence and eventually becomes independent from the Ministry of Education and Science.

UKZ carries the idea of promoting and developing higher university education, research, artistic creativity and qualification of staff up to doctorate degree.
UKZ was established to be in the service of knowledge, education and well-being of Kosovar society and all humanity.
Based on its vision and mission, UKZ is the bridge between local values, national values and global values. It is the best door of Kosovo to the era of digital technology and a multicultural society. UKZ, by staying loyal to the very essence of the word "universal", will promote and respect multiculturalism and diversity.
UKZ has a direct impact on society, knowledge, science, family, economy, well-being and on the democracy of our society and beyond. All UKZ objectives, in line with its mission, are oriented towards this role of UKZ in society.
UKZ's mission is aligned with three main pillars: teaching, research and community service. In this regard, UKZ has made great progress since its last accreditation in 2017:

- UKZ has become a leader in Kosovo in participating in national and international projects, especially Erasmus+ projects. In 2020 UKZ is part of 9 Erasmus+ projects, in 1 of which it is a grant holder.
- UKZ has established a sustainable QA system: QA policies, regulations, bodies, mechanisms and instruments that ensure quality have been established
- UKZ has oriented study programs towards the labour market. For each new study program, there is a preliminary labour market research. For this reason, UKZ has given an important role to consultation with the IAB, alumni students and other stakeholders in higher education. UKZ has oriented the learning system from the memorization model to critical thinking. Increasingly rare are the classical lectures in which the professor explains and the student learns. The student is at the centre, which means that the student also takes part in lectures, through XXX, through discussion groups, through seminars and other independent assignments. The academic staff already understand that in the world of IT, the classical lecturing of the professor in the classroom is no longer of paramount importance, as the student can at any time attend the same lecture by many other professors online. The professors must therefore change the approach: they must encourage students to think critically about the topics they intend to explain to them, to encourage them to explain and understand the essence of the topic themselves. In this way, professors become the key to knowledge, rather than possessors and distributors of knowledge, as it has been the case since the time of Humanism and the Renaissance.
- A wide-ranging debate has taken place in UKZ on the orientation of UKZ towards applied sciences as well. This has resulted in the formation of the FAS in 2019 and the accreditation of the first applied program in Educational Mathematics.
- In the development of master's study programs, UKZ has brought innovation in higher education in Kosovo by developing joint programs with two public universities (University of Prizren and University of Peja) and by developing interdisciplinary programs owned by three UKZ faculties (Faculty of Computer Science, FEc and FL).
- UKZ has established the Faculty of Information Sciences with great success, through which it has had a direct impact on society and the economy: students of this faculty cooperate with institutions and businesses, offering them services in IT, such as creating an application for the virtual operation of the bus station, primary school websites, installation of digital panels in the UKZ facility, etc.
- UKZ has successfully passed all accreditation processes so far.
- In all cases where UKZ graduate students compete at other universities in master study programs, they rank at the top of the tables. Even in international universities they are successful and rank at the top of the tables, such as at the Ohio University in the USA, in Paderborn, Germany, at the University of Graz in Austria.
- UKZ students are proving successful after graduation even with the opening of businesses and personal entrepreneurship (see e.g.)
- The employer rating for UKZ students is positive. Most employers express that our students show a high performance, starting from hiring.
- The transition from classical to online learning, in the case of the Covid 19 pandemic, whereby it took UKZ only one week to ensure the continuity of this provision, shows

the high performance of the academic staff and students. On that occasion, students were engaged to train academic staff in the use of virtual learning platforms.

- UKZ has increased the academic and administrative staff in terms of quantity and quality: in both groups, the number of staff, both academic and administrative, has increased significantly. In terms of quality, most UKZ assistants have a doctorate degree and they have already been selected or are in the process of being selected as assistant professors. The level of middle managers, directors and heads of offices, who did not exist in 2017, has been created in the administration.
- UKZ has recruited mostly young academic staff, i.e., acclimated to digital technology. This is important not only for the learning process but also for the fact that UKZ is aiming to digitalize all student services (so far, we have the SMU electronic management system, digital schedule for organizing lessons and exams, e-learning, Moodle, google.meet etc.).

The UKZ implements the organization of curricula (study curricula) based on the system of three cycles of higher education, the ECTS and implements all the recommendations of the Bologna process.

UKZ has 5 (five) faculties and 1 Organizational Unit (University Library) and currently, in these faculties, 10 study programs are offered: 8 bachelor level programs and 2 master level programs.

UKZ has 12 study programs in the process of re-accreditation, of which there are six programs in the new accreditation process: Primary and Preschool (BA), Computer Science (BA), Finance and Applied Accounting (BA), E-government (MA), Local Government and Democratic Society (MA) and it also has in process six new programs for accreditation: Teaching in Albanian Language and Literature (MA), Teaching and Curricula (MA), Systems Control and Artificial Intelligence (MSC), Management and Entrepreneurship (MSC), Legal-Criminal (MSc), EU Administration and Law (BSc).

The following table presents the faculties, the names of the respective programs and degrees that are obtained after the completion of the studies in these programs:

Table 2 The academic and organizational units of UKZ, the number of programs offered and the respective degrees obtained after graduation. (UKZ)

No.	**Faculty**	**Study program**	**Study level**	**The degree to be earned**
1.	FEd	Preschool	BA	Bachelor of preschool education
		Primary	BA	Bachelor of primary education
2.	FL	General law	LLB	Graduated lawyer
3.	FEc	Banking, finance and accounting	BSc	Bachelor of Banking, Finance and Accounting
		Management	BSc	Bachelor of Management
		Marketing	BSc	Bachelor of Marketing
4.	FCS	Computer science	BA	Bachelor of Computer Science

5.	FAS	Educational Mathematics	BA	Bachelor of Educational Mathematics
6.	FCS FL FEc	E-Government	MA	Master of E-Government
7.	University of Gjilan University of Prizren University of Peja	Local government and democratic society	MA	Master of Local Government and Democratic Society

The following table shows the course of the accreditation process of UKZ, as an institution and study programs:

Table 3 UKZ accreditation process and study programs 2013-2021

Faculty	*Study Program*	*First*	*Reaccreditation*
Institutional Accreditation		**2014**	**2017**
Education	Preschool education (BA)	01.10.2014 - 30.09.2016	01.10.2016-**30.09.2020**
	Primary Education (BA)	01.10.2014 - 30.09.2016	01.10.2016-**30.09.2020**
Economy	Banking, Finance and Accounting (BA)	01.10.2014 - 30.09.2017	01.10. 2017- **30.09.2021**
	Management (BA)	01.10.2014 - 30.09.2016	01.10. 2016-**30.09.2020**
	Marketing (BA)	01.10.2014 - 30.09.2017	01.10. 2017-**30.09.2021**
Law	General Law (BA)	01.10.2014 - 30.09.2016	01.10.2016-**30.09.2020**
Computer Sciences	Computer Science (BA) Specialities: IE and SEW	01.10.2014 - 30.09.2016	01.10.2016-**30.09.2020**
Applied Sciences	Educational Mathematics (BA)	1.10.2019-**30.11.2022**	
Fcs - FEc-FLaw	E-Government	01.10. 2017-**30.09.2021**	
UKZ-UPZ-UHZ	Local Governance and Democratic Society	01.10. 2017-**30.09.2021**	

b. Institutional leadership, management structures and administration and personnel agreements;

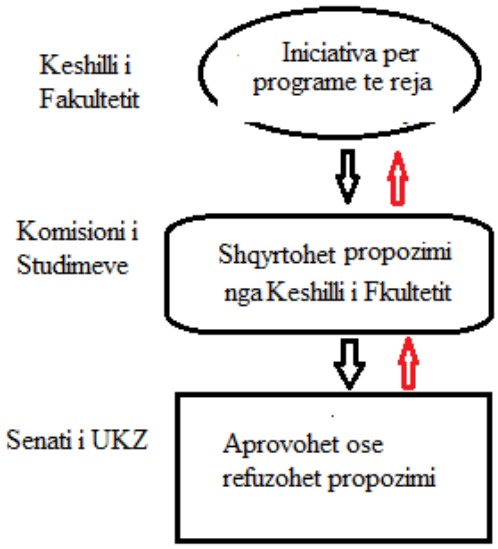
The University is organized and governed based on the Law on Higher Education of RKS, based on the Statute of UKZ and based on the relevant regulations of UKZ. The University consists of academic units, which are governed and administered in three main pillars: the Steering Council, the Senate and the administration. The Rector is the main managing authority.

The organization of decision-making structures in academic matters is done in accordance with the Statute of the University. The Steering Council takes decisions on the opening and closing of study programs and academic units. All academic matters are decided upon by the

University Senate, chaired by the Rector. The members of the Senate are elected by the academic units of the University, by the administration and by the Student Parliament.

The FC leads and makes decisions on all academic matters of the Faculty. The Dean is the Chief Manager of the Faculty and he represents the Faculty to the UKZ Senate

The FC proposes the new study program which is sent to the Studies Commission for review. The Studies Commission reviews, rejects or proposes it for approval to the UKZ Senate. The UKZ Senate approves or rejects the proposal of the FC. We present this way of organization schematically, as follows:



Designations of titles for academic staff, based on the UKZ Statute, are as follows:

- Prof. dr. (regular professor)
- Prof. Assoc. dr. (associate professor)
- Prof. Ass. dr. (assistant professor)
- Lecturer
- Lector
- Tutor
- Ass. (university assistant)

UKZ in 2020 has 45 academic staff, of which 2 are lecturers of arts subjects (Master of Arts), 4 are assistants (PhD cand.) and the others are doctors of sciences. This is a large development, given the fact that in 2016 UKZ had 4 full-time professors, 3 part-time professors and some assistants. During these years, UKZ has developed each academic year a vacancy for the recruitment of new academic staff and has supported assistants to successfully complete doctoral studies. Also, 4 current assistants are on the verge of completing their doctoral studies.

Even during the year 2020/21, UKZ has announced vacancies for recruitment of 13 new academic staff.

In this period, UKZ has paid great attention to the advancement of the academic staff: during 2019/20 a considerable number of academic staff were promoted to academic titles, and also in the following year 2020/21, a vacancy for other advancements was opened. All advancement/promotion procedures are done in a transparent manner, strictly respecting the Regulation on hiring and promotion of academic staff and administrative instructions of MEST, which present the journals and indexing platforms of journals where the academic staff to be promoted should publish.

The administrative staff, including the Secretary-General, who is the chief manager of the administration, has 32 officers, divided into separate units. Even at this point, UKZ has achieved a tangible result: in 2016 UKZ had 16 administrative officials and from 2018 onwards 16 more officials were recruited, making the UKZ administration much more efficient. Also, UKZ has a plan to further increase the number of officials, taking as a priority: the OIC, the Office for Quality and Academic Development, the University Library, etc. Also, UKZ has planned the establishment of the Office for Projects, Office for Scientific Research during 2021.

The UKZ campus is on "Zija Shemsiu" Street in the centre of Gjilan. It consists of two large buildings, joined in reconstruction. The campus borders the city's High School Campus, turning the entire area into a school, and university area. The campus does not meet all the needs in the dynamic development of UKZ, therefore the Municipality of Gjilan and the Government of Kosovo are finding a solution for a new university campus, and also within the current campus, in 2020, new teaching and library spaces have been added.

c. Students, their socio-economic background and relevant contextual information about the field in which the institution operates;

UKZ is open and encourages all candidates who meet the formal requirements to enrol in university studies, in programs which are accredited. Studies are conducted in Albanian language. The teaching process at UKZ takes place from 8:30 to 18:00, while for master studies it continues until 20:00.

Candidates who have completed high school, without any restrictions on gender or other affiliation, are invited to regular vacancies for the admission of new students. According to the UKZ Statute, there are two vacancies for admission of new students, in June and September. The largest number of students is from the region of Gjilan, Kamenica, Novobërdë, Viti, Ferizaj, Kaçanik, Hani i Elezit, Partesh, Kllokot, Ranillug, but also a significant number is from other regions of Kosovo, especially in master programs, as well as from Serbia (municipalities: Presevo, Bujanovac and Medvedja) and from North Macedonia (Kumanovo).

It is expected that for the academic year 2020/21 there will be an increased interest from students of the Kumanovo region since the road Kumanovo-Gjilan was opened for circulation with the opening of the border crossing point in Stancic between Kosovo and North Macedonia.

UKZ reserves special quotas for the admission of students from small communities (Serbs, Turks, Roma) or from municipalities outside Kosovo (Serbia and North Macedonia), as well as facilities for the admission of persons with special needs.

Since its establishment until now, a total of 8174 students have been enrolled in UKZ.

Table 4 Number of students enrolled in the years 2013-2020

Academic year / Faculty	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
FEd	401	210	277	221	202	196	167	199	**1873**
FL	454	372	296	272	257	226	203	178	**2258**
FEc	608	608	497	386	245	244	234	235	**3057**
FCS		96	91	115	96	73	63	76	**610**
FAS							22	33	**55**
FCS, FEc, FL: E-gover.					60	44	37	46	**187**
Law: LGDS					50	28	22	34	**134**
Total	**1463**	**1286**	**1161**	**994**	**910**	**811**	**748**	**801**	**8174**

Out of 4904 students enrolled until 2016/17, a total of 1303 students graduated, of which 958 are female and 345 male, with a percentage of 26.6%.

The above figures show a slight latent decline of enrolled students and this is explained:

- With global and regional migration processes, where Kosovo is no exception;
- Because in the first two years 2013-2014 a large number of students were enrolled, who have passed from the University of Prishtina to UKZ.
- Because in the first two years 2013-2014 a larger number of students were admitted (according to the decision of MEST for places reserved for communities)
- UKZ policies to reduce student admission quotas at some faculties, such as the FEc and the FL;

The competition for a student place in UKZ is great: in the FCS, in the FEd, in master programs, in the FAS the competition goes 3-4:1, so there are three to four candidates for a place of the student. In some other study programs, such as the FL and the FEc, the competition is less.

UKZ has also paid special attention to the professor-student digital relationship. So, we already have a relatively good relationship, close to the European average: 1 academic staff for 21 students (1:21). See this relationship in 2020 at standard 8.

The socio-economic background of UKZ students has two main characteristics:

- UKZ students are almost all students who have completed upper secondary education (12 years) and the Matura exam (for both of these qualifications a certain number of points is taken to which are added the points obtained in the entrance exam organized by the respective faculties);
- No drastic differences in the economic situation of students are noted, given that payment for semester registration is affordable for students;
- For students in difficult economic circumstances, the municipalities from which they come regularly award scholarships to students. Scholarships for excellent students are also awarded by the University, as well as by MEST. Other organizations also provide scholarships for categories of excellent students, students with economic difficulties and others;
- Most of the students who live outside Gjilan travel to attend lectures and other learning activities. Thanks to the position of Gjilan which is close to the residences of most students and the rapid development of public transport companies, no delay in this regard is being noted.

A special place in organizational structures has been devoted to student participation. Student representation is done at all levels of the University management and in all standing committees.

For the organization of student activities, the management of UKZ has provided full support, providing the necessary space and other necessary logistics.

UKZ has long-term financial stability and sustainability since as a public university it is financed from the budget of RKS. The government grant is a fund allowed by the Kosovo budget, which finances all activities of budget organizations.

The purpose of the UKZ is also to encourage the Government of Kosovo to establish a supplementary fund for funding of public universities in a non-linear manner: a fund in which universities compete and win grants based on their research, program and other performance.

d. Teaching, learning and curricula

Teaching and learning in UKZ study programs is based, initially, on regulations approved by the Senate. This process is student-oriented: the student is the centre and the whole process functions in the interest of his intellectual, research and social development.

Some of the advantages of UKZ are:

- course syllabi are reviewed and approved by the FC at the beginning of the semester;
- lectures and exercises are organized with flexible approaches and methods for the student;
- in addition to the compulsory and suggested books, students are provided with the necessary concretization materials;
- periodic and continuous evaluations are organized - throughout the semester;
- use of IT and e-learning application (SMU, Moodle, Google Meet, TEdu);
- regular consultations with teachers etc.
- in all study programs attention is paid to internship; in some programs at the FEd, at the FAS, at the FL, internship is a mandatory part of the study program.
- Teaching is complemented by free academic activities, which take place through various clubs, such as the Orators Club, the IT Club, the Mathematicians' Club, which hold competitions in their fields.

The students evaluation is being made according to Bologna System

1.4. Conclusion

UKZ is creating great hopes for the new Kosovar society, for young people, families, institutions and businesses.

Being a new university, UKZ has great opportunities: it does not suffer from the process of reforming a classical university, but everything that is created is done according to a better model targeted by contemporary universities.

As a new university, for UKZ it is clear that it exists for students and for society. Our approach to the education process is student-centred and critical thinking. The data memorization system is not enough for the contemporary student, if they do not get used to critical thinking, multidisciplinarity, the virtual world and the global labour market.

This is the model of the student that we aim to create and believe we can achieve.

Standard 1 Public mission and institutional objectives

1.1 The institution has a defined mission statement that includes three main pillars: teaching, research and community service

Compliance of UKZ

Public University "Kadri Zeka" in Gjilan (hereinafter UKZ) was established in 2013, by decision of the Assembly of RKS. Being a new university, it has had the opportunity to take the contemporary experiences of universities and orient itself towards a modern university. It did not have the problem of reform, as many old universities have, because everything that has been created has been done based on the knowledge, on the achievements and on the modern experience of higher education in Kosovo and in the EU.

UKZ's mission is aligned with three main pillars: teaching, research and community service.

UKZ's mission is:

> A Temple of Knowledge which cultivates learning and the development of knowledge, fosters critical thinking and the spirit of entrepreneurship for new research, which aid social and technological development, prepare responsible and professionally capable young people to be part of a virtual and global society, part of an open labour market and at the same time, a model for other members of society.

This mission is based on several pillars: teaching and knowledge; fostering critical thinking, the spirit of entrepreneurship, research, technological development, community assistance, virtual society, globalization and open labour markets. This mission clearly expresses the orientation of a new and contemporary university, ready to face the virtual and global world, while taking care and developing the basic values of human society.

For UKZ, some of these pillars of the mission are especially important, which are elaborated on specific objectives in the SP.

- "fostering critical thinking" is a fundamental point of the learning process, as the educational space in Kosovo and the Balkans has not yet been completely reformed from the old model of memorized learning. For this reason, UKZ has oriented teaching methods towards interactivity, focusing the student as the main actor in the classroom and in other academic activities. The student is the subject of the lecture process and the subject of independent assignments, which he/she conducts under the supervision of the teacher. New teaching methods rely mainly on interactivity, group work, student research work, internship, etc. Management also encourages the establishment of student clubs, in which they conduct academic activities without the influence of management and the Students Parliament itself, as is the case with the Orators Club, which conducts oratorical debates on various topics. We believe that by fostering critical thinking we foster the entrepreneurial spirit of the student.

- "entrepreneurial spirit" is the student who develops innovative ideas and projects and opens new paths for others. Thus, e.g., students of the FCS lead in these activities, through the application of IT in other business processes. Virtualization of services at the bus station in Gjilan is undoubtedly one of the good examples of entrepreneurial spirit.

- "virtual society" is a technological-social process that is happening everywhere in the world. The post-Covid 19 period will testify to what extent the world has changed in terms of virtual technology. Many heretofore activities will be modified and organized online (conferences, meetings, lectures, etc.), on the other hand, within a few years, many job profiles will disappear, being replaced by IT. UKZ is oriented towards this process: we are successfully conducting the digitalization of university services and student services (SMU platform), the digitalization of a part of the teaching process (even after the pandemic, a part of the process can continue online, according to interest of students), also the FCS is oriented towards mechatronics, etc. The UKZ graduate student is able to acclimatize to most jobs where IT is applied.

- "globalization" and "open labour markets" are two complementary concepts for which the UKZ student prepares from the beginning. No matter how much globalist processes endanger small societies and cultures, that process offers an unlimited opportunity for success and prosperity, because it eliminates all spatial, national, cultural, state barriers, etc. This in itself brings about the "open market" and the UKZ student is educated to compete in any job market. The use of books not older than 10 years in the teaching process has this meaning. Learning English and German, or the goal of teaching education students the sign language as well, also has this purpose.

Also, the UKZ mission is coherent with the principles applied in:

1. European Higher Education Area EHEA
2. European Research Area.
3. European Commission Guidelines for Higher Education.
4. Bologna Declaration.
5. Standards and Guidelines for QA in the EHEA (ESG) (European Association for QA in Higher Education, ENQA);
6. Lisbon Convention.

This is achieved through approaches applied by our university which focus on treating students as important actors for the evaluation and review of study programs as well as by including them in the decision-making structures of the university.

Our university engages in the application of advanced teaching methodologies which aim to increase interactivity with students, emphasize the individuality of students and consider the requirements and needs of our students during the learning process.
In line with the principles of the European Higher Education Area, we strive to provide a supportive environment for learning, teaching and research, we promote and foster the mobility of students and academic staff in European universities, and we support the research work of academic staff.
Recently, the efforts of our university have been focused on increasing the cooperation with the industry in order for our programs to be in line with the labour market demands and that our graduates are able to demonstrate competence in fulfilling their tasks upon employment.

In fulfilling its public mission and vision of academic staff leaders, UKZ supports and promotes its core values:

- Equality in the conditions for acquiring and generating knowledge, which is reflected in the non-discrimination of anyone;
- Creativity, reflected in our openness to new ideas and forms of expression, intellectual curiosity, willingness to face risks and entrepreneurial spirit;
- Integrity, reflected in our adherence to the highest ethical standards in personal and professional conduct, as well as in our commitment to transparency and accountability in governance and in everything we functionalize;
- Sustainability, reflected in our shared commitment to lead by example in safeguarding 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, responsibility and expect very high standards for ourselves and our students; Connection: We are an integrated team. We work around the principle of trust, cooperation and connection in our various disciplines and around the world.

1.2 The mission of the institution has been defined and, if the case, revised, based on a consultation process involving external and internal stakeholders

Compliance of UKZ

UKZ has drafted its mission in the Development Strategy 2017-2022. (See doc. *Development Strategy and Action Plan 2017-2022*).

The group that drafted the UKZ Development Strategy and AP 2017-2022 has been heterogeneous, including the various structures within the university (UKZ management, academic staff, administrative staff, students) as well as external stakeholders, such as Municipal Education Directorates, Business representatives, representatives of the Ministry of Education. (See Decision 02/260 dated 21.02.2017 Decision for the Working Group 2017 for the Strategy).

The mission has been drafted in an open process and in a consultation process with internal and external stakeholders.

The UKZ public mission was also reviewed in 2020, when the UKZ StP was reviewed, in support of the HERAS Plus project. (Decision of SC no.02/1971 dated. 27.11.2020 for the review of the Strategy); decision for establishment of the WP (Decision no.02/1970 dated 27.11.2020). All higher education stakeholders participated in the review process: University management, academic staff, administrative staff, students, Industrial Board and other employers, Alumni, education representatives in municipalities, mayors, court representatives,

representatives of public institutions, representatives of communities such as: persons with special needs, women's community, etc.

The revised mission in 2020 presents more accurately and better the goals and expectations of UKZ for the medium term. As seen above, it highlights some of the key concepts for UKZ, which was not the case with the previous mission. In the previous mission, UKZ relied on learning, role in the community and free competition, so the pillar of scientific research was not sufficiently emphasized, critical thinking, entrepreneurial spirit and the virtual society and globalism were not mentioned. With the new wording of the mission, we believe that we express more clearly, more comprehensively and more essentially our aspiration for university education.

1.3 The mission is recognized by the members of the academic community of the institution

Compliance of UKZ

The fact that in the drafting of the Development Strategy and AP of UKZ 2017-2022 and the Statute of UKZ and the revision of the StP 2020-2025 a wide group of academic staff, administrative staff and UKZ students participated in the review of public mission shows they are well acquainted with this mission. They present the pillars of the mission at the admission of students at the beginning of each academic year. They act during the teaching and research process with a public mission in mind, to prepare young people with contemporary scientific knowledge, capable of research and to serve the community, in a modern and virtual society, with global labour markets.

UKZ's public mission is placed on the UKZ website in a prominent and accessible location once the site opens.

Also, in the UKZ premises the public mission is written on large format paper, placed on the wall, so that anyone who enters or leaves the facility notices it.

The UKZ mission is also placed in all UKZ information brochures.

Also, the UKZ study programs always include the mission, so that all parties, internal and external ones, get acquainted with it and understand it.

There is difficulty in understanding the mission from some external stakeholders: some businesses and some other public-private institution still do not deeply understand the connection between academic study and the labour market, it must be elaborated: activities in industry, conferences, these activities make the academic community familiar with the mission as well as the use of university knowledge for the needs of the community and business. For this reason, UKZ holds meetings with the Industrial Board and other stakeholders, such as education directors in municipalities, mayors, businessmen, etc. and discusses the UKZ mission, especially the impact of academic learning on society and the economy. Also, in all academic activities that UKZ structures develop, such as Graduation Ceremony, UKZ Establishment Day etc., we invite external stakeholders to attend, and they get to know the UKZ's work and mission closely.

1.4 The institutional mission provides an effective guide for strategic planning, decision making and operations of the institution

Compliance of UKZ

The UKZ StP has broken down the UKZ public mission into strategic objectives, which serve as strategic objectives and goals for all University staff. Chapter II of the StP 2017-2022, which

orients the strategic objectives of UKZ, starts from the public mission of UKZ. (See: Development Strategy 2017-2022). Each of the objectives serves as a guide for University staff and students in the respective field.
Each academic unit and each university structure has an AP based on the StP and strategic objectives. These APs are updated annually. The Steering Council has approved the Regulation of the Commission for supervising the implementation of the StP in UKZ, No.02/2065, dt. 03.12.2020, for fulfilling these APs and their compliance with the strategic objectives of the StP.
The Commission for Supervision of the implementation of the StP, established by the Rector, reports to the Steering Council and the Rector on the extent of the implementation of the StP, the SC and the Rector take relevant decisions for the best implementation of the StP.

In accordance with the public mission of UKZ are also the goals stated in the Statute of UKZ, article 6 Mission, which emphasizes the public mission of UKZ, which serves as a guiding point for achieving the objectives of UKZ (See UKZ Statute, Article 6).

1.5 Medium and long term institutional objectives are consistent with and support the mission

Compliance of UKZ

The UKZ StP is drafted based on the main pillars of the institutional mission. The strategic objectives of the StP break down the mission into these objectives (See: *Strategic Plan 2017-2022*.

Fostering critical thinking and the student at the centre of the whole process are supported by several specific objectives:

- **Student-led Multidisciplinary Centre.** UKZ to establish the Multidisciplinary Centre, which links the performance of various tasks and services for the community.
- **Increased competition among students.** Promoting various student competitions and awarding the best, both in language and literature, mathematics, oratory, sports, arts, etc. UKZ to help financially establish clubs for these competitions, in the model of the already established Orators Club and to promote the spirit of competition of the students.
- **The academic spirit of the students.** Fostering the creation of academic spirit and creativity in everyday student life.

Orientation towards the open labour market and globalist processes is supported by several specific objectives:

- **Study programs to be in line with the labour market.** All new programs that will be submitted for accreditation to the KAA will have a feasibility study and no new program will be proposed unless it meets the needs of the labour market.
- **Creating programs in foreign languages.** Creating study programs in foreign languages to increase the mobility of students and academic staff.
- **Enrich and digitize the University Library.** In addition to further advancing the digitalization of the university, of great importance is the digitalization of the University Library, not only of services, but also of the library fund.

At this point UKZ stands out more than any other public university in Kosovo: in addition to the large number of Erasmus+ projects in which we have been or are currently partners and grantees, UKZ has cooperation agreements with many international universities, with which it conducts academic activities. (such as the University of Zug in Switzerland with which we

develop student study mobility every year), there are also MoUs with many international universities, etc.

The growth of scientific research and the role of UKZ in society is supported by several objectives:

- **Research to be linked to the development of society.** Our students should be provided with transferable knowledge and after graduation be competitive in the local, regional and European labour market, including the private and public sector.
- **Providing expertise and other professional services to institutions and society.** UKZ will create teams of experts in various fields, providing various expertise and services to public and private institutions, providing services to society, to various NGOs, etc.
- **Establish a Central Commission that will oversee scientific research.** The Commission will support scientific research.
- **To appoint coordinators in the faculties for scientific research work**. The Deans of the Faculties have appointed the coordinators for scientific research work.
- **Support, funding and reward for scientific research work.** With the Regulation on scientific activities, every research-scientific activity of the UKZ staff is financially supported, the best researchers are publicly announced and receive financial reward, the staff that publishes in journals with high impact factor receive special rewards, etc.

1.6 SWOT analysis for mission and institutional objectives:

Table 5 SWOT analysis for mission and institutional objectives

Strengths	**Weaknesses**
- Being a new university: contemporary experience and orientation towards a modern society; - UKZ is established in a centre like Gjilan, around which gravitate a considerable number of cities in Kosovo, Serbia and North Macedonia; - Students from all over Kosovo and outside Kosovo study at UKZ; - Labour market-oriented study programs; - Cultivation of academic spirit within the university; - Study programs in trend with the virtual world (computer science, educational mathematics, E-government, education, local government and democratic society, etc.); - Collaboration with the community, business and industry; - Positive image of the University in the community; - UKZ orientation towards modern, multicultural society and the global labour market; - International cooperation in Erasmus projects and other projects.	- Difficulty in understanding the mission by some external stakeholders; - Sufficient space partially affects the difficult conduct of research; - In matters of the functioning of the institution, the impossibility of acting quickly and flexibly due to lengthy bureaucratic procedures.
- **Opportunities**	- **Threats**
- Increasing international cooperation through Erasmus projects and other public funds make the mission more feasible (See: StP);	- Frequent reforms by the Ministry of Education without completing preliminary reforms and

- Young academic staff with competencies for IT and virtual trends of contemporary society; - Deepening cooperation with businesses and industry in accepting the mission of the University (See: StP); - Adaptation of the latest technological-scientific achievements in research and teaching work in UKZ; - Increasing UKZ opportunities for linking academic learning with practice and students' interest in practical learning	Frequent amendments to the Law on Higher Education; - Politicization of educational policies by different governing structures and levels (such as political interventions in the SQC and its exclusion from EQAR and ENQA); - Improper understanding by students and the community about the importance of correct assessment of students' knowledge by the professor.

Standard 2 Strategic planning, governance and administration

2.1. The institution has a strategic plan for a period of minimum three years

Compliance of UKZ

UKZ has approved the StP in 2017, for a period of five years. The document is called "UKZ Development Strategy 2017-2022". The document was approved on 02.05.2017.

Since 2018, an AP is drafted every year, which details the strategic objectives and specific objectives of the StP. Also, each faculty drafts its AP on an annual basis. (See Action Plans for Academic Units: Faculty of Education, Faculty of Economics; Faculty of Law; Faculty of Computer Science.

StP has been revised in 2020. Seeing the great dynamics of UKZ development, the university management has opened during 2020 the process of discussion and revision of the Development Strategy 2017-2022.

This increased dynamics means the increase of the number of study programs, the creation of the second level of Master studies as well as the beginning of cooperation for the creation of doctoral programs, the creation of a new Faculty, the increase of the number of academic staff, the increase of scientific research, the increase of the number of administrative staff, the increase of international cooperation, the increase of the number of international projects, the increase of international memberships, etc. most of the specific objectives set out in the StP 2017-2022 have been fulfilled or are in the process of being fulfilled in 2020, therefore there was an immediate need for the review process, which implies a small change in the definition of the specific objectives in which it will be worked until the process of drafting the new StP in 2022.

On 26.11.2020, the SC has decided to start the process of strategy review, which process will not completely change, but will modify the StP with the dynamics of development in UKZ. At the same meeting, the SC has established a WP of 35 members, in which all the main actors of UKZ are represented, as well as representatives of external stakeholders of university education. Following the agreement with the HERAS Plus project, the SC has decided that HERAS Plus experts will assist UKZ in this review process.

In addition to the UKZ StP, various structures in the UKZ have also drafted sectoral strategies:

- The OIC has drafted the "SICP".

- The UKZ Senate has approved the SCR. The strategy defines what is meant by scientific research activities at UKZ. The strategy has listed the objectives in scientific research. It envisages the establishment of a Research Centre that will coordinate research activity.
- After approving the changes in the SP in 2020, UKZ has approved the document "PI in UKZ", in which it has listed all the PI for the fulfilment of the StP at all levels.

2.2. The strategic plan is drafted in close consultation with the academic community at the institution, as well as external stakeholders and private sector

Compliance of UKZ

StPning at UKZ starts from top-down. The SC takes the decision to start planning and forms a broad WP, which includes all stakeholders in higher education: senior university management, academic staff, administration, students, external stakeholders, alumni students, various groups of interest etc. This group organizes its own meetings where it makes the plan for the work methodology: plans and organizes special meetings with different groups interested in higher education, such as academic staff, faculties, administration, students, businesses, other employers, with NGOs related to higher education, etc.

After the hearings in separate groups, the WP drafts a draft of the StP and puts it up for public discussion: it is placed on the University website but also sent to the addresses of all potential stakeholders in higher education. After the public hearing, the WP discusses in a workshop the incorporation of proposals or comments of stakeholders in the StP.

After incorporating the proposals from the public hearing, the WP sends the draft to the SC, which discusses it in a special meeting and approves it.

After the approval, the StP is published on the website and printed in hard copy, distributed to higher education stakeholders, while within the University it becomes accessible to all.

This is the case, for example, with the StP review process in 2020.

The UKZ StP 2017-2022 has been revised in 2020 and is continuously reviewed and taken into account for any new study program being drafted. The decision to start the review process and to form the WP was taken by the SC. The Working Group has a wide composition, which includes all stakeholders of higher education: members of the Board of Directors, the rector, all vice-rectors, all deans of faculties, student representatives, administration officials, alumni students, businesses and representatives of Industrial Board, representatives of Municipalities, representatives of Municipal Education Directorates, Chairwoman of the Education Committee in the Assembly of Kosovo, representatives of basic courts, other stakeholders such as: NGOs for women's rights, NGOs for persons with special needs etc.

Five workshops were held for the initial review of the UKZ SP. On 10-11.12.2020 two workshops of the Close Group were held, in which the WP suggested changes to be made to the StP, proposing to change the name of the document from "Development Strategy and AP 2017-2022" to **"UKZ StP 2017 - 2022 (revised in 2020)"**.

On 14 and 15 December 2020, the third workshop was organized with the internal stakeholders of the University, where all the leading structures and representatives of all UKZ structures were invited. All possible changes have been extensively discussed and, in particular, additional specific objectives have been discussed and set.

On 17 December, the fourth workshop with external stakeholders was organized. Members of the UKZ IAB, businessmen and other entrepreneurs, mayors, directors of municipal education, court representatives, representatives of NGOs such as those for people with disabilities, and human and women's rights organizations etc. were invited to the workshop. In this workshop,

external stakeholders have given interesting proposals, some of which are incorporated in this StP.

Following this workshop, the WP edited the revised text of the StP and put it up for public discussion on 19.12.2020. UKZ SP is posted on the University website, emailed to all members of the Wide WP, sent to external stakeholders, including MES, CC, KPA, KAA, NGOs overseeing the higher education process, mayors in Eastern Kosovo, directors of education in municipalities, etc.

External stakeholders have commented on the draft StP, providing proposals, suggestions and other comments. The representative of children with special needs has proposed that a subject for learning sign language be introduced in the FEd, as a compulsory subject, so that future educators and teachers understand this language and use it with children with special needs in their classrooms. A senior official of the public administration has proposed to further reduce the hours of lectures and increase the hours of self-oriented studies, practical work, etc. Some stakeholders, education officials in the municipalities, have requested the creation of study programs for low-presence profiles, such as: study programs of Albanian language, English language, German language, customs and freight forwarding, etc.

Most of these external stakeholder proposals have been incorporated into the StP.After the public discussion process, after the incorporation of some proposals from the public discussion in the StP, the Steering Council of UKZ, in the meeting of 29.12.2020 approved the StP of UKZ 2017-2022 (revised in 2020).

2.3. Strategic planning is integrated with annual and longer term budget processes that provide for regular adjustments

Compliance of UKZ

The strategic objectives of the StP are also calculated in financial costs. This is in line with the annual and long-term budget planning policies and processes of the UKZ and the Government of Kosovo. UKZ has a financial security and stability, as it is financed from public funds, through the Government and the MA.

Table 6 Estimated three-year budget of UKZ. (Government of Kosovo)

Budget Categories	*Year2021 - approved*	*Year 2022 - estimated*	*Year 2023 - estimated*
Wages and Salaries	1,297,643.00 €	1,297,643.00 €	1,347,423.00 €
Goods and Services	400,000.00 €	347,998.00 €	347,998.00 €
Utilities	50,000.00 €	50,000.00 €	50,000.00 €
Subsidies and Transfers	100,000.00 €	100,000.00 €	100,000.00 €
Capital Expenditures	700,000.00 €	1,200,000.00 €	1,200,000.00 €
TOTAL:	2,547,643.00 €	2,995,641.00 €	3,045,421.00 €

UKZ attaches importance to budget planning and spending by orienting it towards the fulfilment of strategic objectives. Below we are providing the table with the data of the budget expenditure for 2019 according to some strategic areas:

Table 7 Orientation of the budget towards strategic objectives. (UKZ)

No.	**Category**	**Amount**	**Percentage**
1	Human resources	1,246,356.52	71.05%
2	Infrastructure- (capital projects, technical services, other equipment, campus maintenance, IT)	180,843.76	10.31%

3	Scientific research work UKZ and Erasmus+	143,440.00	8.18%
4	International Projects	64,825.39	3.70%
5	International cooperation	40,208.78	2.29%
6	Students	78,479.80	4.47%
	Total	1,754,154.25	100.00%

UKZ is active in national and international research projects, especially those of Erasmus+, and receives part of its funding from those funds. Also, a part of UKZ revenues is gained through national and international projects, especially within the Erasmus+ Program, as a grant holder or as a partner and from own source revenues.

Table 8 Erasmus + project budget. (UKZ)

Acronym	*Name*	*Coordinator*	*Budget*	*Contract term*
QUADIC	Quality development of international cooperation and project management	UKZ	991,381.00 €	36 M
STAND		IBCM		36 M
SIAHDPC		HC		36 M
STEAMEdu		University of Mostar		36 M
e-VIVA	Enhancing and Validating service related competences in Versatile learning environments in Western Balkan Universities	European University of Tirana	56,075.00 €	36 M
SMAHPC	Student-run Multidisciplinary Allied Health Practice Center	Heimerer College	73,115.00 €	36 M
ResearchCult	Enhancing Research Culture in Higher Education in Kosovo	IBCM College	53,440.00 €	36 M
ENEMLOS	Legal clinics in service of vulnerable groups: enhancing the employability of law students through practical education	University of Podgorica	90,586.00 €	36 M
QATEK	Towards a quality-oriented system of initial teacher education to increase teacher professionalism in Kosovo"	University of Prishtina	95,865.00 €	36 M
Rebus	Integrating And Validating Practical entrepreurship skills in engineering and ICT studies - REBUS	University of Sarajevo	78,498.00	36 M
GreenTechWB		University of Vigo		36 M
EUFORIA		Staffordshire University		36 M
Total			1,438,960.00	36 M

2.4. The strategic plan takes full and realistic account of aspects of the internal and external environment affecting the development of the institution

Compliance of UKZ

The StP takes into account all aspects of the UKZ internal environment in its development, such as:

- academic potential: UKZ opens every year at least one vacancy for the admission of new academic staff, in which case about 10 new academic staff are recruited; from 2019, the

process of promotion of the academic staff has started, in which case a vacancy for promotion is opened every year, and as a result, now there are several professors at UKZ with the academic title of Associate Professor; thus, UKZ now meets about 60% of the requirements for academic staff (40% of which is met by external staff engagement;

- administrative potential: UKZ is increasing the administrative staff, as from 2019 for each year it announces a vacancy for administrative staff and has hired 16 new officials. In total there are now 32 officials, with whom it meets about 80% of its needs. Also, in the years 2019-2020, it has created the level of middle managers and now UKZ also has office managers, office directors, senior officials, etc.

- quality offered in study programs and in their practical development: Regulation on Quality Assurance Procedures in UKZ was approved in 2016. While quality measurement began in 2018, with the drafting of APs for each faculty and administration. In 2019, the Office for Quality and Academic Development was established and the director of the office was appointed. During 2019 and 2020, the Quality Office has organized student evaluation for academic staff and administration. In 2020, the Quality Management and Evaluation Council (QMEC) was established, which together with the Quality Office organizes multiple quality evaluations (process evaluation by management, academic staff, students, alumni, employers, by colleagues etc.). There is a clear procedure for how the quality assessment cycle concludes and the steps to be taken. With these developments, UKZ has met about 80% of PI for quality.

- student internship: there are significant developments in UKZ's approach to student internship. Student internships have become a mandatory part of the curriculum. The internship of FEd students lasts in the fourth year up to 15 weeks, also in FL in the fourth year the students have 15 weeks internship, the students of FCS have a subject "Project" which is an internship outside UKZ, the same goes for the students of FAS, who have the subject "Project", while FEc students are obliged to do partly internships in various businesses. UKZ students have been shown to be successful in these internships. In 2020, the Municipal Directors of Education have requested from UKZ to sign an agreement with which our students will replace teachers and educators who temporarily cannot develop the learning process due to Covid 19, any other reason, etc. With the student internship, UKZ has fulfilled all the foreseen PI.

- international projects: UKZ is a leader in international projects in Kosovo. For the past five years we have been and are partners in 19 Erasmus+ projects and in several other international projects (Zug, LECU, Shpresa etc.). Only in 2020 we are part of 9 Erasmus+ projects while in one UKZ is Grant Holder (QUADIC). With this success, UKZ has passed the expected PI.

- student scholarships: UKZ awards scholarships each year to excellent students. The competition is open and transparent. The criteria for the scholarship are set by the Senate, while the amount of the scholarship is set annually by the SC. UKZ students also participate in the annual scholarships awarded by the Municipality of Gjilan (UKZ cooperates with the Municipality in this matter) and in the scholarships awarded by MEST. Until 2019, UKZ was not satisfied with the amount given by the Government for student scholarships, but from 2019 there is a significant improvement of this amount.

- educational, social and cultural status of students: UKZ takes into account the status of its students. For example, for students from the Presevo and Bujanovac regions (Serbia) and

those in Kumanovo (North Macedonia) the standard of admission to studies is adapted to their educational space in secondary education.

- insufficient physical space (facility): the UKZ facility partially meets the requirements for higher education. For this reason, in 2020 UKZ has made several contracts for the renovation of the facility, such as 100% renovation of the University Library, renovation of the largest number of classrooms, renovation and creation of offices for new academic staff, 100% renovation of the Conference room, a new small amphitheatre has been created, etc. Also, during 2020 the rooms have been equipped with new digital technology (smart table, projectors, etc.), the conference room is equipped with sound system, etc. From the planning in the StP, only the establishment of a new facility on the UKZ Campus remained unfulfilled, the fulfilment of which does not depend entirely on the UKZ, but also on the Municipality of Gjilan and the Government of Kosovo.

The StP takes into account all aspects of the external environment that affect its development, such as:

- budget: UKZ is limited to accepting a limited number of academic staff, or to limited support of research activity etc. due to budget constraints. UKZ therefore urges the Ministry of Education to change the way public universities are funded, dividing the budget into two parts:
  1. the budget part for salaries and capital investments (same for all universities, depending on the number of academic staff, etc.)
  2. Performance budget, which is distributed through competitive public projects (which the university wins depending on performance).
- local, regional and global labour market: (each study program has in its input a feasibility study for the labour market; labour market demands for the type and level of labour force, etc. are taken into account);
- the dynamics of the development of virtual technology: each academic unit aims to virtualize to a certain extent the teaching and research process;
- Understanding UKZ's mission in the community: UKZ organizes various events that involve the community, or participates in community activities, in order to better understand the role and mission of UKZ in the community.
- understanding UKZ as a university for all: UKZ promotes understanding of UKZ as a university for all. UKZ is not a “local” university in Gjilan, nor only for students in Eastern Kosovo. Students from other parts of Kosovo, students from Serbia and North Macedonia are already studying at UKZ.
- "Profiling of universities": A problem at this point is the policy of "profiling of universities", which is mentioned in point 7.6.3 of the Strategic Education Plan in Kosovo 2017-2021, but is not elaborated. This has created space for misunderstanding of "profiling" as an obligation for universities to be limited to only a few program profiles and not be allowed to compete with each other in the same study programs. UKZ sees the profiling process as an academic and self-regulatory process rather than a political, centralist and mechanical process, as articulated in recent years in policy-making circles, including the MES, in some cases. For this reason, StP objective 7 addresses this issue.
- policies and extent of educational and economic development of Kosovo: UKZ promotes the cooperation of academic teaching with the labour market and businesses. Any new study program at UKZ should be based on a labour market approach. The establishment of the FAS is an important step in this direction.

2.5. The implementation of the strategic plan is monitored on short and medium term targets, and outcomes are evaluated

Compliance of UKZ

UKZ has approved the Regulation of the Commission for supervising the implementation of the StP in UKZ, No.02/2065, dt. 03.12.2020. Pursuant to this Regulation, the Rector has established a Supervisory Commission (KMZPSt), which includes several UKZ structures: the Steering Council, the Rector's Office, the Deans and the students.
In 2018, the reports of the implementation of the StP were drafted by the Office of the Rector and the Offices of Deans for their faculty (See as a model the Action Plan of the Faculty of Education),

However, this control model has worked only for some phases of evaluation, therefore, based on the recommendation of the Team of Experts from the 2017 accreditation, the rector has formed KMZPSt, which reports periodically and continuously on the implementation of the StP.

KMZPSt oversees the implementation of the StP and makes annual reports to the Steering Council and the Rector, and suggests taking appropriate action. Thus, for example, KMZPSt has prepared the Report on the Implementation of the StP at the end of 2020, which must be approved by the SC at the beginning of 2021.

2.6. The institution has a decision making system and internal operating regulations in conformity with current legal provisions

Compliance of UKZ

UKZ management is a very efficient structure, dedicated to resolving all issues. It meets, in various formats regularly and discusses all the problems, ideas or actions that need to be taken. On the other hand, it controls and evaluates the work that is performed. The management of the administration is also efficient and adapted to the working conditions, ready to perform all tasks, even when they are beyond their job description, or beyond the foreseen time.

UKZ has adopted all regulations governing decision-making and has functionalized the organization of institutional life. These regulations are in accordance with the Law on Higher Education, the Law on Labour, the Law on Civil Service, the Law on State Administration, the Law on General Administrative Procedure, the Statute of UKZ, etc., and they are published on the University website.[1]

[1] UKZ regulations governing decision-making, accountability and control:

1. Regulation on the work of the Steering Council of UKZ, 02/1034, dt. 09/23/2015 (https://www.uni-gjilan.net/wp-content/uploads/2016/01/Rregullore-mbi-pun%C3%ABn-e-K%C3%ABshillit-Drejtues-t%C3%AB-Universitetit-Kadri-Zeka-Gjilan.pdf).
2. Regulation on the work of the UKZ Senate, no. 01/640, dt. 06/17/2015 (https://www.uni-gjilan.net/wp-content/uploads/2017/07/rregullore-mbi-punen-e-senatit.pdf).
3. Regulation on internal organization and systematization of jobs in UKZ, 02/1531, dt. 10/13/2020 (https://www.uni-gjilan.net/wp-content/uploads/2020/12/Rregullore-per-organizimin-e-brendshem-dhe-sistematizimin-e-vendeve-te-punes-2020.pdf).
4. Regulation on the establishment and functioning principles of the UKZ Industrial Advisory Board, no. 01/268-1, dt.23.02.2017 (https://www.uni-gjilan.net/wp-content/uploads/2019/12/RRegullore-p%C3%ABr-themelimin-dhe-parimet-e-funksionimit-t%C3%AB-Bordit-K%C3%ABshill%C3%ABdh%C3%ABn%C3%ABs-t%C3%AB-Universitetit-Kadri-Zeka-n%C3%AB-Gjilan.pdf)
5. Regulation on the work of the Publishing Council in UKZ, no. 02/864, dt. 03/08/2020 (https://www.uni-gjilan.net/wp-content/uploads/2017/06/Rregullore-p%C3%ABr-punen-e-K%C3%ABshillit-Botues-1.pdf).

These decision-making, accountability and control responsibilities are regulated by the UKZ statute and special regulations:

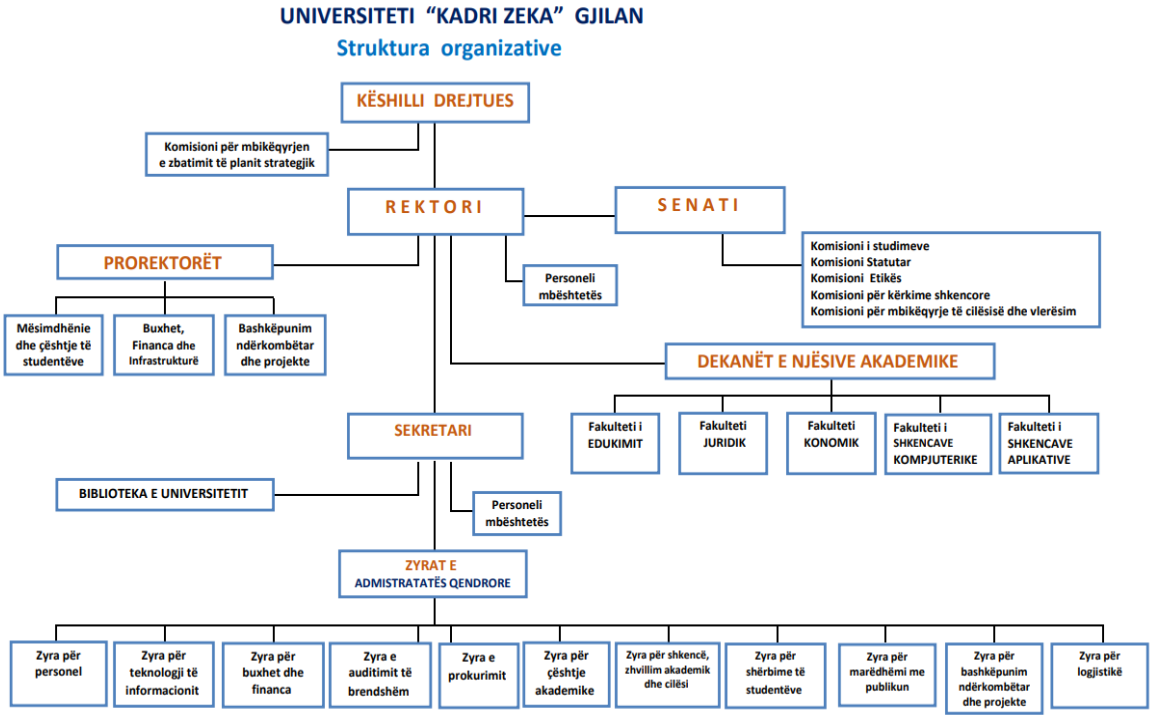
1. **The Steering Council (SC)** of the University is the main governing body of the University. SC is responsible for all strategic policy issues and financial policies and elects the Rector of the University. SC develops a StP which is reviewed every year. Monitors the efficient use of resources. Approves annual budget plans and periodic budget utilization reports. SC approves and publishes the Annual Work Report in UKZ. It is the highest accounting body in UKZ. SC consists of 7 (seven) members: 4 of them are elected every three years in the regular election process at the University, while three of them are appointed by the Minister of MES, by special decision. The SC is chaired by the chairman and deputy chairman, elected by the SC, by members appointed by the MES.
2. **The Rector** is the main managing and academic authority of the University. The Rector reports to SC. The Rector is elected by the Board of Directors for a four-year term, with the possibility of re-election for another term, through a public vacancy. The Rector is the authority that represents the University outside of it.
3. **The Senate** is the highest academic body of the University. It is the decision-making body for all academic matters.

All governing bodies of the University exercise their activity on the principle of majority voting, unless otherwise provided in the Statute.

4. **Faculty Council and Dean.** The organization of studies is the responsibility of the faculties. The Faculty has a FC, which is its highest body for academic matters, while the faculty is headed by the Dean, who is the main executive authority of the Faculty.
5. **Secretary-General.** The administration of the University is headed by the Secretary-General of the University and for all administrative matters, decision-making belongs to the Secretary-General.
6. **Student Parliament.** For all matters of student activity, decision-making belongs to the Student Parliament

The following organizational chart shows the decision-making, accountability and control within the UKZ administrative system.

Table 9 Organizational chart of organization and leadership of UKZ



2.7. Selection criteria and processes for decision making and other positions are clear, transparent and published in the institutional regulations

Compliance of UKZ

All elections, from admission and promotion of academic staff, admission and promotion of administrative staff, elections of University management and those of faculty and students are regulated by the UKZ statute and special regulations. Statutes and regulations are published on the University website.[2]

[2] See regulations published on the UKZ website:

1. Regulation on selection procedures regarding the appointment, reappointment and promotion of academic staff at UKZ, no. 01/625, dt. 06/12/2020 (https://www.uni-gjilan.net/wp-content/uploads/2020/06/Rregullore-p%C3%ABr-procedurat-p%C3%ABrzgjedh%C3%ABse-lidhur-me-em%C3%ABrimin-riem%C3%ABrimin-dhe-avancimin-e-personelit-akademik-n%C3%AB-Universitetin-publik-Kadri-Zeka-Gjilan-2.pdf);
2. Regulation on the formation of commissions for the admission of new students, no. 05/585, dt. 11.06.2014 (https://www.uni-gjilan.net/wp-content/uploads/2019/12/Rregullore-p%C3%ABr-formimin-e-komisioneve-p%C3%ABr-pranimin-e-student%C3%ABve-t%C3%AB-rinj-n%C3%AB-UKZ.pdf);
3. Regulation on the procedures for engaging external collaborators in UKZ, no. 01/977, dt. 01/09/2018 (https://www.uni-gjilan.net/wp-content/uploads/2018/10/Rregullore-mbi-procedurat-e-angazhimit-te-bashkepunetoreve-te-jashtem-Me-honorar-ne-Universitetin-Publik-Kadri-Zeka.pdf);
4. Regulation on rules and procedures for general elections in UKZ, no. 02/334, dt.25.04.2016 (https://www.uni-gjilan.net/wp-content/uploads/2019/04/RREGULLAT-DHE-PROCEDURAT-PER-ZGJEDHJET-E-PERGJITHSHME-NE-UKZ.pdf);
5. Regulation on student elections, no. 02/1188, dt. 09/28/2017 (https://www.uni-gjilan.net/wp-content/uploads/2018/12/Rregulloren-per-Zgjedhjet-Studentore.pdf);

Regular elections are held in four years. The SC announces the elections and sets the limits for the electoral process and the time of their completion. SC establishes the Election Commission (which also includes MES envoys), which leads the election process.

According to the Statute and these regulations, electoral processes are organized in this way:

1. **The UKZ Steering Council** consists of seven (7) voting members. The Ministry of Education and Science appoints three voting members, while the University selects four members. The University elects its members in an open and democratic process, every academic staff has the right to compete. The Senate votes for their election and they are elected by a majority vote. The Chairman and Deputy Chairman of the SC are elected by votes of the SC from the ranks of persons appointed by the Minister of MES.

2. **The rector** is elected according to an open public vacancy, published in the media. The Senate forms a commission to evaluate the fulfilment of the statutory conditions of the competitors and makes a report to the SC for the candidates who meet those conditions. SC invites candidates to present to SC members their leadership program with the University. SC members ask questions to the candidates and they answer. After hearing the presentations, SC votes by secret ballot for the election of the rector. The elected rector takes the decision for the election and the employment contract, both signed by the chairman of the SC.

3. **The University Senate** is established following a process of electing Senate members across faculties, administration, and the Student Parliament. Each faculty elects a senator, while the dean of the faculty represents the faculty in the Senate ex officio. The administration elects a senator. The Student Parliament elects a senator, while the Head of the Student Parliament is an ex-officio member of the Senate. The Secretary of the University is a permanent member of the Senate, without the right to vote.

4. **The Secretary-General** is elected through an open public vacancy, published in the media. The rector forms a commission which proposes to the rector three of the most successful candidates, following a process of interviewing the candidates. The Rector proposes one of the SC candidates and the SC votes for the candidate. The employment contract of the Secretary-General is signed by the Rector, while his election by the Chairman of the SC.

5. **The Faculty Council** is established by the academic staff within the faculty. Each faculty has its own Council, whose members are: the Dean; Vice Dean(s); Up to thirty (30) members elected from the ranks of faculty professors; Up to 5 members elected from the ranks of faculty assistants; faculty secretary; A member of the non-academic

6. Regulation on elections in UKZ and the work of the faculty councils, Nr. 02/335, dt. 04/25/2016 (https://www.uni-gjilan.net/wp-content/uploads/2017/04/Rregullore-per-plotesimin-dhe-ndryshimin-e-rregullores-per-zgjedhjet-ne-ukz-dhe-punen-e-keshillit-te-fakultetit-te-dates-13.03.2015.pdf).

staff of the faculty elected by the non-academic staff of the faculty; A representative from the ranks of students, elected by the student council of the faculty.

6. **The Dean** is elected by a competition process within the faculty, after the announcement of the election for deans. Candidates are voted first in the FC, after presenting their faculty leadership programs. The candidate who receives the most votes is sent to the Senate for voting. The Senate votes by a majority of votes. The decision for the election of the dean is signed by the rector.

7. **The Student Parliament** is the highest body of student representation. The Student Parliament has nine (9) members. Members are proposed by student organizations based on the total number of votes cast in the student elections and according to the priority candidate lists published by each student organization at the beginning of the election campaign. Members of the Student Parliament elect the chairman and vice-chairman. The Student Parliament elects the members of the Senate from the list of nominees prepared by the student council of the academic unit. The Head of the Student Parliament is an ex-officio member of the total number of student members of the Senate.

2.8. The responsibilities of the decision making bodies are defined in such a way that the respective roles and responsibilities for overall policy and accountability, the senior administration for management, and the academic decision making structures are clearly differentiated and followed in practice

Compliance of UKZ

The responsibilities of the decision-making bodies of the University are clearly defined by the Statute of UKZ and other special regulations. The Statute of UKZ clearly divides the responsibilities of planning and those of execution and accountability, financial decision-making, academic decision-making and administrative decision-making:

The Statute of the UKZ clearly and distinctly defines the responsibilities of each decision-making body, those of planning, executive and controlling:

- the highest governing body is the SC. It is responsible for planning, strategic policies, monitoring resource utilization and monitoring the annual work on the implementation of the StP. StP is collectively accountable to the Minister of Education and Science.
- The Rector is responsible for all executive matters, he/she is the highest executive body. He/she signs employment contracts and supervises on a daily basis the implementation of the StP and AP, PI, etc. He/she chairs the Senate.
- The Senate is the highest body for all academic matters of the University.
- The Secretary-General is the main authority of the University administration.
- The Dean is the main managerial authority of the faculty. He/she chairs the FC and represents the faculty in the Senate.
- The FC makes decisions by majority vote on academic matters in the faculty or proposes to the Senate various academic matters for decision-making.
- The Student Parliament organizes student life and fulfils the rights of students at the Management of the University.

Even in the work practices of the University, at all structures and levels, these practices are followed and not challenged.
In the case of challenging these rules and procedures, the regulations provide ways to solve problems.[3] For example: if there is uncertainty in the division of responsibilities, the Statutory Commission has the authority to decide on the correct interpretation of the statutory rules and all bodies are obliged to respect its interpretation. In other cases, when the issue concerns ethics, the EC makes decisions in accordance with the CE. In other cases, when dealing with day-to-day organizational matters, the rector, dean or secretary may form an ad hoc commission to assess the problem, which suggests to management that action be taken.

2.9. Student representatives are members of all decisional, executive and consultative bodies. The mechanism for electing student representatives is clearly explained in internal regulations. There is a democratic, transparent and non-discriminatory election procedure that does not limit students' right to represent and to be represented. The institution is not involved in the process of electing student representatives

Compliance of UKZ

Students are represented in all decision-making, executive and advisory bodies. Students are organized in the Student Parliament which is the representative body of all students. At the faculty level, students are organized in the Student Council of the Academic Unit, which is the body representing the students of that academic unit.
Their participation in the meetings of the Steering Council is regulated by the *Rules of Procedure of the Steering Council in UKZ, 02/1034, dt. 09/23/2015*. In the University Senate, they are represented by two permanent members, elected by the UKZ Student Parliament. This is regulated by the *Rules of Procedure of the Senate of UKZ, No. 01/640, dt. 17.06.2015*.
Students are also represented in all WPs for long-term policies as well as in all WPs for the drafting and evaluation of study programs.
Students are also represented in the FCs, with permanent members (Regulation on elections in UKZ and the work of the FCs, No. 02/335, dt. 25.04.2016. Students are also represented in other executive or advisory bodies of the University, such as: Study Committee (See Statute, Article 95 point 1.4) Ethics Committee, etc. (See *Regulation of Ethics*, Article 31 point 1).

Student organizations hold regular elections once every two years and election procedures are democratic and transparent and uninfluenced by academic or managerial staff. These election procedures are regulated by the *Regulation on Student Elections, no. 02/1188, dt. 09/28/2017*.

2.10. The higher education institution has an administration that is effective in terms of organization, staffing levels and qualifications, and functions rigorously

Compliance of UKZ

[3] UKZ documents governing measures against challenging rules and procedures:
- UKZ Statute (https://www.uni-gjilan.net/wp-content/uploads/2017/06/Statuti_i_P%C3%ABrkohesh%C3%ABm_i_Universitetit_Publik_t%C3%AB_Gjilanit_110471-1.pdf);
- Code of Ethics (https://www.uni-gjilan.net/wp-content/uploads/2018/03/Rregullore-p%C3%ABr-Kodin-e-Etik%C3%ABs-n%C3%AB-UKZ.pdf);
- Regulation on disciplinary measures and procedures for academic staff and students No. 03/353, dt. 15.04.2014 (*https://www.uni-gjilan.net/wp-content/uploads/2015/03/Rregullore-p%C3%ABr-Masat-dhe-Procedur%C3%ABn-Disiplinore-p%C3%ABr-Personelin-Akademik-dhe-Student%C3%ABt.pdf*),

Pursuant to the Statute of UKZ and the Regulation on job systematization no. 02/1531 dated 13.10.2020, the central administration of the University is responsible for professional, administrative and technical issues related to education, research, personnel administration, development plan of the University, financial aspects, maintenance and documentation of property, circulation of goods, information system management, central physical and electronic database and other general aspects of University administration. It performs all these responsibilities effectively.

The responsibilities of the administration are headed by the Secretary-General, who is the highest administrative officer of the University.

The Secretary of the University is elected by the Steering Council upon the proposal of the Rector based on the Report of the Professional Commission and the Public Vacancy. The administration has three levels of managers: senior, middle and lower managers.

The University Administration is organized at the central level-Central Administration, and at the level of the administration of the academic units-Administration of the faculties.

Special offices have been established within the Central Administration:

1. Office for Academic Development and Quality
2. Office of Budget and Finance
3. OIC and Projects
4. Office for IT
5. Public Relations Office
6. Office of Academic Affairs
7. Procurement Office
8. Office for Student Services
9. Office of Human Resources
10. Internal Audit Office
11. Office for Logistics

The organizational chart of the UKZ Administration is available on the web.

The administrative staff of the University is qualified for the jobs. This is regulated by the legal provisions in force, the employment relationship of public service employees is regulated by the Law on Labour, except as expressly provided otherwise in the fifth part (PART V - PUBLIC SERVICE EMPLOYEE), of Law no. 06/L-114 on Public Officials.

UKZ administrative staff hired goes through public vacancy procedures (internal and external), which requires candidates to meet the conditions provided by applicable laws.

The organization, functioning, levels, qualifications and efficiency of the administration are regulated by the regulations of the Government of RKS, in the framework of the Law on Civil Service, the Statute of UKZ and the *Regulation on internal organization and systematization of jobs in UKZ*, No. 02/1531, 13.10.2020.

According to the Law on Civil Servants 03/L-149, administrative managers evaluate the performance of administrative officials once a year.

Students evaluate the administrative staff, which is organized by the Office for Academic Development and Quality.

Table 10 SECRETARY-GENERAL

SECRETARY-GENERAL	
Offices	*Office staff*

Rector's Office	1 Assistant 1 Driver
Office of the Secretary General	Secretary-General 1 Legal Officer 1 Certification Officer 1 Assistant
Personnel Office	Manager 1 Archive Officer
IT Office	Head 1 Network Officer
Office for Budget and Finance	Director 3 Officials
Procurement Office	1 Official
Office of Academic Affairs	1 Academic Affairs Officer 1 Learning Officer
Office for Science, Academic Development and Quality	Director
Student Service Office	Head 6 Student Service Officers 1 Diploma Officer
OIC	1 Senior Officer for INCO 1 Officer for INCO
Public Relations Office	Head
Logistics Office	1 Warehouse Officer
Administrative Office of Academic Units	1 Secretary of Academic Units
University Library	1 Official

2.11. The responsibilities of administrative staff are clearly defined in position descriptions and they match the qualifications of the individual

Compliance of UKZ

The responsibilities and job descriptions of the administration are regulated by:

- UKZ Statute. The statute regulates only the framework of duties and responsibilities of key officials.
- Regulation on internal organization and systematization of jobs in UKZ, no. 02/1531, 13.10.2020. This regulation regulates in detail the positions for each category of jobs. It also foresees the payment coefficient for each position.
- The public vacancy and with the description of each job, which is announced for each position. Every public vacancy for the recruitment of administration officials is proposed by UKZ and approved by the Ministry of Public Administration, according to the Regulation on Systematization and Organization of Jobs in UKZ. The vacancy describes the duties and responsibilities of each officer recruited.
- The rights and obligations of University officials are defined by the Regulations of the Government of RKS, within the Law on Civil Service.

SWOT analysis for Standard 2

Table 11 SWOT analysis for Standard 2

Strengths	Weaknesses
- UKZ has approved the strategic document since 2017 for a five-year period 2017-2022; - In all the processes of drafting the Development Strategy, the stakeholders of higher education have participated with a wide involvement; - Drafting of the AP 2018 and 2019, 2020 as well as the approval of normative acts for supervising the implementation of the StP (revised in 2020); - Supervising the implementation of the StP; - Management readiness in resolving staff and student demands; - Qualified administration for their positions; - UKZ has drafted a large number of regulations which regulate the decision-making, management and accountability process; - Student participation in all planning and decision-making processes and in all management structures of UKZ; - Digitalization of university services	- In matters of university administration, the inability to act quickly and flexibly due to bureaucratic procedures; - Lack of a guide for permanent training of administrative staff; - Financial and administrative dependence on MES; - Partially sufficient public funds;
- Opportunities	**- Threats**
- Digitalization of all university services; - Training of academic and administrative staff through international projects (EUFORIA, REBUS, QUADIC, SMAHPC, eVIVA, QATEK, ENEMLOS, RESEARCHCULT, LECU, GIZ, KIPA); - Increase of revenues through national and international projects and from the revenues of the Pedagogical Institute; - Increase cooperation with the labour market, better link academic learning with the labour market; - Increasing UKZ opportunities for practical learning of students (See: StP);	- Frequent reforms by the Ministry of Education without completing preliminary reforms and Frequent changes with Administrative Instructions; - The politicization of educational policies by different structures and levels of government (such as: political interventions in the SQC and its exclusion from EQUAR and ENQA); - The risk of the UKZ being understood by the community as a "local university", despite the fact that the university is universal; - Misunderstandings of the "profiling of universities" process, forcing new universities to focus only on a few narrow areas of study; - Insufficient understanding by students and the community about the importance of student evaluation by the professor (See: StP);

Standard 3 Financial planning and management

3.1. The institution can demonstrate that it has sufficient financial resources in the short (one year) and medium term (a minimum of three successive years) to adequately reach its mission as well as objectives set out in the strategic plan

Compliance of UKZ

UKZ has sufficient financial resources set out in the Medium Term Expenditure Framework for the years 2021-2023, the Law on the Budget of the Republic of Kosovo for the current fiscal

year and forecasts for the next two years as well as resources from donations for specific activities. The budget of the University of Gjilan is characterized by the systematization of the requirements of the central administration and academic units harmonized with the final budget limits set by government grants and the Ministry of Finance. The requirements are harmonized with the academic units, considering that the activities are related to the implementation of the responsibilities that are defined with the scope of the institution of Higher Education in Kosovo. The budgeting methodology is based on the bottom-up approach where financial requests are initially received by all UKZ units and then harmonized at the UKZ central level in accordance with the objectives and sent to the SC for approval.

The final budget limits are determined based on comprehensive consultations, always based on the University StP. The planned activities based on the objectives are incorporated in the document "Medium Term Expenditure Framework for the years 2021/2023", which justifies the sustainability for the medium-term budget period for the next three years. The financial resources for the one-year period for the University of Gjilan are incorporated in the Law on Budget Appropriations for 2020.

The limits set according to MTEF 2021/2023 and the Law on Budget for 2020 justify the sufficient financial measure for the short-term (one year) and medium-term budget period (three-year period 2021-2023) to fulfil the mission, objectives and activities related to strategic documents approved by the decision-making bodies of the university.

The budget of UKZ is planned based on the Law on Public Financial Management and Accountability, the annual budget law, where the current year is approved while projected based on estimates and financial needs for two years, always based on the Strategic Plan of UKZ and the budget limits of the Ministry of Finance. The budget for the years 2021-2023 will contain operating expenses, including salaries and wages, goods and services, utilities, subsidies and capital investments for the construction of the University Campus.

Table 12 Budget projections for the period 2021-2023

Budget 2021	Budget-Projection 2022	Budget-Projection 2023	Total 4 (3+2+1)
2,547,642.99€	2,995,640.99€	3,045,421.00€	8,588,704.98€

Budget details and projections are attached in appendix.3.1 of the budget (Appendix numbers have this meaning: the first number indicates the standard number and the second the ordinal number of the document).

Financial resources included and budgeted by the Government of Kosovo for the UKZ aim to develop these objectives:

- Creating and maintaining a financial discipline for the institution and all its constituent units; including academic units, management and administration.
- The main goal of the financial management of UKZ is to effectively control all budget items and harmonize them with the set deadlines.
- Allocations of financial and human resources in accordance with the priorities of UKZ, its strategic and operational plan as well as the creation of an efficient financial distribution to set priorities in the budget and to classify resources according to objectives and institutional needs;
- Improving the quality of services, whether managerial, technical or operational, increasing the quality of accountability and control, so that at the lowest possible cost we have the best possible distribution of all our services.

UKZ has been part of 3 Erasmus+ and Erasmus Mundus projects and is now an active part of 9 Erasmus+ capacity building projects, 1 as a grant holder/coordinator and 8 others as partners.

Table 13 Budget with revenues from projects of the period 2014-2023

QUADIC	***991,381.00***	SMAHPC	***73,115.00***
QATEK	***95,865.00***	*ENEMLOS*	***90,586.00***
E-VIVA	***56,075.00***	*RESEARCHCULT*	***53,440.00***
STEAMedu		*SIAHDPC*	
STAND		*REBUS*	
REBUS		*GreentechWB*	
EUFORIA			

3.2 The institution has a realistic annual budget and a three-year budget, as well as financial policies which address its financial sustainability / Institucioni ka njw buxhet real vjetor dhe njw buxhet trevjecar, si dhe politika financiare qw adresojnw qwndrueshmwrinw e saj financiare.

Compliance of UKZ

UKZ, as a Higher Education Institution in Kosovo, has a real annual budget for 2020 and a planned budget for a period of 3 years, which is reflected by economic categories in the following table:

Table 14 Budget projections by economic categories 2021-2023

Economic category	Budget 2021	Budget-Proj. 2022	Budget-Proj. 2023	Total 4 (3+2+1)
Expenditure planning 2021 – 2023				
Wages and salaries	1,297,642.99€	1,297.642.99€	1,347,423.00€	3,942,708.98€
Goods and services	400,000.00€	347,998.00€	347,998.00€	1,095,996.00€
Utilities	50,000.00€	50,000.00€	50,000.00€	150,000.00€
Subsidies and transfers	100,000.00€	100,000.00€	100,000.00€	300.000.00€
Non-Financial Assets	700,000.00€	1,200,000.00€	1,200,000.00€	3,100,000.00€
Total	2,547,642.99€	2,995,640.99€	3,045,421.00€	8,588,704.98€

Budget details and projections are attached in the appendix.3.1

Budget measures structured across economic categories represent the implementation of financial policy for the proper functioning of the university. Clarification:

- As a rule, the budget of the UKZ is spent on the basis of budget planning frameworks due to the preliminary budget hearings and in this aspect, we do not have fluctuations or deviations from the planning-expenditure.
- The same applies in the case of spending of donations or budgets from various projects.

UKZ also generates own source revenues but they initially go to the MES and return as a grant. The grant is fixed regardless of the level of revenue generated by UKZ, as presented in Table 4.

Table 15 UKZ own source revenue projection

Description	Revenues 2021	Revenues 2022	Revenues 2023	Total 4 (3+2+1)
Revenues for the years 2020-2022				
Total annual revenues	124,187.00€	124,187.00€	124,187.00€	372,561.00€

3.3. Oversight and management of the institution's budgeting and accounting functions are carried out by a specialised office responsible to a senior administrator

Compliance of UKZ

Budgeting in UKZ is part of the Law on Budget Appropriations which is approved by the Assembly of Kosovo which authorizes budget organizations to spend or transfer public funds, up to a certain limit and for certain purposes, during the fiscal year. In this context, UKZ is also subject to the legal framework and bylaws for budget supervision and management.

Within the UKZ there is a Central Administration which is headed by the CAO - the main administrative officer (Secretary-General) who performs and coordinates all financial activities within the institution and in cooperation with the MES. UKZ has an Office for Budget and Finance, which is headed by CFO - Chief Financial Officer (Office Director) which performs and coordinates all financial activities within the institution and in cooperation with MES.

The Office for Budget and Finance harmonizes requests (priorities) based on budget limits set by the MoF and MES, in cooperation with the Rector makes a budget proposal for approval by the SC, drafts the cash flow plan, oversees budget execution and prepares periodic and annual reports for the SC (see Appendix 3.3 Periodic report of the SC), proposes the budget review and its harmonization based on the requests of management, academic units and administration, ensures that the planned budget expenditures are made in accordance with the budgetary rules and procedures.

The Office for Budget and Finance is authorized and responsible for:

- preparation of the budget proposal and request for budget allocation of UKZ;
- ensuring that all transactions are recorded in the Treasury Accounting Register; Free Balance
- ensuring that all regular invoices received from budget organizations are submitted promptly for payment through the treasury system;
- overseeing all aspects of budget reporting and taking corrective action if necessary.

Table 16 The preparation and content of the UKZ Annual Budget Proposal consists of these stages:

Date	Activity
Budget process	
15 April	The MoF prepares the MTEF for the next three years
30 April	Deadline for the MoF to send budget circulars to budget organizations and to submit the MTEF to the Assembly of Kosovo (Article 19 of the LPFMA)
15 June	Deadline for budget organizations to submit their budget proposals, based on Ministry guidelines, budget expenditures and ceilings
15 June – 31 October	The MoF considers the budget proposals from the BOs and organizes the budget hearings with the BOs, the process ends during July-August, then the MoF sends to each organization the allocation of the proposed budget and together with the MTEF sends them to the Government for approval
31 October	The government approves the budget proposal and sends it to the Assembly: MoF submits to the Assembly the draft law on budget (Article 22, LPFMA); Before the first reading in the plenary session, the Budget Committee examines in principle the draft law; The draft law is sent to the plenary session for the first reading; The main committees submit their reports on the draft law within 10 days; The Committee on Budget and Finance submits a report on the draft law at least 5 days before the second reading;
31 December	Deadline for approval of the Kosovo budget by the Assembly

Relevant regulations have been approved for the spending of the UKZ budget.

- Regulation on personal income of academic staff
- Regulation on telephony expenses

3.4. There is an accurate monitoring of expenditure and commitments against budgets with reports prepared at least once per year

Compliance of UKZ

The financial supervision process is carried out according to the cash flow plan drafted by the Office of Budget and Finance and in cooperation with the management and holders of the academic units.

The planning and execution of financial assets is also subject to the process of periodic and annual audits by internal auditors (operating within the MES) and external auditor (National Audit Office of Kosovo-NAO).

The plan defines the dynamics of execution of expenditures, allocation of funds and their source. All financial implementation activities are recorded in the Integrated Financial Management Control System (KFMIS), which reflects all costs and allocation of financial resources. The allocated resources are executed according to the planned activities and dynamics defined in the execution plan defined in the budget.

Specific requests are addressed to the Steering Council for approval, which means that the whole process is supervised.

The Rector, according to the responsibilities arising from the Provisional Statute of the UKZ, is obliged, through the Office of Budget and Finance, to compile periodic quarterly and annual reports of expenditures and resources specifying and commenting on the extent to which the objectives and activities reflected in work plans for administration and academic units have been achieved. This whole process is harmonized with the data which are incorporated by the Kosovo Financial Management Integrated System KFMIS which is supervised by the Treasury Department in the MoF.

The Steering Council, through reports reflected by the Rector, oversees the implementation and compliance of expenditures. Periodic and annual reports are approved by SC and in exceptional cases obliges the rector with a special decision for the realization of specific requests which are not planned for realization.

The increase in the level of supervision of responsible personnel in the field of finance is reflected in good management by creating an effective, transparent and accountable administration.

Based on the Law on Public Financial Management and Accountability, each budget organization must submit to the Minister an annual report for the previous fiscal year. This report should include reporting on the activity of the budget organization, including a Statement of Results in which the achievements (results) versus the AP are identified.

Also, UKZ reports on a regular quarterly basis on financial expenditures to the Steering Council - as the highest governing body of the university presenting the level of budget execution and challenges for the reporting year.

The financial reports in UKZ aim at these objectives:

- How is the budget spent according to economic categories and are the objectives set by the budget planning being achieved?
- Is the budget sufficient to carry out activities at the University within the fiscal year?
- What the National Audit Office of the reported and undertaking corrective action taken during the AP?

The whole process of financial accountability and supervision is carried out through the officials defined in the Law on Public Financial Management such as:

1. Chief Administrative Officer - (CAO) is the highest administrative officer. The Chief Administrative Officer has the main legal responsibility to ensure that the budget organization and its staff are in full compliance with the applicable law in RKS.
2. Chief Financial Officer - (CFO) OBF Director or Vice Rector for BF - Each CFO is responsible for the regular and lawful financial activity of the respective budget organization, autonomous executive agency or public enterprise.
3. Certification Officer - Every budget organization or autonomous unit should have a Certification Officer. The Certification Officer is responsible for ensuring that the spending of public money is done in accordance with the Rules of the FCM (financial control and management). The Certification Officer must identify and immediately report in writing to the Chief Administrative Officer, CFO and any other senior official in the budget organization, the autonomous public agency on all cases of non-compliance with the law on public finances.
4. Internal Auditor - which operates within the MES and once a year performs control and audit of financial aspects in UKZ.

Audit by the Auditor General - will prepare and submit to the Assembly of Kosovo a report on the financial statements of budget organizations and public enterprises for the last fiscal year.

3.5. Accounting systems comply with accepted professional accounting standards and as far as possible attribute total cost to particular activities

Compliance of UKZ

UKZ uses the accounting system which is applied in all public institutions of RKS, known as the Kosovo Financial Management Information System (KFMIS), as well as:

- Free balance - Treasury system / Ministry of Finance; The government system "Free balance" contains all activities including, budget, allocation, commitment, spending and certification
- BDMS - Budget Development and Management System; BDMS - Budget Development Management System, includes BO financial planning
- PIP - Public Investment Program; PIP - includes planning and carrying out public capital investment activities
- BO - Budget Organization, Internal system of the university includes all activities in detail at the level of UKZ that are comprehensive and understandable to related parties regarding the financial activity of UKZ.

The accounting system in UKZ, fully complies with the accepted professional accounting standards based on laws, administrative instructions and regulations drafted by the Ministry of Finance in the field of finance and accounting.

SWOT analysis for financial planning and management

Table 17 SWOT analysis for financial planning and management

A. Strengths	B. Weaknesses
- Guaranteed budget - government grant - Financial stability - Consolidated structure for financial management - Adequate internal control system - Inclusion in budget preparation - Ongoing additional resources from projects	- Provisional statute of UKZ which makes it impossible to be an independent budget organization from MES - Centralized budget management at UKZ level - Own source revenue management is performed by the Ministry of Finance
C. Opportunities	**D. Threats**
- Independent budget organization - Increased efficiency as a result of budget independence from MES - Generation of own source revenues through projects based on the professional expertise of academic units	- Increase new recruitment due to budget increase. - Increasing the budget for the needs of digitalization in academic processes - Increase the budget to support research projects - Burdened procurement procedures challenge the use of the budget for capital investments

Standard 4. Academic Integrity, responsibility and public accountability

4.1. The institution has a code of ethics and academic integrity through which it defends the values of academic freedom, institutional autonomy and ethical integrity

Compliance of UKZ

UKZ commitments regarding academic integrity and public accountability of teachers and other staff at UKZ reflect commitments that are consistent with the Law on Higher Education of Kosovo, the UKZ Statute, and the UKZ Regulation on Quality and Evaluation, Regulation on the CE in UKZ as well as Standards and Guidelines for QA in the European Higher Education Area.

UKZ in accordance with its Statute and the Law on Higher Education creates equal and non-discriminatory opportunities for all individuals, whether they are academic, administrative staff or students. The UKZ statute, on the one hand, implements the highest standards based on integrity, objectivity and responsibility for all its staff and students, and on the other hand promotes the sincerity and honesty of the leadership. UKZ places special emphasis on academic freedom, and pushes staff for research and other professional creativity.

In the framework of the protection of the values of academic freedom and institutional autonomy, including academic integrity but also that of ethics, the UKZ has approved two important documents which explicitly address Academic Integrity:

- Statute of the University;
- Regulation on the Code of Ethics: - which is mandatory for implementation including academic staff, administration staff as well as students.

- The regulations of each level of studies address the academic integrity of the student in the learning process.

According to Article 9 of the Statute of UKZ, the University enjoys the autonomy and freedom of academic teaching, scientific research and artistic creativity within its activity. University premises enjoy the right to inviolability by public order bodies, unless otherwise provided by special laws; while according to article 165 and 166 of the Statute of UKZ, academic staff has the freedom of expression, the freedom to ask and test the acquired knowledge and to express new ideas, dissenting or unpopular opinions without putting themselves at risk of losing their job or whatever privileges they may have with the University. Academic staff also have the freedom to publish the results of their research and creative work related to the use of intellectual property rights for the benefit of the university. Also, the academic staff of UKZ must respect the spirit of humanism, the autonomy of the University, the freedom of scientific and artistic creativity, university acts and decisions based on them, the CE and the reputation of the university and improve it.

On the other hand, the Regulation on the CE in UKZ, in Article 1, has established the rules of conduct of academic, administrative staff and students according to the rules and standards established in accordance with the spirit of professional and moral ethics of the university and academic freedom. Articles 4-6 of the CE deal with the academic and personal rights and freedoms of university staff in accordance with the spirit of academic, professional and moral ethics of the university and academic freedom.

The CE also informs all stakeholders on ethics policies and procedures and rules of conduct, on possible ethics violations and compliance rules of UKZ.

According to Article 3 of the Regulation on the CE, plagiarism means the act of appropriating or copying an idea, results, written work or any other form in whole or in part, without indicating the source used and without having any merit for it.

Article 16 defines the meaning of situations when the results are fabricated or falsified, appropriating the objectives, goals, methods, processes, etc., and their treatment according to Article 17 and Article 18 determines the meaning of what is considered authorship: From employees in UKZ, only those persons who have participated in the research process and who have made an intellectual contribution to the drafting of the scientific and professional work are required to be placed as authors. Authors of a scientific and professional work cannot be persons who have only funded the research, have provided the literature, are only the leaders of the institution where the research was conducted, colleagues, friends, family members, etc.

According to Article 14 of the regulation on the CE, prohibited practices are defined in the teaching process: students are not allowed to describe or copy any form of teaching process (assignments in exams, seminars, etc.), during knowledge tests, they are prohibited from using telephones and other technological tools - except in specific cases where they are required in specific learning areas.

Whereas Articles 29 - 38 define the working procedures of the EC, and the competent bodies for the implementation of the CE:

The bodies for the implementation of the CE are:

- The EC which is elected by the UKZ Senate,
- Disciplinary Commission, elected by the Council of the academic unit,
- Ad-hoc Disciplinary Commission, appointed by the Rector or Dean of the academic unit.

Procedures for the veracity of a violation of any principle of the CE begin with the submission of the application form for violation of the CE, in writing to the bodies implementing the CE. The application form for violation of the CE can be submitted by all employees, which must be highly reasoned with all evidence and data for violation, and signed. Bodies for the implementation of the CE will not consider anonymous applications.

4.2. The code of ethics requires that all internal stakeholders act consistently with high standards of ethical conduct and avoidance of plagiarism in research, teaching, performance evaluation, and in the conduct of administrative duties, and avoid conflicts of interest

Compliance of UKZ

All UKZ employees, both academic staff and students, are obliged to take care of the application and advancement of ethical standards in UKZ for the implementation of the Codes of Ethics within their authorizations. This process is carried out permanently in the teaching process, the preparation of lectures and other teaching material by the academic staff who identify the resources (literature) used, in the case of publications of scientific papers, and other academic scientific work and during the assessment of knowledge of students.

In addition, IT applications are provided that are used to apply ethical standards against plagiarism. Through the SMU application, which is used by UKZ, it has the anti-plagiarism option. The Rector, through a decision, obliges that all diploma topics in UKZ be verified for anti-plagiarism in this application.

In order to enable the protection of ethical values and principles (Article 14 of the Regulation on the CE), it is forbidden for students to:

- Describe/copy during exams and/or tests, bachelor, master and doctoral dissertations, etc.
- Giving/receiving assistance which has an impact on the correctness of job evaluation and knowledge.
- Support any copying assistance.
- Use of telephones or other technological devices - when this is considered detrimental to the correct assessment of knowledge.

For this purpose, UKZ has opened procurement procedures for the purchase of anti-plagiarism software (ResearchCult Project). Through this, it will be possible to better protect and control the scientific work of the academic staff as well as the students' diploma theses in order to ensure the quality of these papers.

In particular, the CE in Article 21 clearly provides for cases of conflict of interest. A conflict of interest occurs when the private interest of a UKZ member, with the exception of students, is in real or potential conflict with not only economic but also academic interests of the UKZ. Conflict of interest also relates to employment relationships in other educational or university institutions that are considered potential competitors. According to this article, the member of the University in case of conflict of interest informs the competent body and refrains from solutions and decisions.

Furthermore, according to Article 22 of the Regulation on the CE, the meanings for nepotism, favouritism and other abuses are defined. UKZ does not allow any form of nepotism and favouritism. All UKZ employees are required to refrain from such practices. Nepotism is when a teacher or administrative staff member using third-party funding uses his or her reputation or persuasive skills to offer favours, adjust announcements and employment contracts, influence competition results or selection procedures. Also included are the admission of children, family members and relatives (in the form of cohabitation).

4.3. and 4.4. The code is enforced through clear processes and mechanisms, and it applies to all staff and structural units in the institution

Compliance of UKZ

The CE, in almost all articles implicitly but especially in articles 4-23 explicitly requires that all internal actors of the University be guided by the principles of academic ethics and public life such as:

- Honesty, morality, respect, accountability, responsibility, correctness, justice, virtue, transparency, tolerance, etc.
- Integrity and dignity
- Efficiency and competition
- Professionalism and observance of laws and regulations
- Kindness, goodwill, solidarity and cooperation;
- Morality, prohibition of discrimination, harassment and high objectivity;
- Academic excellence and academic freedom;
- Respect for academic and institutional hierarchy;
- Mutual respect and human dignity;
- Against nepotism, favouritism or misuse of position

In particular, the CE, in Articles 21 and 22 clearly provide for cases of conflict of interest: nepotism, favouritism, admission of children and close family members, favouring teachers over students (abusive cases in the spirit of University regulations). According to this article, the member of the University in case of conflict of interest informs the competent body and refrains from solutions and decisions.

The CE clearly stipulates the obligations of staff as well as students in terms of academic conduct, teaching research and the relationship between staff and third parties. Specifically, the Code sets out anti-discrimination policies, cases of staff engagement conflict, conflict of interest, intellectual property, academic plagiarism and student conduct. For all these cases, the CE provides for disciplinary measures as well as the disciplinary body in all its articles 29-38, based on the application form for violation of the CE, the Chairman of the EC summons the other members no later than 30 days from the receipt of the application form:

- If the EC finds that the non-existence of the violation of the CE it shall, by a decision, reject the application form as unfounded.
- If the EC confirms that a principle of the CE has been violated, it shall, by a decision, propose to the UKZ Senate the relevant measure which is: a written reprimand or a public reprimand.
- In case these violations are repeated, then the EC proposes to the governing authority other more severe punishments, up to removing the academic title and dismissal.
- Decisions in the EC are taken by a majority vote of the members.

4.4. The institution has established a designated structure (such as Ethics Committee) responsible for the analysis and resolution of any potential breaches in the code of ethics

Compliance of UKZ

The bodies which have the competence to implement the CE are:

- The EC, which is elected by the Senate,

The EC consists of 4 members of the academic staff with a four-year term and a representative of the Student Parliament.

The Chairman of the EC is elected by the members of the Council and has a 4-year term.

The EC certifies the non-existence of violations after reviewing the application forms submitted in writing, testified and signed.

The EC proposes to the Senate disciplinary measures in each case.

- The Disciplinary Commission, which is elected by the Council of the Academic Unit

The disciplinary commission consists of three members: the chairperson, one from the academic staff and one from the student organizations. The student has a one-year term.

Disciplinary commissions review cases of possible violations and propose to the Council of the Academic Unit decisions in accordance with the Regulations of the academic unit and the Regulation on the CE.

- The ad-hoc commission, which is elected by the Rector, respectively the Dean of the academic unit

The ad-hoc commission is a body which is established by the decision of the Rector and is competent for the implementation of procedures in cases when the CE has been violated by employees outside the teaching process at the UKZ Rectorate, respectively at the UKZ academic unit.

Procedures for the veracity of the violation of any principle of Ethics, according to Article 34, are done through the submission of a complaint by employees in writing, but with accurate and non-anonymous data, to one of the bodies under Article 31 of the CE.

Articles 35-39 of the CE present in detail the processes which according to the CE are undertaken by certain structures that are responsible for resolving any possible violations in the CE.

4.5. There is evidence that the institution is applying the code of ethics and its associated processes and mechanisms on all activities related to management, administration, teaching and research. The results of its application are made public

Compliance of UKZ

Pursuant to Article 35, the EC reviews cases where denunciations, complaints or reports have identified the individual making the complaint, and accordingly imposes disciplinary measures in relation to the violations provided for in the articles of the CE, up to dismissal. In case the violations by the teachers or collaborators of the University are in conflict with the Law on Labour and the Statute of the University, then the Council proposes measures in accordance with the regulations of the University and the Law on Higher Education. In case these violations become repeated, then the EC may propose other more stringent measures such as removing the academic title, up to dismissal.

Articles 36-38 of the CE provide for the Procedures of the Disciplinary Commission, as well as deadlines. According to Article 37, the ad-hoc commission initiates the procedure for the veracity of the violations of the principles of Ethics, within a period of 30 days from the date of receipt of the complaint. The ad-hoc commission either returns the complaint as unfounded, or if it finds that the ethical principles of the code have been violated, then proposes to the Rector/Dean/Director the following measures:

Written Reprimand or Public Reprimand.

In case the commission confirms that the principles of the CE have been violated which are in conflict with the Law on Labour, the Law on Higher Education and the Statute of the

University, then the commission proposes to the relevant bodies to initiate disciplinary proceedings according to the abovementioned legal acts.

During 2019 there was a case (application form No. 05/311 dated 18 March 2019), which addressed the fact that one academic staff had two full-time employment contracts (one at the State University of Tetova in Northern Macedonia), insisting on obtaining the academic title in violation of the Regulation on the selection of academic staff at UKZ. (see Complaint - Application form of the case of Prof. B.A).

4.6. All internal regulations, procedures, self-evaluation reports and decisions of governing bodies are made publicly available

Compliance of UKZ

All internal regulations and other strategic documents are published on the website of the Public University "Kadri Zeka":

- Decisions of the Steering Council; Decisions of the Rector; Decisions of the UKZ Senate
Decisions of Academic Units:
- Faculty of Education; Faculty of Law; Faculty of Economics; Faculty of Computer Science; Faculty of Applied Sciences

Also, the decisions of the Senate and the Board of Directors are published in the link: Important documents. A number of other documents which are considered necessary are distributed to the staff in hard copies.

UKZ as a public institution of higher education recognizes the importance and obligation to be open and accountable to members of the academic community, but also to third parties and stakeholders. To this end, the university aims to be as transparent as possible by publishing all the results of its activities such as decisions, regulations, announcements, various calls as well as daily or important activities organized by the university and other academic units.

4.7. The institution is publishing clear, accurate, objective, relevant, accessible and detailed information regarding its academic staff, its research and academic activities, the programmes it offers, the number of students enrolled, the intended learning outcomes of its programmes, the qualifications they award, the teaching, learning and assessment procedures used, the pass rates and the learning opportunities available to its students, graduate employment information, scholarship opportunities, as well as tuition and administrative fees

Compliance of UKZ

Some of the internal regulations, procedures, SERs address Academic Integrity explicitly. Two important documents, such as the Provisional Statute of the Public University of Gjilan, and the Regulation on the CE at UKZ detail the meaning of violations of the Codes of Ethics, the procedures for reviewing such cases and the bodies which take appropriate decisions with the aim of preserving and cultivating academic integrity in UKZ.

The publication of all the above documents is done mainly in Albanian, as the official language in RKS, and all documents/regulations are translated into English and thus contribute to the internationalization of the university.

The university management continuously takes measures to supplement and update the information on the website by ensuring that all study programs within each faculty are published with all the information:

- Faculty of Education; Faculty of Law; Faculty of Economics; Faculty of Computer Science and Faculty of Applied Sciences

Therefore, on the website of each faculty are published detailed data on the academic staff, research and academic activities, programs it offers, number of enrolled students, expected learning outcomes of its programs, qualifications they provide, procedures of teaching, learning and assessment used, passing rates and learning opportunities for students (connection to e-learning platforms, SMU, T-Edu, etc.), graduate employment information, University scholarship competitions, scholarships of Kosovo MES, etc., as well as tuition fees and administrative fees e.g.:

- For FCS academic staff; For FEc academic staff; For the Academic Staff at FL; For FEd Academic Staff; For the Academic Staff at FAS

All other information about the Faculty, such as Graduations, Scientific Journals, Projects or other relevant Documents is updated on the University website, which is open to create additional spaces and links to all other relevant information in the future, for example.

The University also publishes brochures in physical copies, which are updated from time to time, and which contain detailed information for the teaching process, academic staff, students, study programs, research and scientific activities, etc.

Handbook for students; Handbook for Academic Staff:

SWOT analysis for Standard 4.

Table 18 SWOT analysis for Standard 4

A. Strengths	**B. Weaknesses**
- Transparent, open and accountable university to the academic community and external actors; - Equal and non-discriminatory treatment of the entire academic community within the university; - Clear mechanisms have been established to ensure that the ethical principles of the university are constantly respected; - - Effective and timely handling of all complaints and issues related to ethical issues.	- Lack of functional anti-plagiarism software so far; - Lack of full digitalization of university procedures and processes in terms of publishing data on academic staff and risks of student opportunities. - - "Silent" resistance of academic staff and students not to report cases of violations of the CE;
C. Opportunities	**D. Threats**
- Increasing efficiency and quality as a result of strictly adhering to the rules in order to prevent irregularities; - Increasing transparency and competitive opportunities within the University; - Increase in academic excellence and freedom - Publication of academic staff data on the website; - Publication of UKZ regulations and decisions on the website;	- Use of applications for proof of authenticity and non-originality in research and scientific projects; - Unwillingness to report cases by students or academic staff.

Standard 5 Quality management

5.1. The education provider has formally adopted a quality assurance policy that describes the institutional quality assurance system, its processes, mechanisms, instruments, reporting, data collection, timeframes, quality cycle, responsibilities of all individuals and units involved in these processes. The policy is a public document

Compliance of UKZ

UKZ focuses on achieving the highest quality studies: provision of adequate human resources, definition of competencies (assignment and distribution of responsibilities), quality management and adequate definition of the form of reporting regarding quality control, which increasingly contribute to QA in higher education, provided by UKZ.

The whole quality realization system within UKZ is based on the rich normative framework, which directly contributes to the fulfilment of UKZ goals.

UKZ is focused on fulfilling all the recommendations issued during the internal or external evaluation process. The main activity carried out, in this case, is the revision of the Regulation on Quality completed in December 2020, the compilation and approval of the MEPAS in UKZ, the establishment of the Council for quality monitoring and evaluation, for a period of three years was based on the recommendations received from the evaluation team.

The collected data and the factual situation ascertained by the internal evaluation process in relation to the fulfilment of the recommendations of international accreditation experts has been analysed in close cooperation between the Office for Academic Development and Quality, the QA Commission, the Quality Evaluation Council, senior management of UKZ (Vice-Rector for Teaching and Academic Affairs).

On the other hand, improving administrative services and providing better physical conditions for students that aim to improve the quality of studies is almost an activity integrated into the daily management of the UKZ.

UKZ has approved QA policies within the institution, which are public documents. These QA measures define all processes, mechanisms, instruments, reporting, data collection, timelines, QA cycle and all responsibilities of individuals and entities involved in the QA process.

Through these QA policies at the institution level is defined QA including QA strategy, organizational structure for QA, QA entities, study programs, educational process, research work, human resources, students, literature, educational space, the issue of funding, management of the institution and the involvement of students in the process of ensuring and advancing the quality of work.

The QA policy is also foreseen in the UKZ StP 2017-2020, revised in 2020. Chapter 6 at Strategic Objectives in point 5 is about the QA system - QA and enhancement, which has 11 sub-objectives, each relevant to the QA policy at UKZ.

The regulation on QA and evaluation in UKZ was revised in 2020 and which was approved by the Senate. This regulation defines the QA and evaluation system, QA mechanisms and instruments, QA actors and defines the duties and responsibilities of the parties involved in this process. The whole process aims to meet the strategic objectives of the UKZ.

Regulation on the establishment and functioning of the for Quality Management and Evaluation Council (QMEC), No. 01/2124, dated 08.12.2020, this is an advisory body, which

in cooperation with other professional bodies of UKZ, plans, designs, monitors, analyses and administers the procedures of evaluation of the teaching process, scientific research and all evaluations of other fields covered by UKZ. The Quality Management and Evaluation Council of the UKZ has drafted the MEPAS in UKZ.

UKZ has also issued a Manual for planning and evaluating the performance of academic staff. The purpose of the MPEPAS is to establish a mechanism to assist UKZ staff to develop itself during their career building process, to contribute to the quality of UKZ work, and to align their work with strategic objectives. Regarding the application of instruments in the field of QA, various forms in the collection of data are applied, such as questionnaires, surveys, interviews and monitoring during the teaching process (Methodology, use of technology, forms of assessment, transparency issues).

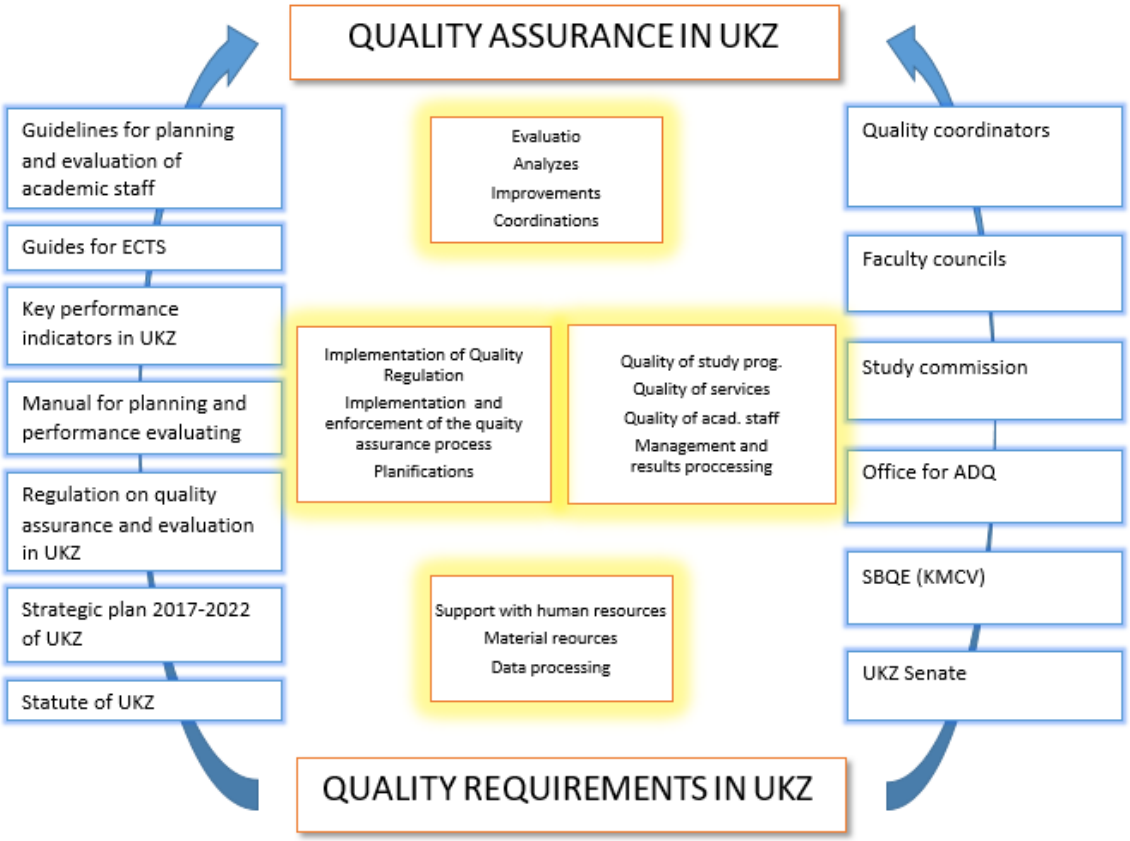
Through multiple assessments, UKZ does the quality assessment. For this reason, UKZ has drafted questionnaires for all assessments, which assess academic staff, administration, services and teaching conditions-infrastructure. For the last two years, UKZ has used the following variety of questionnaires to conduct the research:

1. Questionnaire for students regarding administrative services in UKZ
2. Questionnaire for students regarding online learning at UKZ
3. Questionnaire for academic staff regarding online teaching at UKZ
4. Questionnaire for students regarding the evaluation of the Professors of UKZ
5. Questionnaire for students regarding the evaluation of the assistants of UKZ
6. Questionnaire for academic staff regarding the evaluation of aspects of their work with students at UKZ
7. Questionnaire for UKZ administrative staff regarding their aspects of work, especially their suggestions for eventual improvements.
8. Questionnaire for self-assessment of academic staff
9. Questionnaire for alumni
10. Questionnaire for external evaluation/ employer

UKZ remains committed to constantly updating all mechanisms, including instruments, ways of conducting evaluation, methodology and others in order to fill the gaps that may affect the increase of quality.

The scheme in complete way explains the QA System of UKZ.

Table 19 QA System in UKZ



5.2. Adequate human, financial and material resources are provided for the leadership and management of quality assurance processes

Compliance of UKZ

UKZ has also established the *Office for Academic Development and Quality*, which started working in July 2018 and which has its Director. The University has also approved the Regulation on the systematization of jobs, which provides for the increase of the staff of this office with at least 2 other officials. This office coordinates the work in support of academic units for the process of evaluating the performance of academic staff and the process of institutional accreditation and accreditation of programs, including all activities involving these processes and also coordinates the work of the office with the Senate, FCs, committees and other WPs.

The main tasks of the Office are:

- Coordination of work in support of academic units for the process of institutional accreditation and accreditation of programs including all activities involving these processes
- Coordinating the work of the Office with the UKZ senate, Steering Council, Academic Units, Institutes, as well as with councils, commissions and WPs in the research sector and related issues, etc.

Within the responsibilities and tasks of the Office, the OADQ implements the one-year work plan where it plans activities related to:

1. **Fulfilment of OADQ obligations in relation to the Accreditation Agency**

- Declaration of the Academic Staff in the Accreditation Agency, as well as the verification of the required documentation based on AI 15/2018, Article 11, paragraph 2
- Preparation of applications for the process of Re/Accreditation for Study Programs (for every 31 October)
- OADQ coordinates all work related to the requests of the KAA towards HEIs

2. **Completing Internal Evaluations**
   - In cooperation with the Supervisory Board of quality and evaluation, drafts the questionnaires
   - Assessments are made in hard copy as well as electronically
   - The results are processed in the OADQ in cooperation with the quality coordinators from the AU and the students
   - After processing the results, the reports are drafted and submitted to senior management, academic units and reports with general data are made public on the university website
3. **Regular monthly meetings with the QA Commission (now QMEC)**
   - Supervise the implementation of the Quality AP
   - Discussion of research results
   - Review the quality of the results
   - Review of questionnaires

Based on the Regulation on QA and evaluation, the **QMEC** was established with ten members.

Also, in cooperation with the *Office for Academic Development and Quality*, UKZ has appointed Quality Coordinators, one in each academic unit, who have important duties and responsibilities in the field of QA within the respective academic unit. UKZ has a total of 5 quality coordinators.

The Quality Coordinator, member of the academic staff, is the bridge between the academic unit and the *Office for Academic Development and Quality* of the University. He/she reports to the management and the FC.

The Quality Coordinator has these duties and responsibilities:

- Instructs academic staff and students within the academic unit regarding the practical and academic aspects of ECTS implementation;
- In cooperation with the management of the academic unit, takes care and monitors the involvement of all stakeholders (academic staff, students, businesses, members of the Advisory Board, etc.), for the design/revision of study programs during the re/accreditation process;
- Is part of the planning and monitoring of the process of evaluation of subjects and teachers, as well as internal quality evaluation;
- In cooperation with the management of the academic unit assists in the systematization of data and information related to scientific/artistic activity in the academic unit (identification of scientific works, artistic performance, professional and scientific projects);
- Advises, plans, and monitors quality improvement schemes, activities and actions in the academic unit. Also, the Coordinator takes care of the quality of documents and information from the academic field of the faculty published on the website.

All processes related to QA are supported by the management of the institution in financial and material terms in order to achieve the strategic objectives set by the StP.

The UKZ strategic objectives in the revised StP for 2020 are as follows:

- The regulation for QA and evaluation in UKZ has also been improved based on the recommendations of experts.
- UKZ has established the Quality Office which will consist of administrative staff. The quality office will be independent of the governing structures of the university and its main role will be quality monitoring, impartial and in accordance with the development policies of the university. The office in 2021 will be expanded with a minimum of 1 new staff.
- Coordinators for quality and academic development have been appointed in each academic unit.
- The Quality Management and Evaluation Council has been established.
- UKZ has drafted a guide (manual) which will guide how to measure quality in teaching, learning and scientific research with real parameters by drafting a form for this process of quality measurement.
- UKZ plans to compile a detailed report on university ranking indicators. Then, it will make an in-depth assessment of where it stands in relation to the evaluation parameters and, as a result, will compile its development strategy to be more successful in the local and international rankings.
- The ECTS Guide has been drafted and published on the UKZ website.
- Ensure UKZ access to international electronic libraries
- Provide contemporary literature for students. In the Course Syllabi, the basic textbooks should not be older than 10 years, except in reasonable cases.
- UKZ to work not only for meeting all standards set by KAA, but also to exceed them, as is the case now with the field of international cooperation.

Also, all the results of internal evaluations and reports prepared by the QA Office serve as a guide for decision-making and StPning of the institution.

The QATEK project (Erasmus+) contributes to building QA capacities in UKZ with its results. The project indirectly addresses the development of the curriculum, through the review of programs and subjects in order to increase the knowledge, skills and abilities of students, and consequently the quality of studies.

The two important concepts in this project are:

- IQAmechanism (including, but not limited to, program review, organized monitoring, collection of student evaluations on the quality of teaching and learning resources, review of the quality of student services, review of managers, practices, including staff policies, review of research activity, etc., and
- professional teaching development. The project makes the connection in a way that the proposed QA mechanism should contribute to achieving the desired professionalism in the school system.

UKZ is also part of the OPTIMA Project (US Embassy Program), which aims to develop a comprehensive system of academic teacher performance for the University system of public higher education in Kosovo.

5.3. Mistakes and weaknesses are recognized by those responsible and used as a basis for planning for improvement

Compliance of UKZ

Based on the Regulations and documents that define the QA in UKZ, space is created to identify errors and weaknesses and to take measures to improve them.

The guide for the evaluation of the academic staff as well as the subjects by the students and the use of their results, foresees the following measures taking into account that not only the evaluation but also the adequate use of the evaluation results will lead to the improvement of the quality. Based on the results, follow-up measures refer to either the sole teacher or the faculty in case of need.

Example: in case of recurrence of poor teacher performance, when they are in the group of those with lower-than-average results twice in two years, the Vice Rector for Teaching Affairs invites them to an evaluation interview and remedial measures are proposed, respectively additional training to improve teaching. If the teacher does not fulfil this agreement, or if his/her performance does not improve, the Vice Rector for Learning Affairs initiates his/her meeting with the Rector.

Possible measures after the meeting with the Rector are:

- Written reprimand from the dean of the respective academic unit.
- in case of disregard of the reprimand, submission of the measure to the EC;
- depending on the type of reprimand, the prohibition of wages will be initiated as well as other measures in accordance with the Regulation on disciplinary measures and procedures against academic staff and the CE.

In this context, in case of engagement of the academic staff with additional (honorary) hours, as well as of the external staff, the evaluation results from the evaluation report by the OADQ regarding the staff performance are always taken into account. Candidates with experience in previous teaching at UKZ are required to submit the results of the performance evaluation by the HEI during the application process for election or re-election at UKZ. Also, teachers/assistants who are newly applying for UKZ engagement should be considered for a preliminary assessment.

The results of the evaluation of professors are part of all promotion procedures (promotion to a higher academic title, promotion to a managerial position, etc.).

In this context of the improvement cycle, the Studies Commission, as an advisory body of the UKZ Senate, made the correction of possible errors in the quality measurement process, directly influencing through taking measures for possible changes that are required. The Senate approves necessary corrections in all academic matters.

The Senior Management, after evaluating the results, takes steps towards improvements. Here are some concrete steps that have been taken to improve performance, based on the results of previous quality assessments:

- The device for recording the entrances and exits of the academic and administrative staff has been installed;
- FCs identify and improve study programs, based on needs, finding support in the regulation for bachelor, master studies and based on the administrative guide of KAA (15/18);
- Professional internships are incorporated in the study programs as part of the study programs.
- FCs approve changes to course syllabi;
- The number of administration staff has increased, which has led to improved student services;

The academic units have taken steps in defining the criteria for evaluating student success and have drafted the guide no. 105.

- Research has been conducted to measure the quality of classroom teaching by teachers, the quality of online teaching has been measured during the pandemic period, and research has also been conducted on the provision of services by the UKZ student service;
- Once within the academy, research is conducted with Alumni students;

5.4. Quality assurance functions throughout the institution are fully integrated into normal planning and development strategies in a defined cycle of planning, implementation, assessment and review. The quality assurance system covers the whole range of institutional activities

Compliance of UKZ

In recent years, important steps have been taken towards capacity building in QA. Quality Management has been regulated, except in the basic documentation of UKZ, such as: UKZ Statute, UKZ StP, Regulation on Quality Supervision and Evaluation, Regulations for bachelor and master studies, QA Standards, etc.

Quality standards are well known for each academic, administrative staff and students and their implementation is routinely monitored on a regular basis. QA is not just a temporary measure but a normal process that runs throughout the academic year and is always supervised.

In order to achieve the goals of the strategy, UKZ drafts annually the AP of UKZ and the Quality AP, updating all activities that benefit the achievement of the objectives set out in the strategy.

In order to achieve the mission, UKZ, for each academic year plans all activities important for QA, the proposal of the *Quality AP* of the academic year is prepared by the Quality Office in cooperation with the Senior Management of the UKZ, which before the beginning of the academic year is approved by the Senate of UKZ. The quality AP is based on and is in line with other UKZ strategic documents.

The QA cycle is a cycle which in itself includes activities in order to ensure the quality of study programs, teaching processes, the quality of scientific research work, the quality of lectures, the criteria for selection and advancement of the academic staff, the quality of textbooks, participation in projects and others.

Each study program has its own study regulation, which also define the regulation and measurement of program quality, which are on the UKZ website.

The annual and semester work plans of the QA Office are in full compliance with the regulations in force. They are broken down into more detailed work plans from the institutional level, at the level of academic units and are constantly monitored by the *Quality Management and Evaluation Council*.

The QA AP is implemented in the academic units in cooperation with the OADQ and the QA coordinators in the academic units.

Among other things, such a plan includes the following activities: standardization of syllabi, their approval once a year in the FCs, control of the placement of syllabi on online platforms by the academic staff (SMU, Moodle, UKZ Platform, Mahara, website), monitoring the implementation of syllabi, publication of electronic materials, review of the semester report

after the end of the semester, internal evaluations for fulfilling the recommendations from the report of external experts for accreditation.

5.5. Regular evaluations are carried out at the end of each semester and reports prepared that provide an overview of performance for the institution as a whole and for organizational units and major functions within it

Compliance of UKZ

Since 2017, after the second institutional re-accreditation, there has been an advancement in the scope of QA: in addition to regular semester evaluations by students for academic and administrative staff, there are now regular evaluations of the quality of studies by other parties: the academic staff does the self-evaluation, managers evaluate the academic staff and the employer evaluates the quality of the University. Student assessments are done at the end of each semester, while other assessments are done once a year.

In order to achieve the most adequate level of quality, the evaluation of the academic staff, as well as the courses, is done periodically, which is based on the guide for the evaluation of the academic staff and the courses. The guide for the evaluation of the academic staff as well as the courses by the students, and the use of their results in the UKZ, specifies the rules defined by the mission, policies and strategies of the UKZ, which derive specifically from the Statute of UKZ. This document is fully in line with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG,2015) and Regulation on Quality Assurance and Evaluation in UKZ

The evaluation of the academic staff by the students is carried out in two phases. The first phase will include assessment after the end of the winter semester and the second phase will include assessment after the end of the summer semester. The Office for Academic Development and Quality publishes the results of the research in this way: Each evaluated teacher is sent his/her results electronically, students receive information about the evaluation through reports expressed orally by the dean and teachers, Deans and Vice-Deans receive all results for their faculty, while the Rector and Vice-Rectors receive all the results for the University. Summary reports 1 and 2 are published on the University website.

UKZ conducts course evaluation in a standardized and transparent manner. These guidelines clearly regulate the collection and use of data obtained during the evaluation of academic staff as well as courses. They apply to all academic staff (including lecturers and teaching assistants) regardless of their academic title or position. In particular, assessment results help teachers and the academic unit to continually improve themselves. In cases where the academic staff does not have the skills or will to improve, the university will impose measures/sanctions, e.g., assign other tasks/activities.

Another mechanism for quality evaluation in UKZ academic units is the evaluation by the Faculty Management for the academic staff.

Another mechanism is the evaluation of external stakeholders (employers) for the quality of academic teaching. This mechanism has been applied since 2020. The university has cooperation with businesses, in which it also sends students for internships, but where also UKZ graduates can be employed. External interviewers make assessments for UKZ students and alumni based on the questionnaire created by UKZ, where these questionnaires measure critical thinking, group collaboration, ability to work under pressure, shortcomings of our students after graduation, etc.

An effective mechanism is also the evaluation of Alumni students for study programs. UKZ engages in every process of reviewing study programs or strategic documents a number of Alumni students who give their contribution. Surveys and consultative debates are held with them on specific issues of study programs.

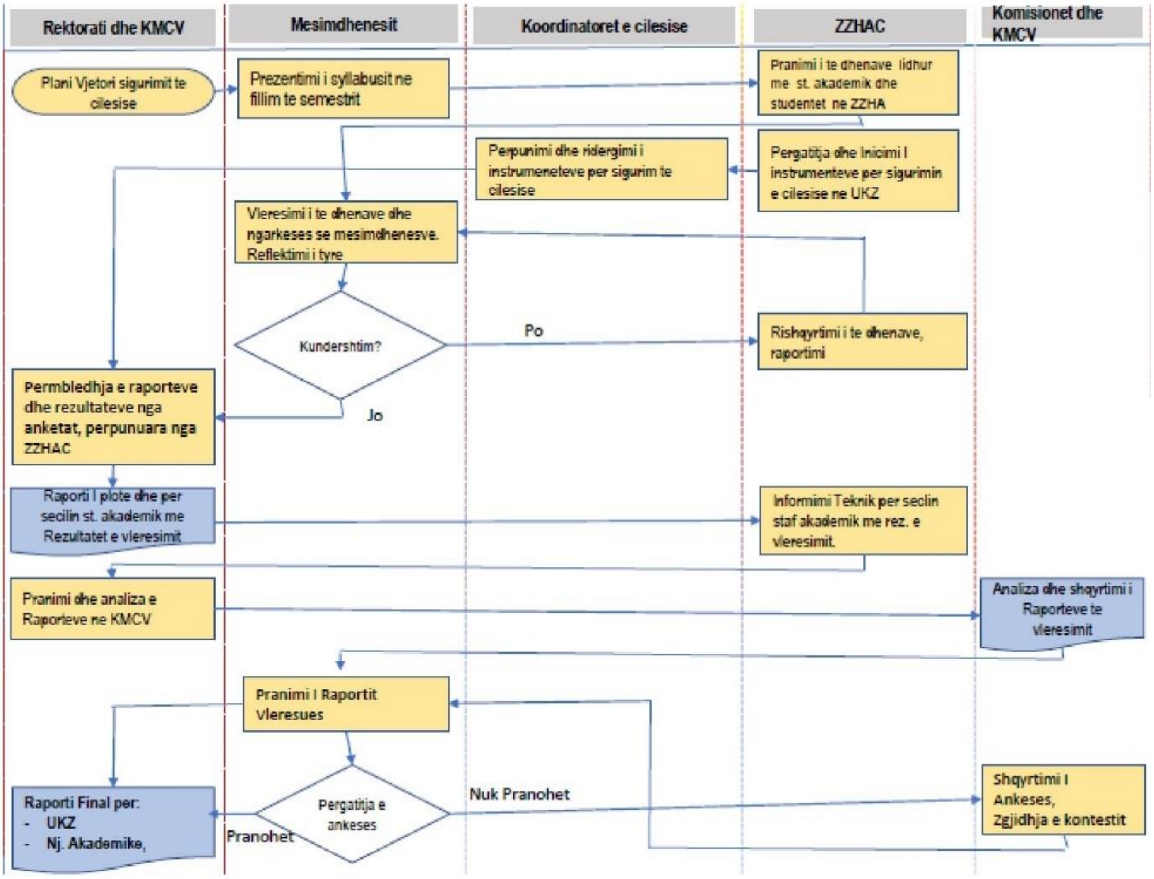
A basic QA mechanism also comes from the reports of the Review Commissions. These committees are appointed by the Senate and are always for a higher academic title than the candidate in the competition. This happens whenever a new academic staff is admitted or whenever a staff is promoted. These reports are in detail about the candidate's scientific work and are published on the UKZ website.
Based on the Regulation on QA and evaluation at UKZ, OADQ in cooperation with QMEC carries out evaluations related to administration services which are provided to students during their studies at UKZ.

Due to the circumstances created during the Covid-19 pandemic, during the winter semester 2019/2020 an evaluation was conducted for the evaluation of online teaching by academic staff and students. Following the temporary suspension of classroom teaching, UKZ has also applied e-learning as a way to maintain continuity of teaching and learning, using various online platforms. In this regard, the data were analysed and the report with the results found was published.

The teachers of the academic unit, on a monthly basis, submit the report on the maintenance of the teaching process. On a semester basis, Deans draft a summary report on the progress of the teaching process and submit it to the Vice-Rector for Teaching and Academic Affairs.
The personnel office also compiles the attendance report of the academic and administrative staff on a monthly basis. That report is submitted to the UKZ management for evaluation.

UKZ also has online learning reports, which come from SMU, Google Meet, Moodle, UKZ Platform. These platforms generate reports on a monthly basis; The Reports are evaluated by the Deans and the Rectorate.

Table 20 QA Processes (UKZ)



UKZ annually conducts an evaluation of the administrative staff regarding their performance. This is done by the Secretary-General of UKZ, while the report is deposited in the archives of UKZ and MLGA. The evaluation of the administration is also done by the UKZ students who evaluate the services of the UKZ administration as well as the behaviour of the administrative staff during the provision of these services, where the OADQ makes the summary report.

UKZ has also drafted a research report through a focus group with businesses on study programs, student internships, enhancing students' practical skills and abilities, employability and other processes.

The dean of the faculty prepares the evaluation report, which will become part of the personal file for each teacher. (Collection of reports from previous evaluations, management and students). UKZ submits the institutional performance report to the Ministry of Education for each calendar year;

5.6. Evaluations take into account inputs, processes and outputs, but give particular attention to the quality of outcomes. Evaluations deal with performance in relation to continuing routine activities as well as to strategic objectives. They also ensure that required standards are met, and that there is continuing improvement in performance

Compliance of UKZ

The evaluations in UKZ are related to the performance of daily activities as well as the strategic objectives set by the QA regulations. From the results obtained, the mechanisms that work in

QA take into account the inputs, suggestions, then this is reflected in continuous performance improvements.

To get a more approximate picture at the reality, UKZ uses a range of assessment tools, collects data, compiles reports and refers to the quality of results.

In this regard, after processing the data, OADQ in cooperation with the QA commission, analyses the data, issues recommendations and drafts a report of findings.

In this context, the actors responsible for QA and evaluation take steps to review the evaluation instruments, based on the results and inputs of the reports.

Three examples:

1. During the evaluation of the academic staff by the students, in the winter semester of the academic year 2018/2019, a common questionnaire was drafted for all teachers (professors and assistants). Considering that the engagement of the professor and the assistant is different, in the summer semester the research was conducted with two different types of questionnaires (one for professors and another for assistants).
2. From the analysis of the evaluation reports for the academic year 2017/2018 by the students, the QA Commission and the OADQ have concluded that other evaluation instruments should be added to have a more comprehensive overview of teacher performance. Thus, in the subsequent year, other measuring instruments began to be practiced, including evaluation by management, deans in academic units and staff. (See standard 5.5)
3. During the review of study programs related to the re-accreditation process, the inputs of stakeholders such as: Industrial Board, Business Community, NGOs, Courts, MEDs and Alumni students were taken into account;

All inputs of the parties involved in the process have been taken into account and we can say that they have had a direct impact on the continuous improvement of the quality of performance within the UKZ, in meeting the required standards.

5.7. All academic and administrative units within the institution (including the governing body and senior management) participate in the processes of quality assurance and contribute to its continuous improvement

Compliance of UKZ

All parties within the University are responsible for achieving the strategic objectives in the UKZ StP, especially for QA.

As long as the quality cycle and QA are defined by the University Statute, in the paragraphs of articles 187-201, this means that all Academic Units, Administration, students, senior management of UKZ up to the SC, are involved in the process of QA.

The Senate drafts quality regulations and makes other quality decisions regularly and as needed. FCs also make QA decisions. All of these regulations and decisions are voted upon by a majority of the members of the Senate and the FC. Regulations and QA decisions are published on the UKZ website and distributed in various forms (brochures, manuals, etc.) for all University parties to understand.

On the other hand, the Office for Academic Development and Quality, together with the Quality Management and Evaluation Council, in cooperation with the Senior Management and the deans of UKZ, draft APs and take actions to control, evaluate and report on the

implementation of quality at the University. All these actions include: vice-rectors, deans, vice-deans, administrative officials and students.

The Quality AP contains actions, measures, timeline, carriers, supervisors and evidence for implementation: fully, partially, in the process of implementation, has not been implemented and reprimand and approved by the Senate. It must comply with the UKZ Annual AP, which is approved by the Steering Council.

The entire QA process is overseen by the Quality Management and Evaluation Council.

A key factor in raising the quality is the use of various technology tools as below:

- Use of the SMU Platform: it is a platform which enables the virtual management of Student Grades, Application for exams, Online Learning, various statistics, diploma topics, application for admission to UKZ, professor-student communication, distribution of literature, etc.
- Use of virtual technology tools, such as Moodle, Online Video Lecturing Software (during the pandemic) such as Google Meet, etc. The Moodle platform is a platform used by many world universities with great success. At UKZ, the Moodle platform has been used in all Faculties for years.
- The platform developed by UKZ that has given great help in raising the quality of teaching progress quality and Student satisfaction by applying new control methods of professors and students. In this Platform called EDU, the Live Teacher can be monitored, to see if he/she is teaching, to allow the replacement of lost hours, to monitor the attendance of Students, to upgrade the course material including Syllabuses etc. and many other functions are done automatically. Also, the lecture schedule is generated automatically per semester depending on the requests of the teachers. Generation of reports for staff is done every week and every month. This software has enhanced the quality of learning.
- Implementation of quality in UKZ is sanctioned in the statute of the University in more detail in the quality section "QA and evaluation" Article 187.

5.8. A quality management office is established within the institution's central administration and sufficient staff, resources and administrative support are provided for the office to operate effectively

Compliance of UKZ

The Office for Academic Development and Quality was established within the central administration of UKZ, in 2018. A director has been appointed within this office. It is also foreseen that for 2021 the office will be expanded with one official.

The Office for Academic Development and Quality coordinates the work in support of academic units for the quality measurement process in UKZ as well as the process of institutional accreditation and program accreditation (see above) including all activities that include these processes and also coordinates the work of the Office with the UKZ senate, FCs, Institutes, as well as with commissions and WPs in the research and quality sector.

The Office for Academic Development and Quality compiles the work plan of the Office and oversees its implementation under the leadership of the Vice-Rector for Teaching and Research.

In cooperation with the Office for Academic Development and Quality, each of the academic units has appointed a Quality Coordinator (a total of five coordinators so far), who has

important duties and responsibilities in the field of QA within the academic unit by which he/she is selected. The Quality Coordinator is one of the members of the regular academic staff. As such, the Coordinator is the bridge between the academic unit and the University Office for Academic Development and Quality.

In the framework of its daily work, the OADQ is assisted directly by the quality coordinators. The coordinators, in their efforts for QA, report to the management of the faculty and have the following duties and responsibilities: instruct the academic staff and students within the academic unit regarding the practical and academic aspects of the implementation of ECTS; in cooperation with the management of the academic unit, take care of and monitor the involvement of all stakeholders (academic staff, students, businesses, members of the Advisory Board, etc.), for the design/review of study programs during the re/accreditation process; The quality coordinator is part of the planning and monitoring of the course and teacher evaluation process, as well as internal quality evaluation; in cooperation with the management of the academic unit assists in the systematization of data and information related to scientific/artistic activity in the academic unit (evidence of scientific works, artistic performance, professional and scientific projects); The coordinator advises, plans, and monitors quality improvement schemes, actions and activities in the academic unit. Also, the Coordinator takes care of the quality of documents and information from the academic field of the faculty published on the website.

5.9. A quality committee is established with members drawn from all types of members of the academic community, including students

Compliance of UKZ

The members of the *Quality Management and Evaluation Council* come from the academic staff of each academic unit and are elected by secret ballot by the FC. Part of this commission are also the representatives of the students, delegated by the Student Parliament, as well as the representative of the quality office. All the following subjects are responsible for QA in UKZ: lecturers, researchers, associates, Scientific Teaching Council, University Commissions, students, non-academic staff and administrative services.

The *Quality Management and Evaluation Council* prepares implementation plans while it then reports to the FCs, Dean, Rector and Senate of the UKZ on the results shown as well as the proposal for taking any concrete measure.

QMEC will have ten (10) members. The composition of QMEC is as follows:

- Vice-Rector for Teaching, Research and Student Affairs (Permanent) Chairperson
- Five representatives from the academic units of the University (academic staff), who are proposed by the Council of the Academic Unit
- Director of the Office for Academic Development and Quality (permanent) without the right to vote
- Officer for Academic Affairs (permanent) without the right to vote
- Student representative
- Non-permanent members are elected by the University Senate for a term of three (3) years, except for student representatives with a term of one (1) year.
- At least one-third of the members of the commission continues in the composition of the commission after the 3-year mandate, to ensure the continuity of work.
- In case the voting is equal, the chairperson's vote is decisive

- QMEC drafts and approves the Rules of Procedure of this commission which is a public document of the University. The council reports on its work to the Senate.

5.10. The roles and responsibilities of the quality management office and committee, and the relationship of these to other administrative and planning units are clearly specified. If quality assurance functions are managed by more than one organizational unit, their activities are clearly specified and effectively coordinated under the supervision of a representative of institutional management

Compliance of UKZ

QMEC is an advisory body of the Senate and the Rector, which in cooperation with other supporting and professional bodies of the University, plans, designs, monitors, analyses and administers the procedures of evaluation of the teaching process, scientific research, and all evaluations of other fields covered by the university.

The tasks of the QMEC are:

- Proposes to the Rector and the Senate a strategy with guidelines for QA and evaluation, criteria, standards and procedures for its implementation and continuous improvement
- Compiles the QA Manual
- Drafts and approves the plan of activities for QA in accordance with the regulations in force and the strategic document of UKZ.
- Submits to the Rector and the Senate a report on the plan implemented in terms of QA
- Gives suggestions to the Rector, Senate, Committees of academic units, to improve the quality level
- Encourages quality discussions and promotes the culture of quality within the university
- Analyses data collected in defined evaluation areas
- Drafts and proposes to the Senate the approval of the self-assessment report for Institutional Re/Accreditation
- Reviews and proposes to the Senate the approval of self-assessment reports for Re/Accreditation of Study Programs.
- Compiles improvement reports based on data and assessments received from the Office of Science, Academic Development and Quality.
- Analyses and approves periodic/annual reports and activity plans of the QA system of the academic units of the University, which reports to the Senior Management

On the other hand, the Office for Science, Academic Development and Quality coordinates the work in support of academic units for the process of institutional accreditation and accreditation of programs, including all activities involving these processes and also coordinates the work of the Office with the UKZ senate, the Steering Council, Academic Units, Institutes, as well as with councils, commissions and WPs in the research sector and related issues, etc. Under the leadership of the Vice-Rector for Teaching and Research, compiles the work plan of the Office and supervises its implementation; Works in consultation with the UKZ management, namely the Vice-Rector for Teaching and Research, as well as with other relevant actors to support the promotion and implementation of the recommendations arising from the Bologna Process at UKZ. The Office for Academic Development and Quality (AODQ) bases its work on the necessary documentation which contains the regulations approved by the UKZ senate since the establishment of the University. Responsibilities and jobs are separated from each other, but the coordination is very successful.

5.11. Common forms and survey instruments are used for similar activities across the institution (academic activity, student services, administration, etc.) and responses are used in analysis of results including trends over time. Survey data is collected from students, staff, graduates and employers; the results of these surveys are made publicly available

Compliance of UKZ

The drafting of evaluation reports is mainly done by the OADQ in consultation with the QMEC and in cooperation with the management/Dean of the Faculty.

So far common forms and same instruments have been used for the same field but different ones for other fields. Thus, the same questionnaire was used for the evaluation of all academic staff by students but another unique questionnaire for the evaluation of academic staff by managers, another unique questionnaire for the evaluation of administrative staff, a unique questionnaire for the evaluation of all assistants, etc., thus, UKZ has standardized the questionnaires for areas of interest for evaluation.

UKZ has built a standard in evaluation, which is comprehensive and substantive.

The evaluation results are analysed by the Office for Academic Development and Quality and by the Quality Management and Evaluation Council. Data from all surveys are collected, processed with appropriate software and published on the website. The comparisons are made to look at the development trend, in order to take measures for further improvement. Summarized reports are made public on the UKZ website and are also reported to the University Senate, while detailed reports for each staff are reported to the Dean of the Faculty and the specific staff themselves. All these evaluations (surveys, questionnaires, etc.) were stored in the Office for Academic Development and Quality, while the reports of this Office are archived and stored in the UKZ Archive, according to Law no. 04/L-088 On State Archives.

All inputs of the parties involved in the process have been taken into account and we can say that they have had a direct impact on the continuous improvement of the quality of performance within the UKZ, in meeting the required standards.

5.12. Statistical data is being retained in an accessible central database and provided routinely to departments and units for their use in preparation of reports on indicators and other tasks in monitoring quality

Compliance of UKZ

The Office for Academic Development and Quality has created a database with data collected from evaluations over the years. This data is available to all stakeholders. OADQ has the following data:

- **First-hand materials** (Questionnaire: Physical and electronic copies)
- **Research results** (General results for the institution, academic units and academic and administrative staff)

UKZ possesses these types of reports:

1. Reports from research in physical format
2. Reports from SMU
3. Reports from Moodle
4. Reports from the UKZ platform
5. Reports from Google Meet
6. Reports from the attendance device

All these data are in function of management, monitoring and quality assessment in UKZ.

Consequently, at the end of each semester, but also at the end of each academic year, within the Faculties, the *Summary Report for the evaluation of the academic staff and courses* will be published on the UKZ website, where the achievements and deficiencies will be reflected in detail for the completed semester or academic year. Presentation in such a form, however, contributes to raising the quality of academic life within the UKZ Faculties, it motivates even more the academic staff and on the other hand contributes to the identification of possible shortcomings, always with the aim of eliminating them.

5.13. There is clear evidence that quality assurance data is used to guide enhancement and as a base for improvement

Compliance of UKZ

QA data is used by the FC and the UKZ management in the process of advancing and engaging the UKZ academic and administrative staff.

The Office for Academic Development and Quality (OADQ) after each Semester and in cooperation with the Senior Management of UKZ uses the evaluation results, which are submitted to the Dean of each academic unit and who then submits it individually, in electronic form, to the Academic Staff.

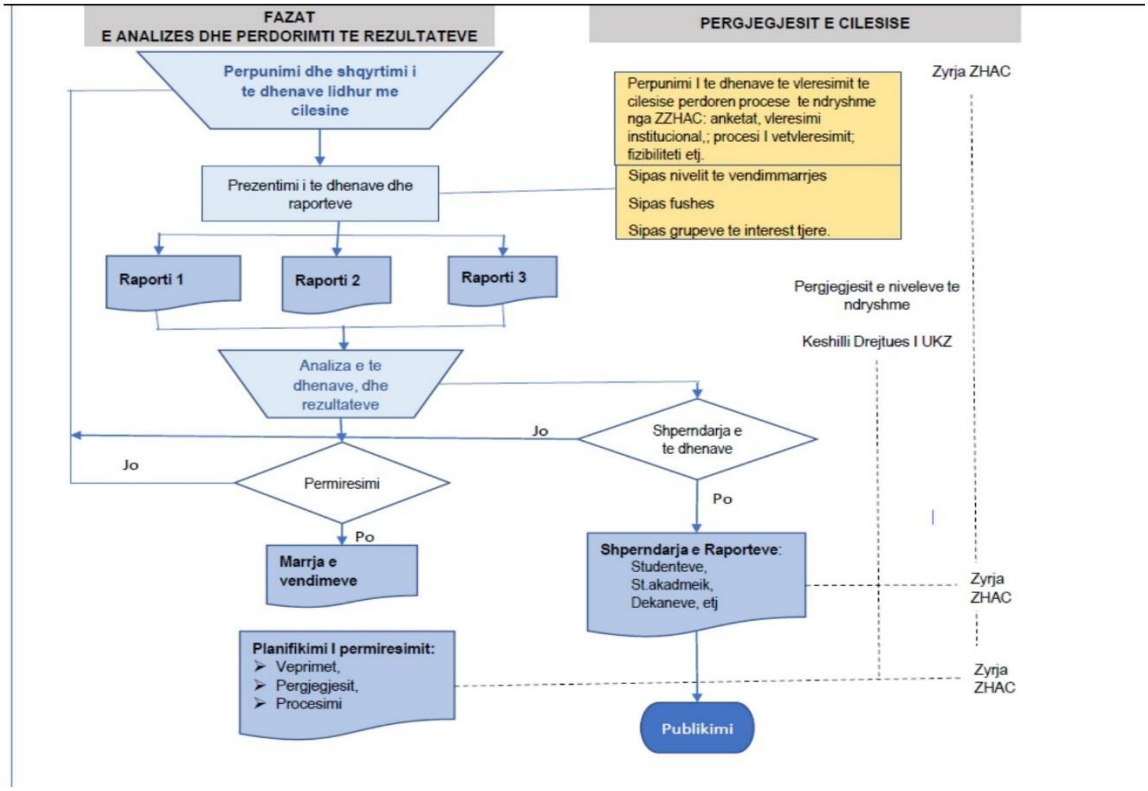
This assessment serves UKZ academic staff and senior management to reflect on and assess the UKZ in terms of the quality of the teaching process.

Based on the performance evaluation reports in UKZ, measures have been taken which affect the continuous improvement of quality.

Below are some of the steps taken:

- The device for recording the attendance of administrative staff has been installed;
- The device for recording the attendance of academic staff has been installed;
- The regulation for the selection of academic staff has been revised, within which clear criteria that stem from QA measures have been set;
- The regulation for the engagement of the academic staff has been revised, within which clear criteria have been set that derive from the QA measures;
- The regulation on the establishment and functioning of the Quality Management and Evaluation Council has been drafted;
- Evaluation instruments have been added;
- Greater scrutiny of scientific journals where academic staff publish scientific papers has been established;
- It has been decided that in the syllabus, except in special cases, there should be no literature older than 10 years;
- It has been decided that professor-student consultations should be mandatory throughout the academic year and not just after exams, therefore each academic staff should devote 2 hours per week only to consultations with students;
- Since some of the classrooms are used by more than one faculty, it has been decided to place large television screens in the corridors of the facilities which will continuously broadcast the schedules of lessons and exercises or other activities.
- Internship has become part of the curriculum in several faculties: in the study programs of the FEd, Law, Computer Science, Educational Mathematics, etc.

Table 21 The analysis proces and the use of results from QA of UKZ



5.14. The quality assurance arrangements are themselves regularly evaluated, reported on and improved

Compliance of UKZ

QA measures are self-evaluated by the OADQ, the QA Council, the Academic Unit Coordinators, the FCs, the study committee, the Senate and the UKZ Steering Council.

The QMEC made a special assessment of the effectiveness and effects of the measures.

All of these bodies review the UKZ strategy and AP of this strategy on a regular basis to see what needs to be changed or further adjusted. This strategy was revised in 2020.

Also, the quality strategy and AP for quality as well as the regulation for QA and the Manual have been reviewed by these bodies and as a result, these documents have been prepared for 2020, being approved by the Senate and the Steering Council.

Also, all questionnaires have been reviewed and amended to include the elements needed to measure staff performance. The 2020 questionnaires have been changed to the 2019 ones because both staff and students have asked for more detailed than generalized questions. For this reason, the OADQ has taken into account all the remarks from the academic staff, administrative staff and especially students to change some elements/questions of the questionnaires. OADQ has raised this issue at the management level and together with QMEC and quality coordinators have worked on drafting new questionnaires, based on the above remarks. UKZ also conducted in 2020 the online learning questionnaire, which differed from previous questionnaires due to new circumstances - COVID 19. The results of this questionnaire are summarized in a report by the OADQ and published on the website of UKZ.

All the mechanisms mentioned in this standard, regularly identify the shortcomings and recommend and approve the necessary changes to improve the measures and actions.

SWOT analysis for Standard 5:

Table 22 SWOT analysis for Standard 5

Strengths	**Weaknesses**
- Creating QA policies in the StP; - Drafting and reviewing Regulations and other documents that manage QA within the University - Quality Management and Evaluation Council and its operation - Appointment of Quality Coordinators for each Academic Unit - Realization, processing and publication of evaluation results that are derived within the university. - Publication of general performance appraisal reports; - Students as an important and very active party in any activity related to QA (design of questionnaires, research, data processing and review and analysis of findings) - UKZ management support for OADQ, QMEC and Quality Coordinators - Assessment by students is done online through the SMU platform - Being up to date with contemporary IT technology in the learning process	- Lack of sufficient administrative staff in OADQ. - Small number of staff trained in teaching methodologies; - Lack of knowledge of foreign languages; - Lack of new literature; - Lack of original literature
Opportunities	**Threats**
- Expansion of the Office for Academic Development and Quality with quality officers - Expanding the network with international and local partners related to QA, taking different models from the practices of developed countries (Erasmus+ Qatek Project) - Our University is part of the project for the creation of a comprehensive system related to the performance of the Academic Staff (Optima Project) - Carrying out assessments within UKZ in electronic form. - Training of academic staff on teaching methodologies - Supporting academic staff in participating in conferences and scientific publications - Realization of online learning - Establishment of a teacher training centre in UKZ. - Creating remote learning programs (online).	- Difficulties of the community in understanding the importance of student evaluation by professors; - Plagiarism; - Fictional journals; - Local and international competition;

Standard 6 Learning and teaching

6.1. The institution has drafted and adopted policies and procedures applicable to all academic programs; the institution monitors the extent to which those policies and procedures are effectively implemented

Compliance of UKZ

According to the UKZ mission, teaching and learning is the main activity of the university which takes place through the academic units-faculties. Teaching and learning takes place within study programs which operate within the faculties. UKZ was established with 3 Faculties in 2013, and now operates within 5 Faculties: FEd, Law, Economics, Computer Science and FAS. Since the first year of its establishment, UKZ has undergone the process of accreditation and re-accreditation by KAA. The organization of the teaching process within the study programs is based on the Statute of UKZ, Regulations of bachelor/master studies, regulation for quality assurance and evaluation, guidelines for ECTS and performance indicators in UKZ.

The fact that teaching and learning process is of a good level in UKZ is evidenced by the fact that UKZ students who have completed bachelor studies at UKZ and have competed in master programs at other universities in Kosovo as well as in Switzerland, Austria, Germany, Slovenia, they are among the first on the admission lists. A number of them have now successfully completed master studies and have continued in doctoral studies and/or are employed.

Below we are presenting the fulfilment of each of the standards for teaching and learning as follows:

Teaching and learning are based on UKZ study programs:

In the UKZ Statute (starting from Article 5, etc.); UKZ, as an institution of higher education, develops academic education, scientific research, artistic creativity, professional counselling and other fields of academic activities. Studies at UKZ have these goals:

- To act as a leading centre for the advancement of knowledge, ideas and science in the higher education system of Kosovo;
- To play a leading role in the development of education, science, culture, society and economy of Kosovo;
- Assist in the process of promoting civic democracy;
- Aim to create and support the highest standards in the field of teaching and learning, research and artistic creativity;
- Utilize its resources as efficiently as possible, and cooperate to the maximum and participate in all higher education activities at national, regional and international level;
- Teaching and learning at UKZ conforms to European standards, with the aim of fully integrating into the EHEA (conform to the Bologna Declaration, the Lisbon Convention on Recognition and the European Research Area), and
- Take the appropriate reform steps necessary to achieve these goals

The regulations for QA and evaluation (Article 3 etc.) define the assurance and evaluation of the quality of teaching and learning in:

- Evaluation at the institutional level.
- Evaluation at the level of study programs.
- Design and approval of new study programs.
- Evaluation of the teaching process, scientific research, art, administration, academic staff and all other areas of activity of the University.
- Ongoing review of study programs.
- External evaluation of QA.
- Mobility, international cooperation and internationalization.
- Textbooks, literature, library and teaching infrastructure.

- Financial support.
- Other areas as needed or different requirements from MEST, KAA, etc.

Regulations for bachelor studies (each of the faculties has a regulation for bachelor studies) and all master programs have their own regulations for studies.

- Data for the study program (title, type of study, academic title, academic title, objectives and learning outcomes of the program, etc.)
- Conditions for registration in the study program, deadlines, organization and manner of holding the entrance exam, necessary documents for registration, etc.
- Conditions for registration in the following year, semester verification, etc.
- Change of course of studies, transfer from another faculty
- Organization of exams, application for exams, forms of holding assessment exams, grading, etc.,
- The rights and obligations of students and the organization of students,
- Completion of studies and defending the diploma exam
- Evidence of documentation in the administration.

More detailed data are described in other documents such as the Regulations for the diploma thesis, the Regulation for the admission of new students in UKZ.

The regulation on the selection of academic staff describes the conditions, procedures for the selection of academic staff for teaching at UKZ. The organization of the teaching process in UKZ is in the function of the government policies for higher education in Kosovo (see the law on higher education in Kosovo). Also, the teaching process in UKZ is guided based on the following documents: Standards of the Accreditation Agency of Kosovo and Standards and Guidelines for QA in the Field of European Higher Education (ENQA).

The extent of implementation of these policies is monitored and reflected in the reports of the OADQ, which are drafted at the end of each semester for each subject and for each program. These reports are analysed and evaluated by the FCs, which take the necessary measures to improve the identified weaknesses.

The effective monitoring and implementation of these teaching and learning policies are done at the level of the academic unit (Faculty) and at the level of the University. The FC proposes programs, program changes, teaching methods, and other academic issues for the UKZ senate; supervises the teaching process and determines the appropriate measures for QA of the teaching process, as well as drafts the annual report for the rector (Article 76 of the UKZ statute); The Senate at the University level is the highest body.

The UKZ Senate is responsible for drafting and approving teaching and learning policies and procedures (see Article 48). The Senate is responsible for the policies and procedures for evaluating the academic work of students and teachers, for the validity and review of syllabi and study programs, procedures for awarding qualifications, etc.

6.2. There is an effective system for ensuring that all programs meet high standards of learning and teaching through initial approvals, regular changes and monitoring of performance

Compliance of UKZ

During the design and preparation of study programs and especially during the implementation of the teaching process of these programs, an important role is played by the stimulation and motivation of students in the learning process, offering a range of activities:

Providing syllabi at the beginning of the semester, lectures and exercises with flexible methods and necessary material, organization of periodic and continuous assessments, use of IT and e-learning application, regular consultations with teachers are prerequisites, etc.

From an institutional point of view, designing a program means planning a curriculum and its components in credit, showing learning outcomes and work-related load, learning activities, and assessment procedures/criteria. The institutional credit framework should take care of the needs of different programs and support cross-disciplinary and multi-disciplinary approaches. The use of ECTS in UKZ requires an institutional credit framework based on institutional regulations and an in-depth understanding of the system by each member of the academic staff. Team-based decisions when designing the program increase the coherence of the study program.

The following steps have been identified as useful in program design.

When developing a new program, the first decision usually relates to the level of qualification to be awarded, which is determined by relevant national legislation and existing qualifications frameworks, the National Qualifications Framework (NQF) and the European Higher Education Qualifications Framework.

It will be clear that not all learning outcomes are on the same level - so fully implementing a credit system requires level descriptors. At UKZ we implement the Qualifications Framework of the EHEA which uses learning outcomes to describe qualifications (e.g. Bachelor, Master, Doctorate) and are in line with the NQF in terms of Higher Education (QF-EHEA cycles 1, 2 and 3 correspond to levels Ba, Ma and Dr) and cover qualifications at ISCED levels 6, 7, 8. In QF-EHEA, three major cycles, as well as a short cycle, are identified and applications of knowledge and learning, communication skills and learning to teach are described. The short, first and second cycles are also characterized by credit lines:

- First cycle qualifications typically include 180 or 240 ECTS credits.
- Second cycle qualifications typically include 90 or 120 ECTS credits, with a minimum of 60 ECTS credits at the second cycle level.
- The use of ECTS in the third cycle varies.

The eight levels cover the entire range of qualifications from those achieved at the end of compulsory education to those acquired at the highest levels of professional or academic education as well as training.

In measuring the performance of teachers and the teaching process, the main indicators are: student evaluation, student achievement, regular monitoring of the teaching process, evaluation of the student by the labour market, etc.

The process of teaching and learning is considered as the backbone of the academic activity of a University. It is about teaching students about the theoretical and practical part of different disciplines in order to prepare them for the labour market and their contribution to the local culture. UKZ has always offered academic programs of an international standard in terms of content and methodology used. Teaching methodologies are in line with the latest developments in teaching methods and technology utilization.

The teaching process as well as the evaluation of students' achievements is done in accordance with the regulations of the study programs. The UKZ implements the organization of curricula, based on the system of three cycles of higher education (bachelor, master and doctorate), the ECTS and implements all the recommendations of the Bologna

Declaration.

An important determinant of work at the UKZ is the StP 2017-2022, as well as APs for each faculty of UKZ.

6.3. The institution monitors quality indicators, identifies and investigates differences in quality between programs, and takes action required to ensure that all programs meet required performance standards

Compliance of UKZ

We consider PI to present how teaching and learning work in study programs. PI support the evaluation of teaching and learning and assist in decision-making, strategic direction and policy-making for the teaching process at the University.

At the academic unit level, the dean, vice dean and quality coordinator monitor the quality of teaching and learning based on PI (see ECTS Guide, and Guide on Performance Indicators.

Below we will elaborate on PI separately related to teaching and learning.

- The ratio of applicants to the number of students admitted for each study program. This performance indicator shows us the ratio between applicants for each study program with the number of students admitted.
- Student academic performance. This performance indicator measures student performance through the average grade accumulated and based on the specifics according to the study programs.
- Abandonment of studies. This indicator represents the percentage of the number of students who drop out of university studies (for academic or non-academic reasons) before the completion of the study program with the total number of students enrolled per semester.
- Transfer of students from/to UKZ. According to the UKZ statute. The student can change the study program, completing studies in one study program and starting them in another study program in the same unit or in the other academic unit of the University. The change of the study program is possible between the study programs, in order to achieve the same level of education in accordance with the provisions of this Statute.
- Graduation of students. This performance indicator is a measurement of the ratio of students who have graduated per year compared to the total number of students expected to graduate if each had completed their studies on time. Graduation rate of 1.0 means that all students graduated on time that year.
- After graduation. Through this performance indicator we measure the number of students who have completed bachelor studies in our country, who are employed, have continued master studies, have not been employed and have not continued their studies.
- Teaching. The teaching load of a professor is the equivalent number of students with full teaching load per professor. Equivalent number of students with full teaching load per professor at university level. Equivalent number of students with full teaching load per professor at the faculty level.
- Theory-practice relationship. Through this performance indicator we present the connection and the relationship between the theory and practice of the subjects according to faculties
- Number of new programs in the last three years. This performance indicator shows the number of new programs within our University for the last three years

For this purpose, study programs in their curriculum include compulsory and optional subjects (all study programs), modules and professional practice (FL), specializations (FCS), seminars

(FAS), practical training (FEd) and projects (FCS).

UKZ has a significant number of students interested to enrol. The number of applicants is more than double the number of admittees, especially in the programs of Education, computer science, mathematics, e-government.

During the last three years, the level of studies in Master has also increased, and a new faculty has been established - the FAS.

The needs for raising the quality of the study program are also identified and noted. The FC initiates the necessary actions to ensure that the required performance standards are met, proposing concrete measures to the UKZ Study Commission. The Studies Commission formulates the concrete proposal which is proposed to the Senate for approval. In order for all study programs to meet the required standards, the Senate decides on all changes to the study program in the case of the Reaccreditation process, which is proposed to the KAA.

6.4. Each study program is based on correlations between learning outcomes. A study program is presented in the form of a series of documents which include: general and specific objectives of the program; the curriculum, with the subjects' weight expressed in ECTS credits and disciplines distributed over the study period; thematic programs and syllabuses expressing learning outcomes in the form of cognitive, technical or professional and affective-value competences achieved by a discipline; the assessment methods for each discipline taking into consideration the planned learning outcomes; the method and content of the graduation examination which certifies the assimilation of cognitive and professional competences corresponding to the academic qualification

Compliance of UKZ

When designing study programs, we take into account similar programs of European universities, because we consider that a great contribution to university education is given by researchers from European countries. Therefore, our study programs aim to achieve and convey contemporary scientific trends and results at the European level.

Program learning outcomes are based on the program profile and describe what a student knows, understands, and is able to do after completing the program.

Formulation of program learning outcomes:

Considerable care should be taken in formulating learning outcomes. The following list provides a set of guidelines that have proven to be helpful. Learning outcomes should adequately reflect the context, level, purpose and content of the program:

- Statements of learning outcomes should be concise and not too detailed.
- Learning outcomes should be mutually consistent.
- Learning outcomes should be easily understandable and verifiable in terms of what the student has actually achieved at the end of the program.
- Learning outcomes should be achievable within the specified workload.
- Learning outcomes should be related to appropriate learning activities, assessment methods and assessment criteria.
- There are no rules for the ideal number of learning outcomes at the program level. Our experience is that between 10 and 12 outcomes are sufficient.
- A widely accepted way of formulating learning outcomes is based on three essential elements.
- Using an active verb to express what students are expected to know and be able to do (e.g.,

graduates can "describe", "apply", "draw conclusions", "evaluate", "plan").
- Specify what refers to this conclusion (object or capability e.g., may explain "hardware component function" or may present "design of a living room by hand").
- Specify how to demonstrate the achievement of learning outcomes (e.g., 'to give a summary of materials most commonly used in computers'; 'to develop a research model by applying up-to-date scientific methods', etc.).

This is achieved through the implementation of the teaching process from compulsory subjects (general and professional), optional subjects, seminars/research papers, modules, specializations in the field of study programs. Bachelor studies are organized in 6 semesters respectively in 8 semesters (Education and Law). A semester consists of 15 weeks, with a student load of 60 ECTS/semester, i.e., the credit system (ECTS) is applied in all study programs. For each course (subject) a syllabus is compiled which describes in detail the data on the name, program, ECTS credits, teacher, goals, expected learning outcomes, student workload, teaching methodology, assessment methods, literature, designed lesson plan by weeks, academic policies and rules of conduct (see annexes 1 and 2, 3, 4 and 5).

Graduation of students is the final exam which according to the curriculum of the study program is determined by the syllabus of the diploma thesis. One of the important points is the calculation of ECTS for each course separately and for the semester, respectively for the study program which is based on the Guide for using ECTS.

6.5. Student learning outcomes of each program are consistent with the National Qualifications Framework and with the Framework for Qualifications of the European Higher Education Area

Compliance of UKZ

The program profile is divided into educational components which may consist of single or several modules, other types of subject unit, job and clinical placement, research projects, laboratory work and other relevant learning activities. They may also include social and community activities (for example, projects, workshops) provided that they are tailored to the program's learning outcomes and transfer credit.

Learning outcomes, with assessment strategies and assessment criteria, should be defined for each educational component.

The learning outcomes of the program and its educational components are often designed to demonstrate their mutual reinforcement. This will be achieved first by respecting the formal framework set by the Law on Higher Education of Kosovo, the Statute of UKZ and other normative acts, such as the Regulation on QA procedures at the UKZ.

Once the components of the program have been identified, the overall structure should be described and the credits should be allocated to each component, based on the learning outcomes and its workload, taking into account that 60 credits correspond to one year of full-time academic equivalent.

Placing optional subjects in the curriculum will facilitate the mobility of students in other programs. Study program courses can be described both in content and time in program design or can allow flexibility in time and content for the individual student. Compulsory and/or optional subjects (courses) are not preferred to be used to replicate what would be studied at home, but to allow students to benefit from a variety of educational experiences in other settings.

The student progress requirements at UKZ are clear if students want to move through the program successfully and obtain the intended qualification. Progress requirements include prerequisites, co-requirements and recommendations. Progress rules are expressed in relation

to the number of credits or credit levels required at different stages within a study program (e.g., a minimum number of credits required to pass from one academic year/semester to another). They are also formulated in terms of detailed rules on which components should and/or can be taken at what stage and at what level (e.g., compulsory courses, optional courses).

The level of learning and all titles issued by UKZ are in line with the National Qualifications Framework and the European Higher Education Qualifications Framework, and are included in the SER. No study program can be accredited and no diploma issued by UKZ can be accepted in the Ministry of Education if it is not in accordance with the NQFK.

6.6. There are effective processes in place to ensure the fitness and effectiveness of the assessment methods for the achievement of the intended learning outcomes

Compliance of UKZ

Each learning program defines the intended learning outcomes and methods of achieving those outcomes. In each syllabus for each subject are defined the intended learning outcomes and the methods of their achievement as well as the methods of their evaluation. Targeted learning outcomes, study programs and especially syllabi are well known to students and stay posted all the time on the University website.

UKZ study programs are comparable to at least 2 European university programs.

The methods of evaluation of the achievement of the intended learning outcomes are defined by the Statute of UKZ (articles 101, 102, 103, etc.), in the regulations of bachelor studies and in accordance with the Bologna Process. The student is evaluated throughout the semester and he/she is fully informed of this evaluation, evaluating the aspect of group work, fostering of critical thinking, etc.

The UKZ Statute, the UKZ Bachelor and Master Study Regulations, and the academic unit regulations define the forms of student assessment. Student success in the exam is described by grades from 5 (five) to 10 (ten). The exams are public and are published on the UKZ website of the respective academic unit.

Table 23 The final grade of the exam is extracted as follows:

Points	Grade	Description	ECTS grade
90-100	10	Excellent	A
80-89	9	Very good	B
70-79	8	Good	C
60-69	7	Satisfactory	D
50-59	6	Sufficient	E
0-49	5	Insufficient	F

Students are considered to have successfully passed the exam when assessed with a grade of 6 to 10, while it is considered that they have not passed the exam if they are assessed with a grade of 5. Students have the right to submit a written complaint to the dean of the academic unit against the grade of their evaluation. The complaint must be submitted within two working days after the announcement of the results and can be submitted for: written exam; oral exam; combined written and oral exam. Upon receipt of a timely complaint, the dean of the academic unit establishes an examination commission within a business upon receipt of the complaint and appoints three members, in addition to the exam teacher against whom the student has complained. The evaluation of this Commission cannot be appealed. Tests from student assessment exams are held for a maximum of 30 days.

During the curriculum review, the Study Committee in cooperation with the Deputy Dean for Teaching reviews the forms of assessment in each subject, their compliance with the learning outcomes and drafts a report which they share as needed with each staff member. This process will be complemented by the development of a manual for harmonizing assessment methods with learning outcomes (StP activities).

6.7. Teaching staff are appropriately qualified and experienced for their particular teaching responsibilities, they use teaching strategies suitable for the different kinds of learning outcomes and participate in activities to improve their teaching effectiveness

Compliance of UKZ

Based on the University Statute, the procedure for staff selection and teacher appointments is as follows: After identifying the need for teachers by the university academic units, with the approval of the Senate, the Rector announces an open vacancy in the media, which describes the job position and the necessary conditions to be met by the candidate who is applying.

In the academic unit, for each job, *review committees* are formed (consisting of 3 members-committee members must have relevant academic titles), which review the candidate documentation and propose to the academic unit. The proposals of the *Review Committee* are reviewed in the FC and from there are sent to the *Senate Studies Committee*. The studies committee examines the academic aspect, the scientific results of the candidate, as well as other aspects, which ensure quality in the academic work of the university. After passing to the Studies Committee, the selection procedure is done by the *University Senate* for a 4-year period for professors, associate professors and assistant professors. For the appointment of lecturers and teaching assistants, the appointment is made for a period of 3 years. *See* Regulation on the selection of academic staff

The constant preoccupation of UKZ teachers is the improvement and effectiveness in teaching. UKZ sets learning and teaching objectives in relation to their study programs which are subject to internal evaluation and external evaluation (KAA). The general principles of learning, teaching and assessment at UKZ are:

- The general principle. In relation to learning, teaching and assessment they should be considered when submitting a study program, regardless of the way of learning and teaching.
- Open dialogue and participation. The student-centred approach requires an open dialogue and reflective feedback between students, professors and relevant administrators, through which their needs and aspirations can be expressed and discussed. All stakeholders should be involved in the constructive discussion of program design and dissemination.
- Transparency and reliability. The syllabus of the course should provide reliable, up-to-date and quality information on the programs by level, as well as on the educational components in particular. It should provide an accurate description of the subject/program by level, including all details: structure, components, learning outcomes, workload, learning/teaching approaches, assessment methods, assessment criteria and rules of progress.
- Consistency. The academic staff responsible for program delivery and its components must ensure consistency between the learning outcomes set out in the program, the learning and teaching activities, and the assessment procedures. Constructive assessment between learning outcomes, learning activities and assessment is an essential requirement for educational programs.
- Flexibility. A flexible program structure is essential to allow students to be selected and meet different needs, e.g., the opportunity to develop personal learning pathways should

be given and optional activities should be offered. A flexible organization of learning, teaching and assessment activities, including flexibility in scheduling and more opportunities to learn independently are essential to accommodate different learning styles. The integration of digital technologies (e-learning, T-Edu, etc.) in higher education has a significant impact on learning and teaching approaches. The allocation of credits for learning outcomes which are achieved through new ways of distribution enabled by technology is based on the same principles as the allocation of credits for learning outcomes for traditional educational components.

- Proper evaluation of achievements. Credits are awarded when proper assessment indicates that the specified learning outcomes have been achieved at the appropriate level. If the student has not achieved the learning outcomes, he/she will not be rewarded with credit. Assessment methods include the full range of written, oral and practical tests/exams, projects and portfolio used to assess student progress and to ascertain the learning outcomes of a unit or course module, while the evaluation criteria are descriptions of what the student is expected to do in order to demonstrate that a learning outcome has been achieved

In order to successfully implement these principles in the work of UKZ, UKZ academic staff is continuously trained in the teaching process. Some of the members of the academic staff have been trained in international institutions, such as the training within the REBUS project, from the Erasmus+ program, at ESSEN University in Germany. Other projects also offer training programs for teachers on certain topics. UKZ has cooperation agreements for the training of academic staff with the Centre of Excellence of the University of Prishtina.

By the end of 2022 UKZ StP envisages the establishment of a Teacher Training Centre.

6.8. The learning methods and environments are student-centred and stimulate students' motivation, self-reflection and engagement in the learning proces

Compliance of UKZ

Based on the Guide on the use of ECTS, student-centred learning is a process of qualitative transformation of knowledge and skills for students and other individuals in a learning-studying environment, aimed at improving their autonomy and development of critical skills through a results-based approach.

The *student-centred* concept can be summarized in the following elements:

- reliance on active learning rather than passive learning;
- fostering critical and analytical thinking;
- increased responsibility on the side of students;
- increasing student autonomy.

For this purpose, Syllabuses for each course and for each study program are published on the website and distributed to students at the beginning of the semester.

Student evaluation is done throughout the semester. The student is motivated to be active and this motivation results in quality, critical and analytical learning. The course syllabi emphasize the use of contemporary teaching methodology, such as: interactivity, encouraging critical thinking, providing conditions for learning in the library, use of IT, group work, project work, student clubs, creative work, etc.

Student lectures and exercises are group-oriented: students work independently in groups, discuss and draw common conclusions. Students work in groups on homework, seminars, presentations, projects as well as diploma topics.

Even during the exam process, the student is at the centre: before the exam, the academic staff helps and guides the students to prepare for the exam; after the exam, the students consult with the professor about the result of the exam; the student has the right to complain on the results of the exam.

Throughout this process, the use of Moodle, e-learning made the achievement of student-centred teaching possible and more efficient.

6.9. Teaching quality and the effectiveness of programs is evaluated through student assessments and graduate and employer surveys with evidence from these sources used as a basis for plans for improvement

Compliance of UKZ

The following instruments from the Quality Measurement Toolkit are used to evaluate the quality and effectiveness of study programs:

- evaluation of teachers by students;
- evaluation of programs by students;
- evaluation of study programs by alumni;
- evaluation by employers;
- evaluation of skills and graduate students by the labour market, evaluation of services and administration by students.

The data from these evaluations are processed and analysed by the OADQ, which prepares a detailed report for each academic unit and submits it to the deans of each faculty. Deans of academic units, analyse, review and propose the necessary measures for aspects where deficiencies have been identified.

The report serves as a very important piece of information for improving current programs. A report on all programs is submitted to the Rector. Based on the evaluation results and recommendations, concrete changes and improvements are initially proposed and planned by the UKZ Senate Studies Committee, which after review, submits them to the Senate for approval. The results of the evaluations of the business or employer of our former students, now their employees, are also presented to the OADQ, the academic units and the Rector. The presentation of the latest evaluation at UKZ was organized by the Alumni Association of Economics students. The full report edited by the OADQ for all evaluations and recommendations is published on the University website.

On the other hand, practical learning, research projects, and diploma theses which address certain problems of the labour market serve as important indicators during the process of drafting new programs and/or during the review of study programs. This is achieved through the feasibility study of study program proposals and the inclusion of at least one member from Alumni and Businesses in the commissions for drafting study programs.

SWOT analysis for Standard 6:

Table 24 SWOT analysis for Standard 6

Strengths	Weaknesses
- Academic staff has qualifications in the relevant field of study - Contemporary teaching - Respecting the duties and responsibilities of the academic staff for the smooth running of the teaching process - Motive, climate of cooperation, ethics, will, ... - Quality and experience of the academic staff. - Full support of UKZ management in implementing student-centred teaching and ensuring working conditions. - Collaboration with colleagues and the experience of academic staff in the field of university teaching in other European countries (Barcelona, Tirana, Vienna, Sofia, etc.) and cooperation with colleagues - Results of UKZ students in postgraduate studies at other universities in the country and in the world (UP, Ljubljana, Skopje, Split, Boston-USA; Germany, etc.). - Remote learning, e-learning (Moodle)	- Partially sufficient spatial infrastructure for engaged (external) academic staff. - Difficult administrative procedures in the development of international academic staff exchange activities, the supply of literature, scientific journals and the like. - Small number of staff trained in teaching methodologies
Opportunities	**Threats**
- Intensify scientific research and incorporate it into global research streams. - Providing opportunities for new research from relevant fields of study at UKZ. - Increase UKZ cooperation with other local and international universities. - Increasing students' interest in studies, as one of the important elements of the technical-technological development of contemporary society. - Training of academic staff on teaching methodologies - Supporting academic staff in participating in conferences and scientific publications	- Establishment of a teacher training centre in UKZ. - Being up to date with contemporary IT technology in the learning process. - Creating remote (online) learning programs.

Standard 7. Research

7.1. A research development plan that is consistent with the nature and mission of the institution and the economic and cultural development needs of the region is prepared and made publicly available

Compliance of UKZ

The University has a StP 2017-2022, which it has revised in 2020 and which contains a separate chapter on Strategic Objectives. These objectives also include Objective number 6, which includes the improvement and promotion/support of scientific research work in UKZ. This strategy and its objectives include the following elements, which will directly affect the growth of scientific research in UKZ.

The first sub-objective emphasizes that UKZ should pay special attention to research and scientific work and it should especially be oriented to the benefit of the community. UKZ supports the publication of scientific works and university textbooks, the publication in scientific journals and promotes the research work of the academic staff, providing support, both in technical and financial terms. In this aspect, the Regulation on research-scientific

activity has been approved, where through this Regulation on Research-Scientific Activity of UKZ, the academic staff in scientific research and scientific publications will be supported. This Strategy has also foreseen the establishment of a Central Commission that will supervise the scientific research work. The Central Commission plans, oversees, and supports scientific research work at UKZ. UKZ, through this Strategy, has also foreseen coordinators, who have already been appointed in the faculties for the scientific research work. The coordinators will support the academic staff in their scientific research work, guiding the academic staff for scientific research work. The strategy has foreseen that UKZ should support, finance and reward scientific research work and for this purpose, UKZ supports the academic staff financially for their scientific research work, in which case it has foreseen a salary reward for the professor with the most works at UKZ and the UKZ Scientist of the Year award. In this regard, UKZ has foreseen in the framework of this Strategy the organization of local and international scientific conferences. The organization of roundtables and scientific conferences will be a priority of UKZ so that topics of interest are debated and analysed in close cooperation with all other actors that have a direct and indirect impact on the topics raised. UKZ has also envisaged the creation of UKZ magazines. UKZ will pay special attention to the appearance of academic staff in international scientific journals to be up to date with current developments and topics around the world. Appropriate efforts will be made to ensure a sufficient budget to support this objective and support will be sought from MEST, the universities with which we have concluded cooperation agreements, as well as other institutions that support the development of science. In this regard, working with international projects, such as the Erasmus+ ResearcCult project will enable the creation of 6 international journals, where UKZ will be their stakeholder. This Strategy also envisages the establishment of a Publishing Council, which will support the publication of university textbooks, monographs and other publications.

The UKZ Senate has approved the SCR. The strategy defines that what it is meant by scientific research activities at UKZ. The strategy has listed the objectives in scientific research. It envisages the establishment of a Research Centre that will coordinate the research activity. This document envisages the establishment of scientific journals, the publication of university textbooks, the organization of scientific conferences, publications in international journals, etc. The strategy envisages that each academic staff shall publish at least one scientific publication within a year.

The UKZ supports research projects for which there are requests from academic units. For this reason, the Regulation on Research-Scientific Activity of UKZ has been approved, which supports the academic staff in scientific research. This regulation makes it possible to increase the participation of staff in scientific research work, stimulating them financially, but also making mandatory participation and a minimum of publications on an annual basis.

In this regard, the UKZ supports research projects for which there are requests from academic units and individuals. The Steering Council of UKZ has approved the Regulation on the Research-Scientific Activity of UKZ, which supports the academic staff in scientific research, especially in the financial aspect. The regulation defines the values of financial payments for each publication in important international journals with an impact factor.

The regulation also promotes research and scientific work by announcing the "researcher of the year" of the person who has achieved the best research and scientific achievements within the year.

Faculties of UKZ cooperate with regional institutions and businesses and provide services for their needs. These professional services have so far been provided under bilateral agreements:

Faculty-Institution or local business. Thus, for example, the FEc has provided financial expertise to the Basic Court in Gjilan for various court cases. The FCS has created software for the needs of secondary and primary schools as well as for the Transport Company of Gjilan. The FEd regularly assists primary schools in filling the unexpected gaps that are created during the process or even by organizing debate tables on various issues. It is worth mentioning here a project of UKZ "Grade 1-5: one or more teachers?" which the FEd is developing since 2015, and in which several municipalities and primary schools are involved, the pilot project is being tested and it is expected that the effect of this project will be large and decisive for the organization of the teaching process in grades 1-5 in the entire territory of Kosovo.

Also, in the cultural plan there is a significant impact of UKZ research on the community. Members of the academic staff of UKZ, faculties of UKZ or UKZ itself organizes or participates in scientific conferences, roundtables, cultural symposiums (e.g., Don Nikolle Tarabulluz meetings), literary classes, cultural promotions, theatrical and sports activities, all these in cooperation and participation of the community.

The StP of UKZ also attaches importance to the orientation of academic teaching and research activity for the benefit of the community. This is an area that in the future will be invested more in UKZ: there will be a direct link of UKZ with platforms for economic development of Kosovo, such as the Statistical Agency of Kosovo, to facilitate the orientation of research activity in the benefit of the local economy.

Each academic unit annually organizes and participates in scientific conferences of regional and international character for the presentation of the results of research projects. In addition, the academic units of the UKZ in the framework of collaborations with universities from the region and Europe are increasing the number of teaching and research activities. Within the University programs and in the framework of practical teaching, clinical, pedagogical practice, and in collaboration with GIZ, several professional researches have been done that teach the students how a research should be done, how it should be conducted and how it should be presented.

7.2. The research development plan includes clearly specified indicators and benchmarks for performance targets

Compliance of UKZ

The PI of research and scientific research in UKZ are summarized in the document Guidance for PI, which clearly provides the parameters and PI in UKZ.

Also, in the framework of the Regulation for advancements scientific research is taken into account, but also local and international projects are a good indicator of staff performance.

Scientific-research and artistic activity is evaluated as follows:

- number of publications in the last three years;
- number of citations by foreign authors (data from citation bases);
- the total number of projects submitted in the last three years (national and international);
- the total number of projects implemented in the last three years (national and international)
- participation in seminars, conferences, scientific advice (local and international) in the last three years);
- total number of scientific meetings organized in the last three years by the UKZ.

The intention of the University is to actively participate in international research through joint projects with national and international universities with which we cooperate. The number of universities and institutions with which we cooperate is constantly increasing.

Also, the Rector of the University has issued the decision for the financial incentive of the academic staff that develops and applies for project proposals. Through that decision each staff member who develops a project and applies to donors receives a financial incentive for the work done, not counting the benefits that then come as a result of project management.
The performance of the academic staff in the development of project proposals and their implementation is part of the internal evaluation of their performance. Projects are of particular importance to the UKZ and are considered one of the important priorities in governance and strategic documents.

As a result of the commitment of the academic and administrative staff, UKZ has managed and continues to implement several Erasmus Plus projects and a considerable number of projects. UKZ is a leader in an Erasmus Plus project and in 16 other projects as a partner. UKZ has also developed other projects from other donors, such as the HERAS Program (WUS Austria), CODE (World Bank), LECU (University of Zurich), USAID, OSCE, etc.

Table 25 List of projects (Erasmus Plus) won by UKZ staff, including budget

Programme or initiative	Beneficiary Organisation	Title of the Project	Budget awarded
ERASMUS +	University "Kadri Zeka"	"Quality development of international cooperation and project management / QUADIC	991,831.00 Euro
ERASMUS +	Heimerer College	Student-run Multidisciplinary Allied Health Practice Centre / SMAHPC	73,115.00 Euro
ERASMUS +	European University of Tirana	Enhancing and Validating service related competences in Versatile learning environments in Western Balkan Universities (e-VIVA)	66,075.00 Euro
ERASMUS +	University of Montenegro	"Enhancing the Employability of Law Students through Practical Education / ENEMLOS"	90,586.00 Euro
ERASMUS +	IBCM	"Enhancing Research Culture in Higher Education in Kosovo - ResearchCult"	53,440.00 Euro
ERASMUS +	University of Prishtina "Hasan Prishtina"	"Towards a Quality oriented system of initial teacher education to increase teacher professionalism in Kosovo"	95,865.00 Euro
Erasmus Mundus Action 2	Universida de Vigo, Green-TECH Western Balkans,	Green Tech WB: Smart & Green Technologies for Innovative and Sustainable Societies in Western Balkans	
ERASMUS +	Staffordshire University	Entrepreneurial Universities for Industrial Alliance – EUFORIA"	
ERASMUS +	University of Sarajevo	"Ready for business – integrating and validating practical entrepreneurship skills in engineering and ICT studies REBUS"	78,498.00 Euro

Each of the above-mentioned projects contains parts of the research which have been developed and are being developed by the UKZ staff in cooperation with the staff of the partners. The projects have an impact on increasing the quality of research through the transmission of practices from the countries of the region and European countries.

Table 26 List of staff engaged in the development of international projects

Programme	Project	No. of AS	No. of ADS	No. of St	Total
Erasmus Mundus	Green Tech	7	2	5	12
ERASMUS +	EUFORIA	6	3	50	59
ERASMUS +	ReBus	5	3	34	42
ERASMUS +	e-VIVA	8	6	20	30
ERASMUS +	SMAHPC	9	7	13	29
ERASMUS +	QUADIC	9	8	11	28
ERASMUS +	ENEMLOS	6	2	50	58
ERASMUS +	QATEK	9	3	20	32
ERASMUS +	ResearchCult	10	3	5	18
HERAS	HERAS – Internationalization in HeI	5	2	0	7
HERAS	HERAS – Students (stateless persons)	2	1	5	8
USAID	Fullbright	2	0	0	2
GIZ	GIZ	7	2	20	29
US Embassy	NOU	2	1	10	13

7.3. The institution has formally adopted an adequate research budget (including allocations for research equipment and facilities) to enable the achievement of its research plan

Compliance of UKZ

Increasing the scientific research activities of the academic staff is also a contractual obligation with the institution and is related to the processes of academic advancement, which requires the realization of publications in international scientific journals which are indexed according to credible platforms defined as mandatory by the administrative instruction, research-scientific and research projects, local and international projects, etc.

The academic staff engaged in the study programs of the UKZ is obliged to engage in research and make publications in internationally recognized journals. According to the employment contract, each member of the academic staff is obliged to publish at least one scientific paper within the year and to engage in other cooperation projects which aim to increase the quality of teaching in the academic units of this Institution. Scientific research at the UKZ is certified through scientific and applied research publications, artistic products, technological transfer through consulting centres, and other structures for validation.

UKZ also has a Scientific Research Strategy which outlines strategic research objectives. Also, the Regulation on scientific research activity provides the conditions for promotion, which encourages staff to do scientific research. The Regulation on the publishing council also encourages the academic staff to publish monographs, to publish books, for which all their expenses are covered but they are also given and financially stimulated for the work done.

The SC of UKZ has an annual budget and allocates a considerable amount, in the amount of € 10,000.00 per research for each calendar year, within the annual budget allocated to the UKZ by the Government of RKS. UKZ is also one of the institutions that compared to the annual budget has managed to bring a large percentage through local and international projects, especially Erasmus Plus. This significant financial part is used for capacity building for UKZ staff, for quality development and research according to international standards.

Table 27 Budget for research from local and international projects

Programme	Amount per research
UKZ	10,000.00 €
ERASMUS +	133,440.00 €
HERAS	41,500.00 €

USAID	5,000.00 €
GIZ	10,000.00 €
MEST	20,000.00 €

The Regulation on Research-Scientific Activity of UKZ provides for fixed amounts for publications in international journals with impact factor (1000 euros for the work published in journals indexed on the Web of Science and Scopus platforms, 500 euros for other platforms defined by the Instruction of the Ministry of Education and Science.

The regulation provides for a percentage of the funding received by the authors of each research project competing in the national research funds, which percentage starts with 2% -5%:

- For the value of the project in the amount of 29,999 euros, the value of the percentage of the project is 5%.
- For the value of the project in the amount of 59,999 euros, the value of the percentage of the project is 4%.
- For the value of the project in the amount of 99,999 euros, the value of the percentage of the project is 3%.
- For the value of the project in the amount over 100,000 euros, the value of the percentage of the project is 2%.

The same regulation provides for the "researcher of the year" award, which attracts a reward equal to the monthly salary of a professor doctor.

7.4. Sufficient financial, logistic and human resources are available for achieving the proposed research objectives

Compliance of UKZ

The SC of UKZ has an annual budget and allocates a considerable amount, in the amount of € 10,000.00 per research for each calendar year, within the annual budget allocated to the UKZ by the Government of RKS. This budget is insufficient to cover the entire research activity, therefore UKZ financially supports only a part of a scientific research (for example: participation, publication cost or travel tickets).

The Ministry of Education and Science allocates a budget for scientific research in which the academic staff of UKZ competes and has won several projects. To elaborate projects....

The Institute for Training and Educational Research at the UKZ, has won the project entitled "The impact of textbooks in promoting the development of critical thinking of students." This research project focuses on the collection of data related to the evaluation of teachers 'opinions on the opportunities provided by textbooks in the development of students' critical thinking.

Also, a source of funding for research work comes from international projects, part of which is UKZ. One of the research projects was the project with students won by HERAS as well as the project for internationalization and project development.

With the adoption of the Regulation of UKZ on Scientific Research Activities, the budgetary cost for scientific research has increased: in addition to payment for publications in international journals with impact factor and financial reward "researcher of the year", the regulation provides a percentage of funding received by the authors of each research project competing for national research funds.

The University has not appointed a Vice-Rector for Science, although the UKZ statute also provides for the position of Vice-Rector for Research and Scientific Research. The duties of

the Vice Rector for research and scientific research are assigned by the Rector upon election. Currently the responsibility for Research lies with the Vice Rector for Teaching and Student Affairs and the Vice Rector for International Cooperation and Projects.

The University established the Office for Science, Academic Development and Quality in 2018. According to the Regulation on Systematization of Jobs for administrative staff, the duties and responsibilities of the Office for Science, Academic Development and Quality are as follows:

- Coordinates the work in support of academic units for the process of institutional accreditation and accreditation of programs, including guidance in the preparation of necessary documentation, such as SER, plan for implementation of recommendations, progress report for implementation of recommendations, etc.;
- Performs work in coordination of the Office with the UKZ Senate, Steering Council, academic units, institutes, as well as with councils, commissions and WPs in the research sector and related matters;
- Works in consultation with the UKZ management, namely the Vice Rector for Teaching and Research, as well as with other relevant actors to support the promotion and implementation of the recommendations arising from the Bologna Process in UKZ;
- Under the leadership of the Vice Rector for Teaching and Scientific Research, compiles the work plan of the Office and oversees its implementation;
- Leads the network of coordinators for academic development of the faculties;
- Follows the international networks and trends of scientific research and makes sure that the same are forwarded to the relevant structures of UKZ;
- Represents the Office for Science, Academic Development and Quality in meetings, committees and other official events inside and outside the University of Gjilan.
- Deals with the coordination and organization of scientific conferences;
- Supporting scientific and research development at UKZ;
- Coordination and monitoring of research projects;
- Administration of research documentation;
- Maintains cooperation with relevant partners;
- Supports staff in applying for research and science projects;

The Director of the Office for Academic Development and Quality reports to the Secretary General in the administrative aspect, whereas in the operational aspect he coordinates the work with the Vice Rector for Teaching and Scientific Research.

Currently UKZ has only one research officer, which is continuously supported by 5 faculty coordinators. UKZ from 2021 provides for the increase of staff for this office, according to the Regulation on job systematization.

The University has appointed the coordinators for scientific research work in each faculty, and they are (See Decision XXX):

Their job is to coordinate research and scientific research between staff, students and the university.

UKZ has also established the Commission for scientific research in accordance with the Regulation on Research-Scientific Activity of UKZ.
The Rector of UKZ, with Decision number 01/1857 dated 30.09.2019 has formed the Commission for the evaluation for financing by UKZ of the works of the academic staff in journals, scientific conferences, symposiums and international scientific congresses.

Scientific research in UKZ is oriented towards the realization of strategic and specific objectives in the StP.

The Institute of Education was founded on this principle, doing research and scientific work together with students. The work of the institute has been developed in such a way that it manages to become an important institution for research within UKZ, and which in cooperation with GIZ will also start training processes for external collaborators, such as teachers in schools.

7.5. Research is validated through: scientific and applied research publications, artistic products, technological transfer through consultancy centres, scientific parks and other structures for validation

Compliance of UKZ

The academic staff of UKZ publishes scientific works in international journals with impact factor, indexed on platforms designated by the Ministry of Education and Science (See UKZ Statute, Articles 156, 157 and 158) and in national and regional journals, participates in international, national and regional scientific conferences, publishes scientific monographs and university books (See UKZ Statute, Articles 156, 157 and 158), participates in international workshops and opens painting exhibitions or holds music and choral concerts at the national level.

Every member of the academic staff is active in research and scientific activity. Their scientific and research scope is wide:

- Participate in national, regional and international scientific conferences;
- Participate in various scientific workshops;
- Participate in scientific debates;
- Publish scientific articles in international journals with impact factor, in national and regional journals;
- Participate in various academic forums, in the editorial boards of journals, in the boards of scientific conferences, as reviewers for scientific articles in international journals, etc.;
- Publish scientific monographs;
- Publish university texts;
- Translate university texts in Albanian language for the needs of students;
- Organize fine arts exhibitions in UKZ and beyond;
- Organize choral concerts with the University Choir.
- Publish applied technological projects, various researches on the educational process, etc.

Scientific research goes through a validation process, which involves several levels. With the Statute of UKZ, the academic staff is obliged to make scientific publications in credible international journals, as well as to participate in local and international scientific conferences. The scientific activity is based on research and presentation of the results of these researches and results are achieved through them, which are evaluated by the academic staff during the process of their advancement. For each promotion there are conditions from the Statute as well as from the Regulation for Appointment, Reassignment and Advancement of UKZ, which has defined the minimum conditions that a staff that claims to be promoted must meet. UKZ has established internal mechanisms to validate scientific research, which consists of the following 5 mechanisms:

1. Review committee, which will evaluate the candidate for scientific achievements. This commission is composed of professors who are eminent and have higher scientific vocations than the candidate who is in the process of advancement.
2. The study commission of the Faculty, which has the duty to verify the report of the Review Committee, which report recommends to the FC for approval or rejection.
3. The FC is a collegial body of the Faculty, which also evaluates the report of the review committee as well as the Faculty Studies Committee and decides whether or not to recommend further to the UKZ Studies Committee.
4. The UKZ study commission is a mechanism at the UKZ level, which has the duty of evaluating in detail the scientific research work of the candidate, as well as evaluates and verifies review reports and other decisions of relevant bodies. The Studies Commission verifies the validity of the works, journals, their indexing in international databases as well as the participation in scientific conferences. The commission submits its report to the UKZ Senate.
5. The Senate is the collegial body of UKZ which decides on academic issues and finally validates the scientific research work of the academic staff, which is in the process of advancement.

7.6. Each academic staff member and researcher has produced at least an average of one scientific/applied research publication or artistic outcome/product per year for the past three years

Compliance of UKZ

UKZ attaches a very special importance to the scientific publications of the academic staff, as it evaluates the performance, experience and achievement of professors in relation to the respective fields of study and the transmission of this knowledge to students. From the data obtained through the Academic Units, each academic staff of UKZ produces at least one scientific and research activity within the year, which is an obligation for advancement also within the SCR, which process was presented above. This is because UKZ stimulates work for scientific research, but also because of statutory obligation (see UKZ Statute, Articles 156, 157, 158).

In addition to research-scientific activities, UKZ has conducted a large number of roundtable discussions on issues relevant to various fields of science. Emphasize the roundtables held and the topics discussed: _ Debate roundtable beginning of the implementation of the Pilot Project "Grade 1 to 5 approach with subject teachers", debate table "Grade 1 to 5, 1 or more teachers", scientific roundtable "From Albanians or Serbs, to Albanians and Serbs", etc. On the other hand, persons who are directly involved in institutions of economics, justice, etc. have been invited, and they have talked to students about various relevant issues. Invited were: personalities invited by the Kosovo Correctional Service, the Kosovo Academy of Justice, the Kosovo Documentation Centre, the State Police, Centre for Social Work, etc.

7.7. Expectations for teaching staff involvement in research/scholarly/artistic activities is specified, and performance in relation to these expectations is considered in the individual performance review system and in promotion criteria

Compliance of UKZ

The UKZ supports research projects for which there are requests from academic units. For this reason, the Regulation on Research-Scientific Activity of UKZ has been approved, which

supports the academic staff in scientific research (XXX). This regulation makes it possible to increase the participation of staff in scientific research, stimulating them financially, but also making mandatory participation and a minimum of publications on an annual basis. This obligation of the staff is foreseen in the Statute of UKZ and in the Regulation for Appointment, reappointment and promotion of the academic staff of UKZ, but also in the employment contract that the academic staff signs with UKZ.

Also, the Rector of the University has issued a decision on the financial incentive of academic staff that develops and applies for project proposals. Through that decision each staff member who develops a project and applies to donors receives a financial incentive for the work done, not counting the benefits that then come as a result of project management. Scientific research is part of the evaluation of the performance of the academic staff, and this is done through the self-evaluation of the staff, then it goes through the process of performance evaluation by the Dean as well as the evaluation of performance from the promotion process, which is explained above. This is regulated by the academic staff evaluation process (See Standard 5) as well as by the Statute and Regulation on Appointment, Re-appointment and Advancement of Academic Staff.

For the admission of new academic staff in UKZ, as well as in any of their advancement, the main condition is scientific and research performance. In the Statute of UKZ, more specifically in the Regulation on recruitment and promotion of academic staff, it is explicitly stated for each academic title what scientific contribution is required. This contribution is taken into account by the Review Committees, the FC, the Studies Committee and the Senate in case of admission or promotion of the candidate in academic vocation. The contribution required for admission/promotion consists of the following research and scientific activities:

- Publication of scientific articles in international journals with impact factor;
- Publication of scientific monographs;
- Publication of university textbooks;
- Participation in international scientific conferences;
- Art exhibitions/concerts.

UKZ pays special attention to the development of project proposals for national and international projects and finances each project proposal in a certain percentage with the Regulation on Scientific Research Activities of UKZ.

As a result of the commitment of the academic and administrative staff, UKZ has managed and continues to implement several Erasmus Plus projects and a considerable number of projects. UKZ is a leader in an Erasmus Plus project and as a partner is in 16 projects. UKZ has also developed other projects from other donors, such as the HERAS Program (WUS Austria), CODE (World Bank), LECU (University of Zurich), USAID, OSCE, etc.

Through the project "eViva" (Erasmus Plus) is created the access to the Mahara Platform within the project. Through the “ResearchCult” project (Erasmus Plus) anti-plagiarism software will be purchased and a digital research platform will be created for the consortium of project members.

6 more international journals will be created within the consortium.

Through the Erasmus Plus ResearchCult project, the university strategy for the publication of scientific research work will be improved through the development and approval of internationally recognized standards for scientific journals, as well as the creation of inter-institutional scientific journals in the main research priorities in Kosovo; Promotion of research work through the joint annual scientific conference; Improving the quality and standards of

research by developing regulations on research ethics and integrity, as well as establishing research ECs in HEI; Facilitate regular access to research publication and establish an open access platform/database for the accumulation of research knowledge; Increasing opportunities for research publication through capacity building among young researchers in research articles according to the criteria and requirements for publishing research work; Within this project,

Universities in Kosovo face similar challenges in terms of research activity. All face low capacity to undertake quality scientific research, and they lack the institutional structures and policies in place to support research activity on an on-going basis. In this regard, the following expected results will contribute to the needs of UKZ:

- An evaluation report published in the description of the research situation in Kosovo;
- Seven research offices will be established, one for each university partner, including UKZ;
- The respective universities will appoint at least one research coordinator for each research office.
- StPs developed, one for each university.
- Establishment of six (6) scientific journals, one for one research priority in Kosovo (a. Environment, Energy and Natural Resources; Agricultural Production and Food Safety; Medical research; Development of a knowledge-based society; Linguistic, historical and cultural studies; and Information and Communication Technologies.
- Establishment of Inter-Institutional Scientific Councils, one for each scientific journal.
- Establishment and updating of a register of evaluators (international reviewers, also local reviewers with established international scientific reputation).
- Establishment of an Inter-Institutional Organizing Committee for the Annual Scientific Conference;

Capacity building in the field of Higher Education - Structural projects
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- Organizing at least one conference during the life of the project in six scientific sessions, with the participation of about 200 researchers, and at least 100 selected research presentations in all scientific sections;
- Minimum 60 works that meet the standards selected for publication in scientific journals.
- Policy/regulation on research ethics and integrity adopted in each beneficiary university (eight policies/regulations).
- At least eight established and functioning Research ECs, one for each beneficiary institution (relevant universities may establish such committees at faculty levels).
- An open access internet database developed and released to the market;
- The database is updated with research knowledge from established journals, as well as other research works that meet the defined research standards.
- About 100 researchers (especially young and inexperienced), a minimum of 10 researchers per beneficiary partner will be trained to prepare research articles meeting the criteria of internationally indexed journals.

UKZ is also a member of many international networks, through which it creates new opportunities for the development of its staff, according to the table below, where there were concrete activities of various kinds.

Table 28 UKZ is also a member of many international networks

No.	Name of Institution
	Member of the Forum of Rectors of Southeast Europe, where UKZ has participated in two annual meetings within this conference.

	Founding member of BUA- BUA, where UKZ has participated in all annual conferences as well as other conferences that partner members have organized together with UKZ.
	Founding member of the Conference of Rectors of Public Universities of RKS has participated in many meetings, discussions, workshops and conferences. UKZ in 2020 is also the leader of this conference.
	Member of EUF- European Universities Foundation, where UKZ has participated in all annual meetings of EUF. Joint Erasmus Plus projects have also been established as part of this membership.
	Member of ATEE- Association of Teacher Education in Europe, where UKZ academic staff has participated in annual conferences organized by ATEE.
	Member of ENAI- European Network for Academic Integrity, where the academic staff has participated in its annual conferences and has published in journals with impact factors, works that have emerged from these conferences.
	Member of ELFA- European Law Faculties Association, where UKZ has received praise in several online conferences that have been held and has participated in the annual meeting.
	Member of SDSN- Sustainable Development Solutions Network has participated in several conferences, especially in 2020 during the pandemic.

7.8. Teaching staff is encouraged to include in their teaching information about their research and scholarly activities that are relevant to courses they teach, together with other significant research developments in the field

Compliance of UKZ

UKZ professors are encouraged and partially funded to publish in journals with impact factor. They are encouraged and fully funded to publish scientific monographs and university textbooks.

The staff tries to incorporate their scientific achievements in the study programs and make them part of the syllabuses and lectures. One of the requirements of the Publishing Council for publications has to do with this very point: it specifically asks which subjects taught at UKZ are covered by a text intended to be published?

Also, the compilation of syllabuses should be done by professors using the literature that is newer than 10 years, a measure that made them keep up with the latest literature related to the topics they teach.

All publications of the works, as well as books and monographs are used by the academic staff as a good basis of literature to complete the process of the lecture cycle.

UKZ has approved the standard syllabus form which provides for the research part of the subjects. The research is estimated at a minimum of 20% of the total lectured subject. Importantly, the introduction of this research goes through a monitoring process by the FC, where professors make a request and clarify their request for inclusion in their research syllabuses and the Council annually approves subjects' syllabuses, including part of the research.

7.9. Academic and research staff publish under the name of the institution in Kosovo they are affiliated to as full time staff

Compliance of UKZ

In order to academically advance the staff and internationally promote research conducted by its teachers, the UKZ provides grants for participation in important international scientific conferences, symposiums, congresses, panel discussions or lectures.

The regular academic staff within the UKZ is obliged to publish works on behalf of the UKZ. In addition, according to the contract, the academic staff is encouraged to promote the UKZ in all its accounts on social networks such as: "Facebook", "twitter", "academia.edu", "Instagram", "LinkedIn" and on other social networks by introducing/identifying it as his/her primary employer.

7.10. Policies are established for ownership of intellectual property and clear procedures set out for commercialization of ideas developed by staff and students

Compliance of UKZ

Intellectual property is guaranteed through internal procedures and acts issued by UKZ such as: Regulation of the Publishing Council and the Regulation for the scientific research activity, ensuring respect of the copyright through Code of Ethics Article 18 point 1,2,3. This Code also aims to establish standard rules in the field of scientific research, in order to ensure credibility in the research work of academic staff and to respect the standards of scientific research, including citing sources used in scientific research, avoiding plagiarism, etc.

In each diploma thesis defended in UKZ the student-candidate puts at the beginning of the thesis the statement of the originality of the thesis.

In addition to the CE, there are several sections in the Regulation on the Publishing Council that deal with intellectual property.

Also, the subject that treats intellectual property as a compulsory subject has been introduced in the FL.

The StP of UKZ foresees that by the end of 2022 the Regulation on intellectual property will be drafted and approved, which contains provisions which guarantee the protection of the intellectual rights of the academic staff within UKZ from any possible violation that can be done by anyone.

Intellectual property has also been introduced within the curriculum of the FL as a compulsory subject for students. The Regulation on Projects within the FCS, in its Article 12 states that "Intellectual ownership of projects worked by students and teachers in projects and during the development of projects during the study process is the property of UKZ".

This Guidelines determines the position of the University in relation to intellectual property (IP) developed by staff, students and several others, together with the established procedures for the commercialization of IP in the ownership of the University. It includes all University-related activities, including research and innovation and student education. This Instruction has specifically included in all employee employment contracts and any legal relationship between the University and its students. There are many definitions for IP. In essence, IP can be thought of as 'knowledge and its creative application'. In practical terms, all material generated by staff should be considered to have potential IP. Examples of IPs include as follows:

- Patents; Copyright; Performance rights; Design Rights and Trademarks.

7.11. There are clear policies, procedures and relevant structural units to ensure the safeguarding of ethical principles in research

Compliance of UKZ

At UKZ there are clear policies for maintaining research ethics. Students also learn through various courses, such as Research Methods. Code of Ethics addresses these policies, the CE,

as well as the regulation on the drafting and defence of diploma thesis and the Regulation on the Publishing Council address these issues.

As for the procedures, they are also clear: any diploma thesis defended in UKZ must have a signed statement of authenticity, whereas the master thesis remains in public discussion for 15 days on the website of UKZ.

The SMU (IMS) (Information Management System) of the University has an anti-plagiarism application and it tests all diploma theses for originality and citation rate.

UKZ has established the Ethics council, who has the duty to review cases when someone has not respected the CE, has committed violations, etc. and also takes disciplinary action against those persons.

According to Regulation for advancements The Review Committee investigates in detail the scientific research work of the candidate also in terms of originality. Whereas the Studies Commission advises the Senate especially in this aspect: for each case separately, for each candidate for admission or promotion, the Studies Commission opens before the Senate each scientific work of the candidate by marketing the journal where it is published, where is the indexed journal and whether the magazine is a dubious publisher.

The Regulation on disciplinary measures and procedures for academic staff and students also regulates certain aspects of policies to maintain research ethics.

Avoidance of conflict of interest - withdrawal of members in all cases where there is a conflict of interest under the law on conflict of interest.

Anti-plagiarism program through the Erasmus Plus ResearchCult project. The ResearchCult project, within the working package No. 4, also provides for the purchase of anti-plagiarism software, which is in the process of signing the contract, where researchers and students who do research can control their research work and avoid unintentional involvement of plagiarism. It will also serve the academic staff to support and direct student research work.

SWOT for Research

Strengths	Weaknesses
➢ Results of scientific research of UKZ staff as in participation in national / local or international conferences; ➢ Cooperation on researching the problems of higher education in Kosovo with experts and researchers from other universities. ➢ Academic staff of UKZ have high ecperience in professional and scientific training; ➢ Professionalism of the academic staff and their previous experience in academic institutions in Kosovo and abroad; ➢ High quality and discipline of professors and teaching assistants in lectures and exercises. ➢ A number of professors are compilers of university textbooks, where their textbooks are mandatory not only at the University "Kadri Zeka" but also at other universities in Kosovo, Albania and North Macedonia. ➢ Financial support to participate in international scientific conferences and study visits; ➢ Support in scientific research; ➢ Support for research work with students;	➢ Insufficient access to international scientific databases; ➢ Insufficient budget for the development of scientific and research projects by UKZ; ➢ Lack of organization of sufficient professional and scientific conferences in UKZ; ➢ Insufficient administrative staff dedicated to the research sector

➢ Support for writing research projects; ➢ Support for the publication of university textbooks and monographs; ➢ Budget from Erasmus + projects for research and mobility; ➢ Organizing joint international and local scientific conferences and study visits; ➢ Engagement of foreign professors in research and teaching processes at UKZ by the Fulbright Program ➢ Institutional Commitment for the Internationalization of the research sector ➢ Impelemntation of ResearchCult Project ➢ Experience in organizing international scientific events; ➢ Existing rules and regulations for research and financial support from HEIs and MEST ➢ Active participation in international consortia, projects and grants ➢ Capital investments in research infrastructure	➢ Not enough English language skills personel
➢ **Opportunities**	**Threats**
➢ Utilizing the results of institutions / institutes, local and international in the teaching process of the study program. ➢ Organizing lectures and workshops by experts in relevant fields from European universities and institutions within the teaching activities of UKZ ➢ Research of various problems in collaboration with experts and researchers of other universities; ➢ Participation in various conferences, affects to increase the quality in higher education in Kosovo, respectively in UKZ - Gjilan ➢ Support from the Ministry of Education; ➢ Gathering funds for national and foreign grants; ➢ Erasmus + / Heras and other donor projects; ➢ Cooperation between Kosovo academic staff and other persons; ➢ Joint programs between national HEIs; ➢ Current international program finances from MEST, e.g. COSTS and HERAS; ➢ Utilizing the international experience of academic staf; ➢ Utilizing innovations in digital devices ➢ Open access policy to research infrastructure ➢ Managing Platform of the ResearchCult Project; ➢ Usage of funds from local and international donors for scientific and applied research. ➢ Engaging in scientific research that as a result from the University-Labor Market cooperation. ➢ Information and facilities in planning and the implementation of research projects ➢ Publication of scientific research results with high impact journals. ➢ Continuous improvement on the establishment of the infrastructure for Scientific Research at UKZ; ➢ The growth of projects from Erasmus + to UKZ, ensures the growth of the culture of research work; ➢ Increasing the interest of enterprises for cooperation with the university;	➢ Lack of clear policies in support of scientific studies and research, at the level of MES. ➢ Priority of MES in research of applied fields ➢ Lack of budget for research, artistic and cultural activities from MES. ➢ Inconsistent government policy on publishing quality ➢ Insufficient spatial infrastructure for academic, administrative staff and complicated procedures coming from the government to solve them. ➢ Insufficient knowledge and distrust of market economy exponents about the university's capacity to solve problems through scientific and applied research

Standard 8. Staff, employment processes and professional development

8.1. A comprehensive set of policies and regulations is included in an employment handbook or manual accessible to all teaching and administrative staff. It includes rights and responsibilities, recruitment processes, supervision, performance evaluation, promotion, support processes, and professional development

Compliance of UKZ

Policies for employment and professional development processes for teaching and administrative staff, UKZ, is based on the following: Law on Higher Education, Law on Labour, Law on Civil Servants, University Statute, Regulation No. 01/-625, dated on 12.06.2020 on selection procedures related to the appointment, reappointment and promotion of academic staff (Regulation No. 02/1531, dated 13.10.2020 on internal organization and systematization of jobs for administrative staff.

These documents are accessible to all academic and administrative staff as well as the audience through publication on the website of UKZ, in the form of a handbook, which is distributed to UKZ staff and is published on the website UKZ. The manual has been approved by SC. The handbook includes the rights and responsibilities of academic and administrative staff, the recruitment process, their performance evaluation as well as their professional development. The handbook is designed to be understandable to every employee of UKZ.

8.2. The recruitment processes ensure that staff have the specific areas of expertise, qualification and experience for the positions they occupy. The recruitment processes ensure equitable treatment of all applicants

Compliance of UKZ

The staff recruitment process is based on the needs of the University. This process is based on the provisional Statute of UKZ, whereas the evaluation procedures and special conditions are specified in the Regulation on selection procedures regarding the appointment, reappointment and promotion of academic staff in UKZ, No. 01/625. The published competition for recruitment determines the conditions and criteria for employment. Thus, according to the abovementioned Regulation, Articles 5,6,7,8,9 specify in detail the qualification that the candidate for the job must have starting from the field of study, publications, teaching experience and teaching ability. The review committee that will evaluate the candidates is composed of three members, where at least two members must be from the narrow field of study for the position for which the competition is open. The members of the commission must be in a higher position than the one for which the candidate is running and being elected.

Review committee according to the deadlines provided in the Provisional Statute of UKZ, the abovementioned Regulation and Administrative Instruction (MLSW) No. 07/2017 on the regulation of competition procedures in the public sector, Article 14, and evaluation reports by students in the respective subjects (made by the Office of Quality - in cases of reappointment and promotion, whereas for new staff, the performance evaluation can be done through interviews), evaluates the candidates and proposes the best candidate. In the proposal, the reviewed commission must justify its proposal and proceed to the vote in the relevant FC. On the other hand, candidates dissatisfied with the evaluation report have the right to complaint. The complaint is addressed to the FC, where in this case the Council forms a three-member commission for resolving complaints.

The whole staff recruitment process is based on the principle of equality of candidates to which UKZ pays special attention. The principle of equality of candidates is reflected in the guarantee of gender equality which is explicitly expressed in the Statute: *The University ensures and*

supports gender equality (Provisional Statute of the Public University of Gjilan, MEST, 2013, Article 7.).

For the recruitment of administrative staff, all the rules of the law for public officials are followed, which requires professional training for each position and guarantees clear procedures for the recruitment of civilian staff, as well as guarantees equality for all candidates.

8.3. Candidates for employment are provided with full position descriptions and conditions of employment

Compliance of UKZ

The employment of candidates is done in accordance with the Provisional Statute of UKZ (Articles 41, 153, 155,156,157,158,159,160), and in the Regulations, which define the criteria and conditions for employment for each position. Based on this regulation, the conditions and criteria for obtaining the title and admission to work for Full-time Professor, Associate Professor, Assistant Professor, Assistant, Lecturer and Correspondent are determined.

The recruitment of administrative staff is done in accordance with the Law on Labour and the Law on Public Officials, whereas the description of duties and responsibilities is done according to the Regulation on organization and systematization of jobs of UKZ. Regarding the procedure of opening the competition and evaluating the selection of the candidate, this regulation is in accordance with the Administrative Instruction (MLSW) No. 07/2017 on the regulation of competition procedures in the public sector (Administrative Instruction (MLSW) No. 07/2017 on the regulation of competition procedures in the public sector, Article 14). As for the non-academic staff, the specific responsibilities and qualifications for each position are determined by the job description in accordance with the applicable legislation.
At the end of the selection process, each employee has the rights and obligations arising from the employment relationship described in the contract depending on the position he/she holds, a contract which is made in accordance with the Law on Labour and in cooperation with the Ministry of Education. In addition to the procedure, the Vice Rector for Academic Affairs and the Deans of the Faculties in cooperation with the Office for Quality Development have an important task in recruiting and promoting new staff in relation to the performance of teachers which comes from the evaluation of students. This evaluation is done in accordance with the Guidelines for Evaluation of academic staff and subjects by students (Guidelines for Evaluation of academic staff and subjects by students, Ref. No.01/198 dated 04/03/2019, point 6, sub point, a, b, c, d, e, f, d,) and aims to improve teaching and professional activity. Therefore, the recruitment and promotion of the academic staff is also done taking into account the performance of the staff.

8.4. New teaching staff is given an effective orientation to ensure familiarity with the institution and its services, programs and student development strategies, and institutional priorities for development

Compliance of UKZ

UKZ has drafted the Manual for the academic staff, with which the new staff is oriented to be introduced to the institution and its services, with the development programs and strategies, with the mission of UKZ, with the space of UKZ, with the staff, etc.

The Dean of the Academic Unit and the other academic staff of the faculty, introduces the new professor to the students for the first week

The new staff is instructed to read the basic documents and normative acts of UKZ and to have a knowledge of the rights and obligations.

From the current practice, the new academic staff is oriented in a way by the Management of the academic units and is provided with knowledge about the institution and its services, but the same are not included in a Guideline for the orientation of the new academic staff in UKZ, which would facilitate the orientation of the new academic staff.

8.5. The level of provision of teaching staff (the ratio of students per full time staff member) is adequate for the programs offered. Teaching loads are equitable across the institution, taking into account the nature of teaching requirements in different fields of study

Compliance of UKZ

UKZ has marked a positive change in the student-professor ratio in the last three years. This has happened due to the recruitment of new academic staff as well as due to the advancement of PhD assistants in the title of Professor-Assistant. In the academic year 2020/21, UKZ has employed 45 full-time academic staff in the positions of academic staff and 2343 active students. The relation of students to full-time staff members is still not satisfactory (1/52), but when added the engaged staff (which are 57) to this number of academic staff, then the overall student-teacher relation is favourable, close to the EU average: 1/22. The professor at UKZ is in charge of 6 teaching hours per week, with the possibility of taking another 6 hours in the form of additional engagement.

In 2020 UKZ has opened a competition for the recruitment of 13 new professors for three academic units, which means that this professor-student ratio will change positively in near future, until the achievement of ratios that are close to the universities in EU. According to the rules of the KAA, for 60 ECTS the University must have a full contract professor. UKZ fully meets this requirement for all study programs. UKZ professors are not allowed to work in any other public or private institution during UKZ working hours.

Table 29 Ratio of regular academic staff (FT) / student per unit and institution in general (UKZ), as well as ratio of regular and engaged staff per unit and institution in general (UKZ)

					Full-time accredited staff	Full-time accredited engaged staff	Student Academic - Student ratio
FACULTY	Study Programme	Gender		Total Students			
		Female	Male				
FEd				**744**	**11**	**17**	
	Primary	405	44	449			
	Preschool	291	4	295			
FL	General of Law	383	191	**574**	10	18	
FEc				**574**	15	4	
	Banking, Finance, and Accounting	151	158	309			
	Management	77	46	123			
	Management and Entrepreneurship	41	44	85			
	Management and Informatics	19	14	33			
	Marketing	18	6	24			

FCS	Computer science	69	152	**221**	**9**	**7**	
FAS	Educational Mathematics	32	19	**51**	**8**	**4**	
FEc FL FCS	E-Governance (master)	66	56	**122**		**1**	
UKZ Gjilan UHZ Peja UUH Prizren	Local Government and Democratic Society (master)	27	30	**57**		**6**	
Total		**1579**	**764**	**2343**	**45**	**57**	**1:52** **1:22,9**

8.6. All staff employed in the institution (academic, scientific, administrative) hold the relevant qualifications so that they are able to effectively manage educational, scientific, research, creative activities and administrative processes

Compliance of UKZ

The UKZ has academic staff with relevant qualifications for teaching and scientific research. No professor who does not have the scientific degree Sc.D. can hold lectures. The academic staff is obliged to do academic, research and scientific work every year, in order to renew the employment contract and to be promoted to academic titles.

The administrative staff is also qualified for the jobs and responsibilities they carry on the basis of the job vacancy. In each calendar year they are evaluated by managers as well as students, so they are forced to perform as successfully as possible to maintain the workplace.

UKZ organizes periodic trainings for both academic and administrative staff, in order to enable staff to increase performance in their work. The qualification of the academic and administrative staff as well as their training is foreseen in the SP of UKZ, as a special objective.

UKZ possesses the regulations and procedures according to the Statute, where all academic and administrative staff are accepted according to the competitions, while in the competitions the necessary qualifications for the announced positions are required, which clearly define the criteria for acceptance of the staff and the procedures followed.

UKZ is also a partner in many local and international projects, within which it delegates staff through sessions, study visits and various trainings that are organized.

8.7. Criteria and processes for performance evaluation are clearly specified and made known in advance to all staff

Compliance of UKZ

The criteria and processes of performance evaluation are provided in the Manual for Planning and performance evaluation of academic staff. The manual defines the manner and mechanisms of evaluation of all academic and administrative staff. The manual is structured in several parts, such as legal basis, goals, evaluation principles, evaluators, evaluated, evaluation period, evaluation criteria and procedures.

The UKZ promotion regulation stipulates that the staff must be in the trend of current and international developments, in order to be able to meet the conditions for promotion. The requirements arising from the regulation for promotions are direct requirements for the staff that must be met to be promoted. These requirements directly affect the intensification of the scientific research work of the staff, which affects the increase of their performance but also directly the quality of teaching.

All these performance measurement criteria are known in advance by all academic and administrative staff.

By continuously contributing to the realization of quality within the UKZ programs, especially in the realization of an academic performance as adequate as possible, the relevant academic unit motivates and supports the application of various instruments and with special emphasis on the following: surveys, questionnaires and other on-going student activities through which they become part of QA and fulfilment within the UKZ academic unit. In this regard, the Quality Committee in cooperation with the *Dean, the Office for Academic Development and Quality, Quality Coordinators* and students will design questionnaires, which will periodically evolve and which will also contribute to the presentation of student evaluation anonymously regarding the academic life as a whole within UKZ.

8.8. Academic staff evaluation is done at least through self-evaluation, students, peer and superiors evaluations, and occur on a formal basis at least once each year. The results of the evaluation are made publicly available

Compliance of UKZ

The subjects of QA and evaluation at UKZ are the entire academic staff. To achieve the quality of teaching the academic staff is constantly evaluated. Continuous and systematic monitoring as well as data collection about competent quality is the Office for Quality Development and the Council for quality monitoring and evaluation.

UKZ makes the quality assessment through multiple evaluations. For this reason, UKZ has drafted questionnaires for all evaluations, which evaluate the academic staff, administrative staff, services and teaching-infrastructural conditions:

1. Student Evaluation Questionnaire for Teachers;
2. Questionnaire for evaluation by the Dean for the teacher;
3. Questionnaire for evaluation of administrative services by students;
4. Questionnaire for Alumnus, who evaluate UKZ programmes, but also UKZ measures their professional achievements after graduation;
5. Questionnaire for self-evaluation;
6. Questionnaire for online learning as a result of Covid 19 pandemic;
7. Questionnaire for businesses that evaluate UKZ students.

Each evaluated teacher receives the evaluation result from the Office for Academic Development electronically. Students receive assessment information from the Dean's verbal reports. Deans and vice-deans receive all the results for their faculty, whereas the Rector and Vice-Rectors receive the results for the University. 10% of the best evaluation results (decided by the Dean) are made available to the general public through the website of University. 10% of the best results are defined as 10% of the subjects of each faculty with the best average results during the overall evaluation (i.e., question number 9 of the questionnaire). Meanwhile, adequate use of evaluation results leads to quality improvement.

8.9. If staff performance is considered less than satisfactory, clear requirements are established for improvement. The institution is closely monitoring the improvements in staff activity, especially in the segments underlined during the evaluations

Compliance of UKZ

Improving the performance of the academic staff is regulated by the Regulation on QA and Evaluation, the Manual for planning and performance evaluation of the academic staff, as well as Guidelines for the evaluation of academic staff and courses by students and the use of their results at the UKZ, which are based on PI.

If the teacher's performance is lower than the average twice in two years, the Vice Rector for Academic Affairs invites them to an evaluation interview and improvement measures are proposed, respectively additional training to improve teaching. If the teacher does not fulfil this agreement or his/her performance does not improve, the Vice Rector for Academic Affairs initiates his/her meeting with the Rector. Possible measures after the meetings are as follows:

- Written remarks from the Dean of the respective academic unit,
- In case of disregard of the remark, submission of the measure shall be done to the EC,
- Depending on the type of remark, wage stops will be initiated,
- Other measures in accordance with the regulation on disciplinary measures and procedures against academic staff and the CE

8.10. The institution has clear plan for all staff professional development, a structured approach in identifying such needs, and allocates appropriate resources for its implementation

Compliance of UKZ

Based on the StP, UKZ aims to continuously develop academic and non-academic staff in professional and technical terms by providing logistical and financial support for their training.

The mobility of the academic and administrative staff is considered very important to exchange and gain new experiences, managerial skills, research skills and knowledge to respond to the challenges and needs of the University. Staff development is also done through local and international projects, where UKZ has achieved success especially in the Erasmus Plus and HERAS programme.

Also the Agreement with UP and the Centre for Excellence in Teaching enables the development of UKZ academic staff, by participating in trainings in all respective fields, offering a new approach and a considerable number of training programmes. This is done in order for the UKZ staff to be constantly in the most up-to-date flow of the teaching process.

UKZ provides training for academic staff in teaching methodology (CET), then in summative and formative evaluation through the project with GIZ, trainings for the inclusion of technology in teaching, trainings for the administrative staff through KIPA, etc.

8.11. All staff are given appropriate and fair opportunities for personal and career development, with special assistance given to any who are facing difficulties

Compliance of UKZ

The Regulation on support for mobility and other activities of the academic staff defines the conditions, criteria, forms and ways of support and permission for mobility and other activities: active participation in symposiums, conferences, scientific congresses of international level as well as the research attitude of the academic staff in full-time employment in UKZ.
Participants in these scientific activities, after completing the procedures will have the costs for quotation and travel covered.

Also, the Regulation on UKZ Scientific Research Activities provides for financial support for UKZ staff, favouring all equally and without any exceptions.

Where there are more significant difficulties, UKZ has entered into an Agreement with the Centre for Teaching Excellence, which enables the development of UKZ academic staff. Mobilizations within the projects of Erasmus Plus, trainings through HERAS and GIZ, and financial support for scientific research and publications and advancements in titles for the academic staff.

SWOT Analysis

Table 30 SWOT Analysis

A. Strengths	B. Weaknesses
- Qualified academic staff with scientific degrees at inside and outside the country; - Adequate profile of the academic staff according to the fields of study programmes and their experience; - High performance of academic staff in the teaching process; - Skills of academic staff in the efficient use of IT in the process of teaching, internal and external communication; - Continuous and regular communication between academic staff and students, in order to increase the quality of learning;	- Prolonged administrative procedures in the selection of new academic staff; - Lack of academic titles for full-time professor; - Limited number of teachers applying for projects and developing mobility; - Difficulties in harmonizing current study programmes with the Kosovo market economy.
C. Opportunities	**D. Risks**
- Proactive senior management policies, to meet the needs of the university with new academic staff according to the profiles of study programmes; - New international cooperation agreements in the development of exchange activities of academic staff; - Participation of academic staff in international scientific conferences and symposiums; - Financial support from UKZ for publications, participation in international conferences and mobility; - Increased need for education of the new generation, as a result of high market competition.	- Budget constraints on increasing the number of academic staff; - Unsatisfactory mastery of foreign languages by the academic staff without creating real opportunities for opening international study programmes in English language; - The difficulties of following the trends of modern technology of teaching and learning, and the adoption of as a result of rapid innovative changes.

Standard 9. Student administration and support services

9.1. Admissions requirements are clearly specified and appropriate for the institution and its programmes; admission requirements are consistently and fairly applied.

UKZ Compliance

The number of new students for admission to each UKZ study programme is determined by the KAA when deciding on the programme accreditation. Within this number, the Ministry of Education and Science of Kosovo determines the quotas reserved for students from Kosovo's minority communities. All candidates who have completed high school (12 years of education), have passed the Matura exam and passed the test organized by the academic units of UKZ can be enrolled in the first study year. For all interested candidates, each UKZ academic unit establishes Student Admission Commissions and Appeals Review Commissions which operate under the Student Admission Regulation Student Admission Commissions organize the entry exam, prepare the exam tests and other aspects necessary for a correct and fair selection, recording all the progress in the Minutes of the entry exam Following the publication of the preliminary results of the list of accepted candidates, the candidates who have not been accepted have the right to appeal. All submitted complaints are reviewed by the Complaints Review Commission, which reports to the Dean of the academic unit for each case with a reasonable decision. Following the decision of the Complaints Review Commission, the Commission for admission of new student announces the final results. UKZ has also set up a

Central Commission, which reviews all second instance complaints. Candidates from countries outside Kosovo, before the competition, must have their education nostrified.

9.2 Complete information about the institution, including the range of programmes and courses, programme requirements, services, scholarship opportunities, tuition and administrative fees and other relevant information are made publicly available before application for admission

UKZ Compliance

Student Handbook is the UKZ guide for newly enrolled UKZ students. It is published on the UKZ website and also posted everywhere in the UKZ facility and outside it is available as a brochure offered to students and those potentially to be exempted from payment. The Student Handbook contains all general and specific information that a UKZ student should have in mind and should know, including:

1. General information on UKZ and UKZ academic and administrative staff;
2. Study programmes offered and their accreditation over the years;
3. Excerpts from the CE and disciplinary regulations, which the student should be aware of;
4. Payments to be made by students;
5. Development of the teaching process and other academic activities;
6. Other necessary information for students and student life;

Full information on UKZ is available on the website. UKZ website contains all the necessary study information for the courses, course loads and study programme, expressed in ECTS.

Also, on the UKZ website is announced the call for the admission of new students, which contains the time limit for such call, conditions of admission and other requirements.

Management of student data during enrolment, grading, exam presentation, payment of administrative fees until their graduation, is carried out in electronic form through the University Management System (UMS), always maintaining the privacy of information.

Administration of the UKZ is at the service of students and to carefully process and archive each document which is generated by the Institution or is part of the documentation of the student file in electronic copy and physical copy. Thus, (see UMS on UKZ website, in addition to being responsible for the documentation of the staff, teachers and other employees of the Institution, the administration also takes care of: *Documentation of candidates applying for enrolment at UKZ; Documentation of UKZ students; Proceedings of exams and necessary documentation for student exams; Progress and information on the schedule of lectures; University Library and its enrichment; Maintenance of Internet services; Other issues related to student life.*

A special part of the work of the academic staff is the schedule of consultations with students. Every professor is obliged to announce the schedule of consultations with students, at least once a week.

Based on UKZ's mission, UKZ's main concern is preparing students for successful careers. Part of the teaching process in all faculties is practical teaching, for this reason, UKZ has entered into agreements with relevant institutions for the development of practical teaching. Thus, the students of the FEd and Applied Sciences, respectively the students of Educational Mathematics, will realize the practical teaching in school institutions; in this way, we will create all the prerequisites for our students to have a successful career after completing their studies at UKZ.

9.3 A comprehensive orientation programme is organized for starting students to ensure a thorough understanding of the range of services and facilities available to them, policies and procedures at the institution and of their rights and responsibilities

UKZ Compliance

At the beginning of each new academic year, a solemn admission is organized for new students. Initially, the reception of new students is done by the management of UKZ which informs the students of the vision and mission of the University, achievements, development policies of the University and other issues of importance for the students and the University. The administration distributes the Student Handbook, which is a UKZ guide for newly enrolled students in UKZ.

Reception of new students is organized in each academic unit. The Dean presents the academic staff, study programme, responsibilities and rights of the students, student services, facilities and other rules of the academic unit.

All admitted students are provided with official ID cards and e-mails for electronic services at the University, which enable electronic enrolment in the UMS system.

In this way, students are provided with facilities in the learning process: lectures, exercises, presentation of exams, evidence of attendance, use of library, laboratories, and the like.

9.4. A range of scholarships and financial support are available to students in order to both stimulate and reward performance, as well as to socially support students with disadvantaged backgrounds. These two categories and their criteria are operated separately; these scholarships and financial support can be cumulated.

UKZ Compliance

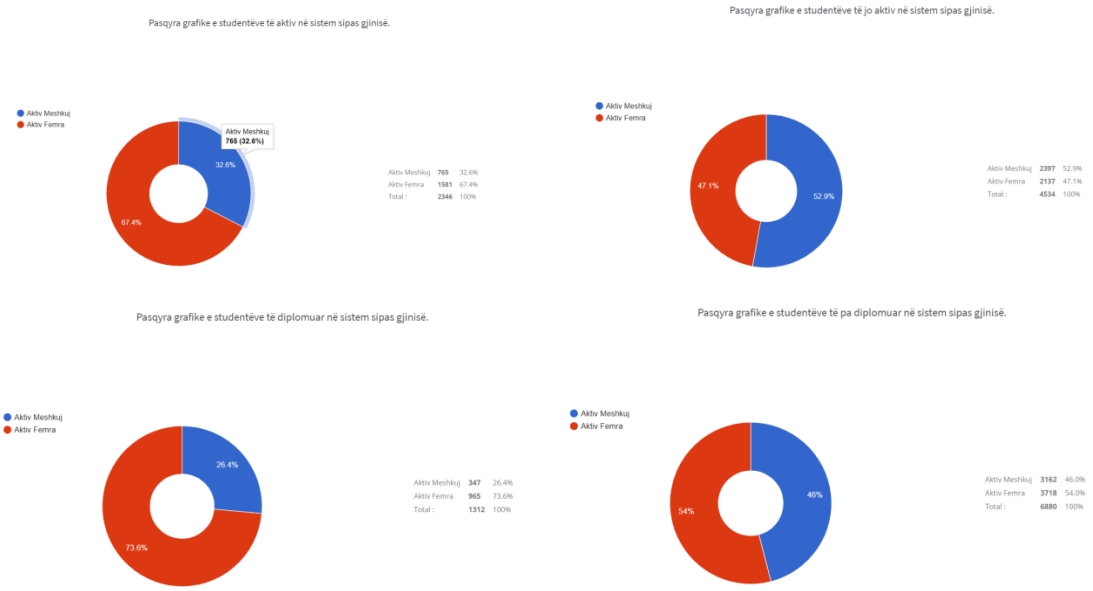
UKZ has several forms of student financial support:

1. Institution has a fixed annual fund for university student scholarships. The Senate determines the competition criteria for student scholarships while the Steering Committee determines: the scholarship fund.
2. Institution has a fund for exemption from payment of students with difficult economic conditions;
3. Institution decides every academic year the exemption from payment for families that have more than one student in UKZ;
4. Institution also decides on exemption for students with disabilities;
5. Scholarships from the Ministry of Education and Science of Kosovo are also provided to UKZ students.
6. UKZ students also receive scholarships from the municipalities which they come from.
7. Scholarships from economic operators and businesses.
8. Scholarships are also awarded by the Rotary Club of the Municipality of Gjilan

9.5 There are effective processes in place to collect and analyse reliable data referring to the profile of the student population, student progression, success and drop-out rates, students' satisfaction with their programmes, learning resources and student support available, career paths of graduates. The statistical data is used for quality assurance purposes, as well as in supporting decision-making

UKZ Compliance

UMS produces statistics for the student population and each Dean takes them into account to ensure the best quality.
Two officials, the Director of the Office of Quality and Academic Development and the Head of IT Office are in charge of overseeing and developing student services.
The FC is informed of the student population data it makes decisions to improve the situation as appropriate.
For example: in the FEc there has been a passing decline in 2020 summer semester. The FC has discussed the passing decline and its causes and consequences. It has been ascertained that the online lectures, as much as they have shown the full presence of students and the classes held, in passing exams the result has been lower than other years (lack holding colloquia, etc.). Thus, the FC has taken decisions that even during the online learning process, colloquia are held anyway.
The Office for Academic Development continuously collects and processes data, which it reports to the FC and the Senate, and these two academic decision-making bodies make the appropriate decisions.
Other offices are also involved in the process of following up the student population. Thus, for example, the IT Office reported in 2020 that over 1000 students are permanently inactive in UKZ. It is about a number of students enrolled since 2013, who have passed the legal time allowed for university studies and have not graduated. The Senate has discussed and decided to review student status for those persons.
We are presenting some of the statistical data below:



9.6. A Student Handbook is made widely available within the institution, covering all information required for all phases of the student „life cycle" - admission, progression, recognition and certification – including all concerning regulations, the rights and responsibilities of students, actions to be taken for breaches of discipline, responsibilities of relevant officers and committees, and penalties that may be imposed.

UKZ Compliance

The Student Handbook is a booklet that includes key information about the student, such as UKZ mission and vision, faculty and university management, how many faculties and study programmes they have, when accredited, how many students have those programmes, who are

the professors who teach, what are the rights, responsibilities of the student, students are informed of parts of the CE, are informed of the UKZ budget, student scholarship policies, student fees, etc.
The Handbook is posted on the University website all the time. Also, the Handbook is printed on paper and placed in certain corners of the University, where all students have access.
The Handbook is distributed twice more during the student admission process for potential UKZ students.

9.7. Student appeal procedure is specified in regulations, published and made widely known within the institution. The regulations make clear the grounds on which academic appeals may be based, the criteria for decisions, and the remedies available. The appeals procedures guarantee impartial consideration by persons or committees independent of the parties involved.

UKZ Compliance

Pursuant to Article 12 of Regulation on Bachelor Studies, students' rights are treated from the process of their admission to UKZ, supporting the right to appeal to the academic unit.

Also, pursuant to Article 107 of the Statute of the University of UKZ, pursuant to Article 48 of the Regulation on Bachelor Studies and Article 17 of the Regulation on Master Studies, students have the right to file a written appeal to the Dean of the academic unit against the grade he/she has received.

The appeal must be submitted within two working days after the announcement of the results. After receiving the timely filed appeal, the Dean of the academic unit establishes the Review Commission within one working day after the appeal is received and appoints three members, but without the professor, whose grade is being appealed, to ensure impartiality. We have such cases in almost every academic unit each year, so we have developed a model form used to set up such a commission for each course during the year. We can confirm the impartiality of this process in UKZ, with the fact that we had a positive evaluation of the Review Commission compared to the grade given by the professor of the subject.

Such cases are handled following the relevant statute and regulations. Based on the report of the Commission, we can confirm the impartiality of this process in UKZ.

Table 31 SMU report for student evaluation with commission

Numri i ID kartelës së studentit: **157024**

Drejtimi: **Arsimi Fillor**

Semestri kur është dëgjuar lënda: **Semestri i shtate (VII)-Bachelor**

Studenti: **Ditrinë Zeqiri**

Kodi i lëndës: **14B50S07021**

Lënda: **Mësimdhënja e njohurive gjeometrike (F)**

Nota përfundimtare: **6**

Data e vendosje së notës: **27/11/2020**

Komisioni provues

1.

2.

3.

Data e shtypjes së fletëparaqitjes
05/01/2021

Nënshkrimi i profesorit

CE and Regulation on Disciplinary Measures and Procedure regulate the procedure for determining disciplinary violations of students in UKZ, i.e. establishing and determining the factual situation and the alleged offender, deadlines for taking measures, protection of students and execution of discipline-measures.

The following measures may be imposed on students for disciplinary violations:

- Written warning,
- Last written warning,
- Exclusion from studies for up to six months,
- Exclusion from studies for one year.
- Exclusion from studies for two years
- Exclusion from the faculty permanently

Under Article 127 of the UKZ Provisional Statute, students have the right to complain about the quality of the teaching process or the University infrastructure. The complainant must present facts, arguments and credible evidence summarizing the reasons for such complaint. The complaints review hearing should be held as soon as possible but no later than 30 days when the complaint is addressed to the Complaints Commission.

The Commission must decide within 60 days from the day when the case was presented to the Commission. Students sanctioned for conduct contrary to the CE in UKZ have the right to be interviewed by the Disciplinary Commission at the UKZ level, by the Commission established by the Senate. Students have the right to challenge the Senate decision in court proceedings.

9.8. Appropriate policies and procedures are in place to deal with academic misconduct, including plagiarism and other forms of cheating

UKZ Compliance

In case of non-academic conduct, based on the UKZ Statute, students who violate the rules, as defined in the Regulation on disciplinary responsibility and procedures for UKZ students, are expelled from the University permanently or temporarily by decision of the Academic Unit Council. Students alleged of non-academic conduct have the right to be interviewed by the Disciplinary Commission, which consults the FC. Excluded students have the right to appeal before the Appeals Commission at the UKZ level, by the Commission established by the Senate. This possibility is based on Article 133, paragraph 1 of the UKZ Statute.

The sanction of plagiarism is done by referring to the CE, respectively Article 17, according to which plagiarism means the act of appropriating or copying an idea, result, written work or any other form in whole or in part, without indicating the source used. All reports to the EC (elected by the University Senate), the Disciplinary Commission, or the ad-hoc commission (appointed by the Rector of UKZ) are reviewed and relevant decisions are made in accordance with the UKZ Statute and UKZ regulations.

An anti-plagiarism system has been operating since January 2020 within the UMS platform which enables the detection of plagiarism.
UKZ has also acquired a plagiarism Software (Plagiarismcheck) through the Erasmus + CBHE project, “ResearCult”, which is in the process of being purchased by the Project Coordinator - IBCM College and will be operational sometime in February 2021.

9.9. The range of services provided and the resources devoted to students reflect all requirements of the student population. Formal plans are developed for the provision and improvement of student services; the implementation and effectiveness of those plans is being monitored on a regular basis.

UKZ Compliance

Students are offered a comfortable environment for studies and other ancillary spaces. In close cooperation and the student service, in addition to online services through the website of UKZ and UMS, the administration at the faculty level and at the central level facilitates and meets the requirements and needs of students for all necessary services throughout their learning process. The administration has full working hours at the service of students every day, providing the necessary information on lectures, exercises, possible changes, various edits, information on ECTS, timely and quality creation of student files.

In UKZ, the library is located on the third floor and serves not only for borrowing books but also as a study hall. UKZ has the following list of books, scientific papers, etc., in physical form in the UKZ digital library - e-library. UKZ students also have access to the Francophone University Library, which provides our students with access to approximately 800,000 book titles and it has also entered into an agreement with the Association of Electronic Libraries of Kosovo to access online digital libraries.

The faculties are equipped with modern laboratories and infrastructure, as well as modern equipment for the implementation of the practical part of the study. The use of student dormitory and canteen is done in the Student Dormitory of Gjilan.

On the other hand, sports activities such as volleyball and related recreational activities for students, take place in the sports hall on the campus of high schools in Gjilan. (See Annex - Agreement with the Directorate of Education of the Municipality of Gjilan).

UKZ Outpatient Agreement, which provides access to primary health care to all students as well as other UKZ staff.

9.10. The effectiveness and relevance of student services is regularly monitored through processes that include satisfaction surveys. Services are modified in response to evaluation and feedback.

UKZ Compliance

UKZ management has always responded to student requests, including those coming from assessments made by the OADQ and the Student Parliament. Through the UMS University Management System, each student benefits from lectures, literature, curricula, announcements, etc., posted on e-learning and UMS platforms by professors, so students have access to this data.

In the academic year 2019/20, the evaluation of the administration services provided to students was done online by completing questionnaires designed to measure student satisfaction with administration services.

Most students responded: very good, good and satisfied with the services provided by the administration. Positive responses were also given regarding the work of the student service offices in the faculties in relation to various announcements, processing of requests, assistance provided with the use of UMS, etc.; they also assessed as satisfactory their representation from

the Student Parliament, as well as the hygiene in the institution. Students have sought improvements in specific aspects, such as enriching the library with new books, digital access to library services, improving horizontal communication at all levels. Students have asked to have more visits to institutions, companies, organizations or entertainment evenings organized by faculties and to have more facilities related to the infrastructure for holding lectures, exercises and other activities of interest to students, such as exhibitions, presentation fairs, guest speakers, etc. The efficiency and importance of student services are regularly monitored by management and in accordance with student assessment and feedback on administrative services, appropriate changes are made.

The results generated by the evaluation serve as recommendations and are an integral part of planning for the next academic year in order to improve quality.

9.11. Academic counselling, career planning and employment advice, as well as personal or psychological counselling services, are made available with easy access for students from any part of the institution.

UKZ Compliance

By decision of the Rector, the Senior Officer of UKZ for work with Alumni and Career Development has been appointed, which represents a very important project for students and the University itself. Such an officer will be an important person for the preparation of information and mediation for students.

This officer assists UKZ students in developing the knowledge and skills that will assist them in employment, offering students the opportunity to gain work experience while studying, providing information on the labour market, providing access to study information, trainings, seminars, lectures and other activities.

On the other hand, the officer will also help develop the skills, knowledge and skills that are essential to the student and graduate employment process, provide digitalized services for education, counselling, development and career guidance, and so on.

The Alumni Office provides communication and liaison between the University, students and Alumni to promote career development. Alumni programmes serve as a bridge between students and Alumni, keeping them informed of and interested in the ongoing development of the University and opportunities for collaboration and encouraging students to work and study.

The Alumni Office has also made public the link of the Municipality of Gjilan which provides a platform with basic information on businesses and employment opportunities.

9.12. Opportunities are provided through appropriate facilities and organizational arrangements for extracurricular activities for students. Arrangements are made to organize and encourage student participation in extracurricular activities.

UKZ Compliance

UKZ constantly supports its students in their cultural life, with specific programmes such as excursions in the country and abroad, various artistic activities, sports activities, etc.
For each academic year, the Student Parliament is financially supported for extracurricular activities, and each year the UKZ Steering Committee allocates funds for such activities.
In recent years, the Student Parliament organized a number of activities, including:

- Knowledge competitions, contest for figurative creativity, humanitarian activities dedicated to children with special needs (exhibitions and drawings for children with

special needs), exhibition for the children of the kindergartens of Gjilan, various sports competitions such as football, chess, table tennis, etc., introductory visit to the Assembly of Kosovo, introductory visit to the Ministry of Justice, introductory visits to the Constitutional Court and the Court of Appeals, introductory visit to the Kosovo Chamber of Advocates, introductory visit to the Rule of Law Mission in Kosovo - EULEX.

Table 32 SWOT ANALYSIS OF STUDENT ADMINISTRATION AND SUPPORT SERVICES:

Strengths	**Weaknesses**
- Use of UMS in UKZ - Use of the E-learning platform - Library with sufficient literature in Albanian and English - Enough space for reading and studying in the library - Sufficient regulations governing the rights and responsibilities of UKZ students - Financial support of UKZ management in organizing extracurricular student activities - Student motivation through scholarships and financial facilities.	- Limited use of literature in foreign languages by students - Difficulties in the free movement of students and academic staff abroad (study visits, continuation of postgraduate studies, participation in scientific conferences, etc.)
Opportunities	**Challenges**
- Advancing cooperation between students and academic staff in professional scientific development and in taking new initiatives - Organizing professional workshops in support of the UKZ teaching process - Trainings and other opportunities to advance students' capacities - Establishment of student clubs and organization of competitions in various fields; - Various international and mobility projects;	- High cost of software maintenance and provision of licensed software for student needs - Budget constraints for the development of students' research and scientific activities - Low economic situation of students in providing equipment for attending online learning in the time of Covid 19 pandemic

Standard 10. Learning resources and facilities

10.1. Adequate financial resources are provided for acquisitions, cataloguing, equipment, and for services and system development.

UKZ Compliance

For the development of work at the UKZ, the budget is approved once a year and reviewed in June by the Assembly of RKS, which allocates financial resources for the purchase of equipment and payment for teaching services.

The total budget planned for 2021 is 2,547,642.99 Euro distributed in economic categories; goods and services 400,000 Euro, utility fees 50,000 Euro, subsidies and transfers 100,000 Euro, while capital expenditures are in the amount of 700,000 Euro which are mainly related to infrastructure.

In the UKZ, learning and research activities take place in a sufficient space and with good study conditions for students and staff.

The University has an area which meets the needs of study programmes. The existing campus consists of two large facilities, interconnected and suitable for teaching activities. It is located in a convenient position, within the city, with a convenient opportunity for access by students and staff. The main building has an area of 6500 m^2 for academic and administrative staff offices, classrooms, laboratories, cabinets, library and other infrastructure presented in Tables 1 and 2, while the complete UKZ Campus in total has a space of 2ha or 20,000 m^2. UKZ, together with the Municipality of Gjilan and the Government of Kosovo is planning the expansion of the current campus with a large facility or the construction of a new campus in another position (7.3 ha).

Table 33 Offices of Steering Committee, management, deans, academic staff, administrative staff, student parliament and warehouse

Offices	**No. of offices**	**Entrance A**	**Entrance B**
Office of Steering Committee	1	Floor I	
Management Offices	5	Floor I - Rectorate	
Offices of Deans	5	Floors I, II	Floors P, I, II
Academic staff offices	19	Floors I, II, III	Floors P, I, II
Administrative staff offices	19	Floors P, I, II	Floor P, I,
Student Parliament Office	1		Floor II
Storehouse	3	Underground floor, P	

Table 34 Classrooms, computer cabinets and laboratories

Entrance A		Entrance B	
Auditorium no.	No. of seats	Auditorium no.	No. of seats
A01	60-80	Small amphitheatre (B01)	50-70
A02	60-80	B02	80-90
A12	58-65	B03	25-35
Dedicated class for preschool (A14)	50-70	Computer Room/Computer Networking Laboratory (B10)	30
A21	40-45	B11	100-110
A22	58-65	Informatics Room (B12)	30
A23	40-45	B21	100-120
A25	46-50	B22	40-50
A33	46-50	B23	40-50
Laboratory of Natural Sciences (A13)	24	Computer Room/Computer Networking Laboratory (B24)	30
Art Hall (A26)	40-50	Informatics Room B31	30
Music Cabinet (A24)	40-50	Total	555- 645
Conference Room (A / 34)	60-70		
Reading Room	250-300		
Classroom	15-20		
Classroom	20-30		
Total	907-1.090		

Entrance A and entrance B are convenient and enable unimpeded movement and attendance of the parties. Part A and Part B have a convenient physical connection and enable the unimpeded passage of the parties.

The facility has a classroom, a well-equipped natural science laboratory to support the needs of education programmes, a music cabinet equipped with the necessary tools and instruments, a hall of fine arts, a special class funded by HOPE-CARITAS project for preschool education, four informatics laboratories, two professional laboratories for exercises in the field of computer networks (donation, one from the Information Society Agency and the other from ProCreditBank) which are incorporated in Informatics halls B10 and B24.
In the meantime, the IT Laboratory was promoted, which is a donation of ERASMUS +, and an exhibition of the activities of the ALF in the international projects REBUS, Green Tech WB, etc. was opened.

In addition to the above resources, the university implements parts of programmes outside the campus, such as practical training for students of the FEd that is realized in schools in the region of Gjilan, Kamenica, Vitia, Kacanik, Lipjan, Shtime and Novobereda. This is supported by the agreements signed by the University with the Municipal Directorates of Education. Since its establishment, the University has a cooperation with the MEDs of the Anamorava region. Cooperation agreements are entered with the MEDs in Gjilan, Ferizaj and Kaçanik

Students of the FEd complete 22 weeks of internship using the infrastructure in public preschool and primary institutions.

There are five deans' offices in the University, which possess the necessary spaces for their functioning. Within the dean's offices, there are also offices of regular academic staff. The total number of offices is 24.

Currently, the University administration operates within the University space and provides necessary services to students, professors and other parties. The administration uses 23 offices for their functioning.

UKZ purchases books and other educational tools once a year, or as needed.

The library is enriched from various sources, such as internal sources from the university, then from external sources such as GIZ, ASAK, MEST, gifts from university professors as well as from external authors.

Also, the University has issued a regulation according to which, each author is obliged to submit 10 copies to the University library. This facilitates students in cases where we are dealing with copyright and those books cannot be photocopied, then students use this opportunity to read them through the university library (Rules of Procedure of the Publishing Council).

A number of ERASMUS projects allocate budget funds for books. The Publishing Council evaluates the library and its needs and those of the readers once a year.

10.2. Books, journals and other materials are available in Albanian and English (or other languages) as required for programs and research organised at the institution.

UKZ Compliance

The University has at its disposal the library, which has in its stock literature in Albanian, English, Serbo-Croatian and a more limited stock of literature in Turkish and Greek.

The total stock of books is 52,000 copies.

The library owns a stock of magazines. The existing literature in the library facilitates and assists existing programmes and those in re-accreditation and accreditation.

In addition to the University library, students can also use the literature which is available in the city library "Fan S. Noli" in Gjilan.

UKZ has a cooperation agreement with the National Library of Kosovo, which provides electronic and physical access to books located in the National Library. The National Library will also supply the UKZ library with copies as appropriate.

In order to enrich the titles of the books in the UKZ library, an agreement has been signed with the Kosovo Electronic Libraries Network. Experiences for easy access to other electronic libraries abroad have been exchanged on this issue.

UKZ is part of the Erasmus + "ResearchCult" project which will provide access to an international library;

UKZ also allocates funds each year for the purchase of books;

UKZ is also supplied with books through Erasmus + projects, such as SMAHPC, ENEMLOS, etc.

10.3. Reliable and efficient access to online databases, research and journal materials relevant to the institution's programmes is available for users.

UKZ Compliance

Users, students and academic staff, at any time, can access resources and databases regarding research and journals relevant to free study programmes as well as those within the University's membership in international networks.

Regarding access to paid electronic databases, we are in the process of looking at opportunities as an institution in order to provide access for academic staff and students. Until 2019, the Ministry of Education has paid UKZ access to the EBSCO databases and we are now exploring the possibilities of renewal.

10.4. Adequate facilities are provided to host learning resources in a way that makes them readily accessible. Up to date computer equipment and software are provided to support electronic access to resources and reference material.

UKZ Compliance

The Information Society Agency (ISA) in order to facilitate and simplify procedures, provided the UKZ for its needs with the following keys for licensing Microsoft software: Microsoft Windows 10 Education, Microsoft Office Professional 2019, Microsoft Project Professional 2019, Microsoft Visio Professional 2019, Core Infrastructure Svr Std Edt, SQL Server Standard Edition 2019, Microsoft Visual StudioProfessional 2019.

The University also offers various software according to the requirements of the academic units, also recommends other software which are Open Source for students.

UKZ is part of the KODE/NREN Project, funded by the World Bank to promote economic development and employment growth through the inclusion of Information and Communication Technology (ICT), in particular enabling access to technology and knowledge resources for students and professors of all universities and colleges in Kosovo.

The University has a University Management System (UMS), which is used for the management of University data, in particular student data, including from the application for

admission to the graduation of students. The system is web-based to which students, professors and administrative staff have access. The system is administered by the IT office at the University. Most student activity takes place through the system.

Students apply through the system, where after signing up, they are given access to the system as a student, register their curriculum subjects, submit exams and similar services. Students can generate payments through the system.

Professors sing up in the UMS from where they can grade students, can publish announcements for students, etc.

Management staff can track various statistics, mainly of enrolled, graduated, active, inactive, etc. students.

Administrative staff through the system perform actions related to students, such as issuing certificates, transcripts of records, diplomas, statistical reports, etc.

The administration of UMS is done by the IT office and includes the registration of students and all other users, curricula and courses, opening of deadlines for exams, scholarships, printing of ID cards, deregistration of students, etc.

Statistics generated by the system are: Semester statistics, tracking of system use by users, grade average statistics, payment statistics, student enrolment statistics based on academic years, based on residence, nationality, based on faculties and branches; statistics of deregistered students, graduates, etc.

Within this platform, there are several modules such as online application, diploma application, transfer application, payments, quality module, ID cards, statistics, etc.

UKZ uses the e-learning (Moodle) platform, through which professors place the necessary materials for lectures, exercises, submission of assignments and research projects regularly, and certain notifications can also be sent through messages to students. This platform allows students to access and use all the above information without the possibility of modifying it.

The University is developing it and is in the testing phase of the ukz-platforma.net platform. This platform contains the management part of daily, weekly, monthly reports for the academic staff, and there are also facilities in creating the schedules of the academic units including groups of students for certain subjects, the management of the lesson, which includes the management of classes held online and physically, real-time reporting of classes held, linking platform with google.meet for online classes, managing academic staff data such as CVs, digital archive management, payroll system management, etc.

The digitization process of the Library is ongoing. The agreement with the National Library also specifies the digitization process, which will be done according to the National Library system.

The university offers convenience in numerous electronic devices such as computers, laptops, projectors, sound in the halls.

Standards 10.5. Library and associated facilities and services are available for extended hours beyond normal class time to ensure access when required by users.

UKZ Compliance

Library opening hours are from 8:00 to 16:00, every working day. After complete renovation and digitalization, the library will be open from 8:00 to 20:00 and on Saturday. All students and academic staff have access to the library.

The renovation of the library hall is in progress, which will provide a suitable environment for reading and studying, as well as to provide access to users, whether being students or professors, meeting their requirements and needs. With renovation, the library has been expanded by 300 m^2. The spaces have become modern, more suitable for reading and long work, with resting space in the corridor. Half-alcoves are provided for the special needs of library users.

The UKZ librarian has taken a two-year course on Library Digitization.

The operational plan for the administration envisages hiring of the library director.

10.6. Reliable systems are used for recording loans and returns, with efficient follow-up for overdue material. Effective security systems are used to prevent loss of materials.

UKZ Compliance

In the library of the UKZ the books are catalogued and there is a functional working system for borrowing books, returning them on time and efficient follow-up for overdue material. Books are borrowed with the student ID card from the Library Officer.

To ensure the loss of materials, the University has a camera security system implemented. This type of system stores video recordings on time (up to 15 days).

After the complete digitalization of the library, the search and borrowing of books will also be digitized.

10.7. The institution provides an adequate, clean, attractive and well maintained physical environment of both buildings and grounds. Facilities fully meet Kosovo legislation on health and safety.

UKZ Compliance

The UKZ facility meets the requirements for university studies. UKZ is in negotiations with the KG to set up a new campus. The Municipality of Gjilan has allocated the land for the campus. The Government has decided to build the campus. UKZ has an agreement with the Municipality for the use of the Sports Hall next to UKZ and for the Great Sports Hall.

The University has green spaces, which are surrounded by fences with adequate standards and followed with high security. These spaces for rest and recreation also include parts which are arranged with suitable infrastructure for students and staff.

The space is equipped with lighting and security cameras, providing a security standard for 24 hours. Also, the part for parking of staff cars is located in this spatial part, which with its entrances and exits guarantees good functionality.

The university building also has a part of the security stairs for emergency exit. Also, firefighting emergency equipment are located at certain points inside the building.

UKZ also pays special attention to the health care of students and staff. For this purpose, UKZ has entered into an agreement with the Municipal Directorate of Health Gjilan and UKZ has allocated a suitable space where a standby doctor at a certain time every working day.

The University has a contract with a cleaning company for the maintenance of the facility to provide good sanitary and environmental conditions (Contract No. 05/1823 dated 17.11.2020). Also, the University has a contract with companies for the uninterrupted provision of the facility and campus through physical staff, 24 hours a day. (Contract No. 05/299 dated 30.03.2018).

During the Covid 19 pandemic, daily disinfection of all areas where exercises are held in classrooms, laboratories or exams and colloquia is provided.

10.8. Quality assurance processes used include both feedback from principal users about the adequacy and quality of facilities and mechanisms for considering and responding to their views.

UKZ Compliance

UKZ has a facility, which consists of high-quality halls, with the latest technology tools, such as Smart Board, Projector, other technological equipment as sufficient sound, then the distribution of Laptops for professors, etc.

UKZ students are mostly close to the University (most of them are less than 40 km away). For students outside the Gjilan region, UKZ has an agreement with the Municipality for the use of Student Dormitory. Students can eat in the dormitory at the dormitory canteen. The dormitory is close to the University approximately 70 meters.).

10.9. Appropriate provision for both facilities and learning resources is made for students and staff with physical disabilities or other special needs (such as visual or hearing impairments).

UKZ Compliance

UKZ offers partial conditions for people with special needs (e.g. entrance, bathroom, escort, etc.).

In the process of admitting new students, UKZ creates facilities in admitting students with special needs. Also during the teaching process and especially during the exams, such students are offered the help of colleagues or UKZ officials.

Cooperation with civil society is of particular importance, and for this reason, UKZ in some cases uses the resources of NGOs dealing with such issues in order to meet the best conditions for these students;

10.10. Complete inventories are maintained of equipment owned or controlled by the institution including equipment assigned to individual staff. Space utilization is monitored and when appropriate facilities reallocated in response to changing requirements.

UKZ Compliance

UKZ inventory is inventoried and distributed and maintained as needed. The Assets Officer and the Warehouse Officer take care of the inventory. The E-assets application is used in inventory management. There is a decision on the depreciation of electronic equipment.

Asset registration system (E-assets) is a system implemented in all institutions of RKS, used for registration and management of government assets.

UKZ has also created an inventory list from each Erasmus + CBHE project, in which the Erasmus + program logo is placed.

10.11. Adequate computer equipment is available and accessible for teaching, staff and students throughout the institution. The adequacy of provision of computer equipment is regularly evaluated through surveys or other means.

UKZ Compliance

A large number of electronic devices have been made available to teachers, students, and administrative staff. Teachers are supplied with laptops, portable data storage media (USB). Professors' offices are equipped with desktop computers and printers. Each academic unit possesses photocopiers and necessary consumables, such as paper and ink for photocopiers. Classrooms are equipped with projectors.

UKZ has also benefited from the most modern equipment (smart board laptop, projector with motor, TV, Digital System for International Live Conferences with microphones and cameras and TV, All in one Computers, etc).

(Laboratory for practical work in computer networks in the Informatics Room B24, which has benefited from the Government of Kosovo)

Table 35 Total number of functional computers (desktops and laptops) available to the University

	Used by academic staff	Used by administrative staff	Used by students	Total computers
Total number of computers	97	48	125	218

Table 36 Total number of other functional technological equipment available to the University

Type of device	Total number of devices
Projector	45
Smart Board	4
Smart TV	0
Photocopier	14
Printer	70
Computers in Informatics Laboratories	110
Computers for academic staff	70
Computers for administration	38
Laptop	52
ID card printer	1
Optical reader	1
Wi-Fi (Modem)	15
Server	2
Laboratory Equipment	15
Overhead	13
Security cameras	38
Professional Camera	4
Router	6
Manageable Switch	10

Simple Switch	15
UPS	50
Scanner	4

In addition to the equipment listed above, the University has received grants from various projects such as Euphoria, ReBus, E viva, Quadic, SMAHPC, ENEMLOS, ResearchCult, GreenTechWB, QATEK, etc., through which grants it has enriched the fund of various equipment that facilitates academic activities.

Table 37 Equipment provided by various grants and projects

Device type	Total number of devices
Laptop	9
Desktop Lenovo ALL IN ONE	13
Video Projector	10
Mobile Projector	4
Professional camera	1
Multifunction Printer	3
Camera Ultra HD	2
Desktop Computer	15
Laptop	15
Video Conference Sound System - Online learning equipment	1

10.12. Technical support is available for staff and students using information and communications technology. Training programs are provided to ensure effective use of computing equipment and appropriate software for assessments, teaching and administration.

UKZ Compliance

From time to time professors of the ALF and the IT Office organize training courses for electronic tools. In 2018 the academic staff was trained to use Moodle. In 2019, academic and administrative staff were trained to use the SPSS application to include it in data collection and quality analysis at UKZ, a project funded by the German GIZ.

A more typical example is the rapid adaptation of professors and students to the transition from the classical learning system to the virtual system, in the case of quarantine for Covid 19. In just one week the whole process was stabilized and teaching has continued normally in SMU systems and google.meet.

In order to make online learning as easy as possible, trainings were held for students and academic staff by professors who had sufficient knowledge to use the Moddle platform, google.meet.

With the new UKZ contract for SMU, which enters into force on 1 January 2021, the application is enriched even more.

Administrative officers are also trained to use software applications for their daily work, such as. Library Officer, Warehouse Officer, etc.

Table 38 SWOT ANALYSIS OF LEARNING RESOURCES AND OBJECTS:

Strengths	Weaknesses

- The financial plans enable the sustainability of the functioning of the UKZ with the existing programs and have the financial potential for new programmes, - The physical space and the structure of the facility enable the operation in an area which meets the needs of the offered programs, - Use of electronic resources, SMU, E-Learning, UKZ platform. - The halls are equipped with concretization tools, such as tables, projectors, smart board, internet supply, - Cabinets and laboratories to support practical learning in relevant fields, - Substantial fund of literature in the university library for the offered programs and periodic supply of new titles.	- Insufficient opportunities for the development of student sports activities, - The university building located in the busy urban part and the air quality is occasionally unfavourable
Opportunities	**Challenges**
- New UKZ campus, - Receiving grants to regulate research laboratories from industry and government agencies. - IPA projects and other Erasmus + and Horizon 2020 projects	- Rapid technological and scientific changes. - The allocation of the annual budget for the purchase of technological equipment depends on the central budget.

Standard 11 Institutional cooperation

11.1. The provider has drafted and adopted an institutional cooperation and/or internationalization strategy/policy that guides the institutional decisions and resource allocation in this area.

UKZ Compliance

UKZ has drafted the StP 2017-2022, revised in 2020. The review was supported by experts from the Heras Program +. The strategy addresses international cooperation as one of the KZU priorities. The institutional strategy is described in standard 1.

KZU has also drafted the Strategy for internationalization and projects 2020-2025, as a more concrete document of orientation and development of international cooperation. The strategy for internationalization and projects has been approved by the UCC and is a product of the Erasmus + Project "QUADIC" where KZU is the coordinator. The strategy was drafted in cooperation with 17 partner universities, 4 of which are universities from EU countries, such as the University of Ljubljana (Slovenia), Cote D'Azur University (France), University of Technical Sciences in Sofia (Bulgaria) and University of Perugia (Italy). The drafting of the strategy is the result of six months of work in the consortium, receiving the best expertise from international partners.

The strategy includes these components:

1. Entry,
2. Situation analysis,
3. Vision and Mission,
4. Areas of strategy,
5. Education and the international environment - (SWOT analysis, Objectives),

6. Research, Conferences and Publications - (SWOT Analysis, Objectives)
7. Mobility and Networking - (SWOT Analysis, Objectives)
8. Project Development and Management - (SWOT Analysis, Objectives)
9. Detailed implementation plan and budget.

Also, the Regulation for internationalization has been drafted, approved by the UKZ Senate in 2020. The drafting of this regulation was supported by the HERAS program through the project for Capacity Building for Internationalization of HEIs in Kosovo. Three workshops were held to implement this regulation, one at the University of Salzburg (Austria) and two others in Prishtina (Kosovo). This Regulation defines the normative framework for the internationalization of the UKZ. The first part defines the internal actors in the internationalization process; their duties and responsibilities. Whereas, the second part regulates the procedure to be followed for the mobility of staff and students.

All stakeholders have been consulted on the drafting of HR documents.

UKZ in 2018 has established the OIC, under which two officials work now. The HRO is in full coordination with the Vice-Rector for International Cooperation.

The OIC has also drafted an AP for each calendar year. The OIC has set the general objectives of the office, dividing them according to priorities, which should be achieved through planned activities based on strategic documents, regulation for internationalization and AP.

11.2 The institution has created and assigned the portfolio for institutional cooperation and/or internationalisation to a member of the upper management that is directly mandated and accountable for the initiatives and results in this area.

UKZ Compliance

The Vice-Rector for International Cooperation is the leader of all processes related to cooperation and projects. He is the main generator of this field provided by the UKZ Statute. – articles 34-38. He is responsible for the progress and implementation of institutional cooperation as well as local and international projects where UKZ is a partner.
The Vice-Rector for HR is the QUADIC project coordinator, managing the work of a consortium of 18 partners, of which UKZ is the leader. He coordinates the work of short-term and long-term agreements in the framework of staff and student exchange at ICM Erasmus +. It supports small initiatives and projects by and for students, in various programs such as HERAS, US Embassy grants, GIZ, Caritas, MEST, OSCE, USAID, USAlumni, etc.

At the initiative of the Vice-Rector, the team for the progress of projects has been created, wherein in all academic units, it has been appointed a coordinator from the academic staff for HR. Support from administrative staff has also been sought, expanding staff involvement in the international cooperation process.

The Vice-Rector, in cooperation with the HR officials, determines the processes that take place and the expected results in the field of HR.

He is responsible for achieving results in:

- The field of international partnership, including local and international agreements, local and international projects, motilities and especially ICM, maintenance of the University's international contacts, implementation of agreements, administration of concrete results with partners, membership in Higher Education Associations;

- Increasing applications in local and international projects, by identifying local and international partners, following up on a regular basis local and international calls for projects, building the capacity of academic, administrative staff and students to design local and international projects, supporting all consortium initiatives for joint applications, supporting the application of co-financed projects, application development and project management;
- Implementation of study programs with international partnerships, including identification of the best programs for market needs, approval of programs, curriculum development, promotion of programs abroad, creation of new programs in English;
- Research, Conferences and Publications, including the approval of more relevant requirements of the target number for staff participation in conferences, the identification of associations in specific areas of cooperation, applying for a target number of memberships in international university associations, approving more relevant requirements of the target number for staff participation in conferences, preparing a structured exchange of students and staff, based on bilateral agreements, approval of more joint local, regional and international joint and interdisciplinary projects, financial support;
- Mobility and Networking including, student exchange, exchange of academic staff, establishment of service team for international students, conclusion of mobility agreements;
- Increasing the number of scholarship applications, including encouraging students to apply, encouraging academic staff to apply for scholarships, functioning of the Centre for Foreign Languages, functioning of the Career Centre, full use of scholarships offered by international partners;

11.3 The institution has different agreements and memorandums of understanding with relevant international partners and organisations. The responsibilities of partners are clearly defined in formal agreements.

UKZ Compliance

Inter-institutional cooperation is part of UKZ priorities. Bilateral agreements enable formal cooperation between institutions. UKZ has entered into agreements with local, regional, European and other partners, universities, international organizations, public and non-public institutions, businesses, NGOs and others.

These agreements clearly and in detail state the responsibilities and tasks of the parties as well as the budgetary implications they will have in the future.

The main area of these agreements is capacity building from best practices, exchange of staff and students, organization of conferences, symposia, joint seminars, joint application in international projects, etc.

Table 39 List of cooperation agreements

No.	Name of institution	Place
1	Cooperation Agreement with the University of Nigde	Turkey
2	Cooperation Agreement with the University of Thrace	Turkey
3	Cooperation Agreement with Great Lakes Colleges, GLCA	USA

4	Cooperation Agreement with Des Moines Area Community College (DMACC), Iowa	USA
5	Cooperation Agreement with Drake University, Iowa	USA
6	Cooperation Agreement with the University of Iowa,	USA
7	Cooperation Agreement with the University of Northern Iowa	USA
8	Cooperation Agreement with James Madison University	USA
9	Cooperation Agreement with the University of Rijeka	Croatia
10	Cooperation Agreement with the University of Tetovo	North Macedonia
11	Cooperation Agreement between UKZ, MEST AND UP	Kosovo
12	Cooperation agreement between UKZ and UP (inventory)	Kosovo
13	Cooperation Agreement with Budapest Business School	Hungary
14	Cooperation Agreement with the University of Kastamonu	Turkey
15	Cooperation Agreement with Recep Tayyip Erdogan University	Turkey
16	Cooperation Agreement with "Ukshin Hoti" University	Kosovo
17	Cooperation Agreement with the University “Haxhi Zeka”	Kosovo
18	Cooperation agreement with the University of Peja and Prizren on the Master program	Kosovo
19	Cooperation Agreement with the University of Sarajevo	B&H
20	Cooperation Agreement with the University “Aleksandër Xhuvani”,	Albania
21	Cooperation Agreement with the University “Alma Mater Europeae”,	Slovenia
22	Cooperation Agreement with International Business College	Kosovo
23	Cooperation Agreement with the University of Applied Sciences and Technology/HEPIA,	Switzerland
24	Cooperation Agreement with the University of Ruse “Angel Kanchev”	Bulgaria
25	Cooperation Agreement with Heimerer College	Kosovo
26	Cooperation Agreement with the University of Mitrovica “Isa Boletini”	Kosovo
27	Cooperation Agreement with the University of Medicine	Albania
28	Cooperation Agreement with the University of Teacher Education	Switzerland
29	Cooperation Agreement with the University of Tekirdag “Namik Kemal”	Turkey
30	Cooperation agreement with the University of Gjirokastra “Eqrem Çabej”,	Albania
31	Cooperation Agreement with the University of Korça “Fan. S. Noli ”	Albania
32	Cooperation Agreement with the University of Maribor	Slovenia
33	Cooperation Agreement with Universita Politecnica Delle Marche, Ancona,	Italy
34	Cooperation Agreement with "Recep Tayyp Erdogan" University,	Turkey
35	Cooperation Agreement with the South-East European University,	North Macedonia
36	Cooperation Agreement with the University of Durrës	Albania
37	Cooperation Agreement with the University of Podgorica	Montenegro
38	Cooperation Agreement with New Bulgarian University	Bulgaria

UKZ is a member of several international institutions and organizations dealing with higher education, science, research, innovation, and the overall development of HEIs.

Table 40 List of UKZ membership in institutions and organizations

No.	Name of institution	Membership

1	Founding member of BUA - BUA	2015
2	Member of EUF - European Universities Foundation	2018
3	Member of ATEE - Association of Teacher Education in Europe	2014
4	Member of ENAI - European Network for Academic Integrity	2018
5	Member of ELFA- European Law Faculties Association	2019
6	Member of SDSN- Sustainable Development Solutions Network	2019
7	Member of the Forum of Rectors of South-East Europe	2019
8	Member of the Conference of Rectors of RKS	2017
9	Member of the Conference of Rectors of Albanian Universities	2018
10	Member of the University Sports Federation	2019

UKZ also has several cooperation agreements with institutions, businesses and non-governmental organizations through which it is intended that external parties are part of the development of the university and at the same time, UKZ to benefit from this cooperation, both in terms of program development, accreditation process, implementation of internships for students, providing their facilities, opportunities and capacities in conducting research, research of various natures.

Table 41 Cooperation agreements with institutions, businesses, NGOs and others

No.	Name of institution
1	Cooperation Agreement with Drini Market LLC
2	Cooperation Agreement with Adea Group LLC
3	Cooperation Agreement with Fluidi LLC
4	Cooperation Agreement with the Directorate of Education in Gjilan, Kamenica, Vitia, Ferizaj, Kaçanik, Hani i Elezit
5	Cooperation Agreement with Interex LLC
6	Cooperation Agreement with Albimi LLC
7	Cooperation Agreement with the Tobacco Factory
8	Cooperation Agreement with Kosova Comerce LLC
9	Cooperation Agreement with Besa Center LLC
10	Cooperation Agreement with Dita GSH LLC
11	Cooperation Agreement with IPKO Telecommunications
12	Cooperation Agreement with WUS Kosovo
13	Cooperation Agreement with Bislimi Group Foundation
14	Cooperation Agreement with the Kosovo Judicial Council
15	KLA WVO Cooperation Agreement
16	GOSVEZ
17	UKZ and KEDS
18	Cooperation agreement between ISLD (for conferences and joint events)
19	Mevlana Exchange Protocol
20	Memorandum of Cooperation with GIZ
21	Renewal of the Agreement with KEDS
22	Cooperation Agreement with the Municipal Assembly of Gjilan
23	Cooperation Agreement with KUSA, Kosovo United States Alumni
24	Cooperation Agreement with IKAF Institute
25	Agreement with the Ministry of Education, Science and Technology of Kosovo

26	Agreement with the Municipality of Gjilan
27	Agreement with Swiss Caritas
28	Agreement with the Kosovo Wine Association “Oenology ”
29	Agreement with the Albanian National Council
30	Agreement with Bislimi Foundation
31	Agreement with WUS Kosovo
32	Agreement with GIZZ CDBE
33	Agreement with NGO “PEMA”, Kosovo Agreement with S.T.A.- Country Master Distributor of ETS
34	Agreement with KUSA- Kosovo United States Alumni
35	Agreement with Franco-Albanian Amity Association
36	Agreement with the Municipality of Kaçanik
37	Agreement with the Municipality of Hani I Elezit
38	Agreement with the Kosovo Chamber of Advocates
39	Agreement with the Municipality of Kamenica
40	Agreement with KEDS
41	Agreement with the Agency for Free Legal Aid
42	Agreement with the Cultural Association "Dom Mikel Tarabulluzi"
43	Agreement with RDA-Regional Development Agency- East, Gjilan
44	Agreement with the Municipality of Viti
45	Agreement with the Privatization Agency of Kosovo
46	Agreement with Mevlana Exchange Program
47	Agreement with the NGO “Cactus ”,
48	Agreement with the Kosovo Academy for Public Safety
49	Agreement with the Cultural Heritage Institute of Albanians in Skopje
50	Agreement with National Library of Kosovo and Association of Electronic Libraries of Kosovo
51	Agreement with Directorate of Health and Social Welfare in Gjilan
52	Agreement with HYMERI LEEMAN J.S.C

The University also has cooperation with many international and regional partners within Erasmus + projects, with whom it has created bridges of cooperation within projects, paving the way for other institutional collaborations, but also applications for new projects as a continuation, and in joint academic organizations.

Table 42 List of partnerships with Universities and other institutions within Erasmus+ projects

No	Institution	Place	Project E+
1	Universite Cote D’Azur	France	QUADIC
2	Technical University of Sofia	Bulgaria	QUADIC
3	University of Medicine Tirana	Albania	QUADIC
4	University of Ljubljana	Slovenia	QUADIC
5	European University of Tirana	Albania	QUADIC
6	International University for Business and Technology	Kosovo	QUADIC
7	Universita Per Stranieri Di Perugia	Italy	QUADIC
8	University of Prishtina “Hasan Prishtina”	Kosova	QUADIC
9	University of Peja “Haxhi Zeka”	Kosovo	QUADIC
10	University of Gjakova “Fehmi Agani”	Kosovo	QUADIC

11	University of Mitrovica "Isa Boletini"	Kosovo	QUADIC
12	International Business College Mitrovica	Kosovo	QUADIC
13	University of Korça "Fan S Noli"	Albania	QUADIC
14	University of Durres "Aleksander Moisiu"	Albania	QUADIC
15	Heimerer College	Kosovo	QUADIC
16	UBT College	Kosovo	QUADIC
17	University of Prizren "Ukshin Hoti"	Kosovo	QUADIC
19	University of Podgorica	Montenegro	ENEMLOS
20	University of Prishtina	Kosova	ENEMLOS
21	University of Peja	Kosova	ENEMLOS
22	Supreme Court,	Montenegro	ENEMLOS
23	Chamber of Advocates	Montenegro	ENEMLOS
24	Office of the State Prosecutor,	Montenegro	ENEMLOS
25	Chamber of Notaries	Montenegro	ENEMLOS
26	Chamber of Judges	Montenegro	ENEMLOS
27	Mediation Center	Montenegro	ENEMLOS
28	Basic Court	Kosovo	ENEMLOS
29	Kosovo Bar Association	Kosovo	ENEMLOS
30	Regent University, London	United Kingdom	ENEMLOS
31	Foundation of Legal Clinics of Poland	Poland	ENEMLOS
32	University of Zagreb	Croatia	ENEMLOS
33	International Business College Mitrovica	Kosovo	ResearchCult
34	Ministry of Education, Science and Technology	Kosovo	ResearchCult
35	University of Prishtina "Hasan Prishtina"	Kosovo	ResearchCult
36	University of Peja "Haxhi Zeka",	Kosovo	ResearchCult
37	University of Applied Science, Ferizaj	Kosovo	ResearchCult
38	University of Prizren "Ukshin Hoti"	Kosovo	ResearchCult
39	University of Mitrovica "Isa Boletini"	Kosovo	ResearchCult
40	University of Gjakova "Fehmi Agani"	Kosovo	ResearchCult
41	Institute for Research, Education and Social Development – IREDS	Kosovo	ResearchCult
42	Sapienza University of Rome,	Italy	ResearchCult
43	University of Zagreb,	Croatia	ResearchCult
44	University of National and World Economy,	Bulgaria	ResearchCult
45	University of Prishtina "Hasan Prishtina"	Kosovo	QATEK
46	University of Ljubljana	Slovenia	QATEK
47	University of Tallinn	Estonia	QATEK
48	University LUMSA in Rome	Italy	QATEK
49	University of Gjakova "Fehmi Agani"	Kosovo	QATEK
50	University of Mitrovica "Isa Boletini"	Kosova	QATEK
51	Heimerer College	Kosovo	SMAHPC
52	MEST	Kosovo	SMAHPC
53	University of Gjakova "Fehmi Agani"	Kosovo	SMAHPC
54	Metropolia University	Finland	SMAHPC
55	JAMK University	Finland	SMAHPC
56	MCBU University	Turkey	SMAHPC
57	NGO Autizmi	Kosovo	SMAHPC
58	ISHLP Institute	Kosovo	SMAHPC
59	European University of Tirana	Albania	e-VIVA

60	die Berater	Austria	e-VIVA
61	Blended learning institutions' cooperative	Germany	e-VIVA
62	University of Duisburg-Essen	Germany	e-VIVA
63	NOVA Information Management School	Portugal	e-VIVA
64	Ss. Cyril and Methodius University in Skopje	North Macedonia	e-VIVA
65	Mother Teresa University	North Macedonia	e-VIVA
66	University of Elbasan "Aleksander Xhuvani"	Albania	e-VIVA
67	University of Sarajevo	B&H	e-VIVA
68	University Sarajevo School of Science and Technology	B&H	e-VIVA
69	University of Donja Gorica	Montenegro	e-VIVA
70	University of Montenegro	Montenegro	e-VIVA
71	Universum College	Kosovo	e-VIVA
72	University of Novi Sad	Serbia	e-VIVA
73	University of Niš	Serbia	e-VIVA
74	Staffordshire University	UK	EUFORIA
75	University of Gjakova "Fehmi Agani"	Kosovo	EUFORIA
76	"Haxhi Zeka" University in Peja	Kosovo	EUFORIA
77	Bpral Riinvest Sh.A. (Riinvest)	Kosovo	EUFORIA
78	University of Prishtina (Up)	Kosovo	EUFORIA
79	Hochschule Fur Angeëandte Ëissenschaften Munchen (Muas)	Germany	EUFORIA
80	University of Zagreb	Croatia	EUFORIA
81	Universita Politecnica Delle Marche (Univpm)	Italy	EUFORIA
82	The Nottingham Trent University (Ntu)	UK	EUFORIA
83	Economic Chamber of Kosova	Kosovo	EUFORIA
84	NGO Women In Business (Gnb)	Kosovo	EUFORIA
85	Hotel Dukagjini (Hd)	Kosovo	EUFORIA
86	Ujë Rugove LLC (Rugove)	Kosovo	EUFORIA
87	N.P.T. "Trepharm" (Trepharm)	Kosovo	EUFORIA
88	Newco Jugoterm International L.L.C.(Enrad)	Kosovo	EUFORIA
89	Universidade de Vigo	Spain	Green Tech
90	Universidade do Porto	Portugal	Green Tech
91	Universität Paderborn	Germany	Green Tech
92	University of Ljubljana	Slovenia	Green Tech
93	University of Economics In Katowice	Poland	Green Tech
94	University of Split	Croatia	Green Tech
95	University of Chemical Technology and Metallurgy	Bulgaria	Green Tech
96	Universidad de León	Spain	Green Tech
97	University of Korça " Fan S Noli"	Albania	Green Tech
98	Agricultural University of Tirana	Albania	Green Tech
99	University of Vlora "Ismail Qemali"	Albania	Green Tech
100	University of Sarajevo	B&H	Green Tech
101	Dzemal Bijedic University of Mostar	B&H	Green Tech
102	University of Zenica	B&H	Green Tech
103	University of Mitrovica "Isa Boletini"	Kosovo	Green Tech
104	University of Donja Gorica	Montenegro	Green Tech
105	University of Montenegro	Montenegro	Green Tech
106	University of Nis	Serbia	Green Tech
107	University of Kragujevac	Serbia	Green Tech

Thanks to the good cooperation as a partner in the Erasmus + e-VIVA Project, UKZ together with the University of Nova Lisbon in Portugal has won the project for the exchange of staff and students within the Erasmus + ICM program.

As a result of the cooperation within the SMAHPC Project, UKZ has won two other ICM projects with Celal Bayar University of Manisa in Turkey. One in 2019 and the other in 2020.

Table 43 List of ICM agreements with international Universities

No	Coordinator	Number of staff	Budget	Duration
1	Manisa Celal Bayar University, Manisa-Turkey	14	Confirmed	2019-2022
2	Manisa Celal Bayar University, Manisa-Turkey	14	Confirmed	2020-2023
3	Nova Lisbon, Lisboan, Portugal	16	Confirmed	2020-2023
4	"Angel Kancev" Univeristy, Ruse, Bulgaria		Pending confirmat.	2020-2023
5	University of Maribor, Maribor - Slovenia		Pending confirmat.	2020-2023

UKZ sees international cooperation as very important and therefore ERO on behalf of the Vice-Rector for International Cooperation continuously maintains correspondence for partnership links with other institutions of higher education and has entered into discussion on concluding cooperation agreements and ICM.

Table 44 The List of UKZ partners wtih whom were estableshd contacts for MoU

No.	Name of institution	Country
1.	Aalto University -	Finland
2.	Åbo Akademi University	Finland
3.	Alma Mater Europaea -	Slovenia
4.	Arcada University of Applied Sciences,	Finland
5.	Budapest Metropolitan University -	Hungary
6.	Budapest University of Technology and Economics -	Hungary
7.	Centria University of Applied Sciences -	Finland
8.	Corvinus University of Budapest-	Hungary
9.	Diaconia University of Applied Sciences -	Finland
10.	Environmental Protection College -	Slovenia
11.	Eötvös Loránd University -	Hungary
12.	Eszterhazy Karoly University -	Hungary
13.	Euro-Mediterranean University (EMUNI) -	Slovenia
14.	Faculty of Applied Social Studies in Nova Gorica -	Slovenia
15.	Faculty of Design - Trzin -	Slovenia
16.	Faculty of Media Ljubljana -	Slovenia
17.	Faculty of Organisation Studies in Novo Mesto -	Slovenia
18.	Haaga-Helia University of Applied Sciences -	Finland
19.	HAMK – Häme University of Applied Sciences -	Finland
20.	Hanken School of Economics -	Finland
21.	Higher Education Center Novo Mesto -	Slovenia
22.	Jyväskylä University of Applied Sciences -	Finland
23.	Kajaani University of Applied Sciences -	Finland
24.	Kodolányi János University -	Hungary
25.	LAB University of Applied Sciences -	Finland
26.	Lappeenranta university of technology -LUT -	Finland

27.	Laurea University of Applied Sciences -	Finland
28.	Metropolia University of Applied Sciences -	Finland
29.	Milton Friedman University -	Hungary
30.	Neumann János University -	Hungary
31.	Nova Gorica University -	Slovenia
32.	Novia University of Applied Sciences -	Finland
33.	Oulu University of Applied Sciences -	Finland
34.	Saimaa University of Applied Sciences -	Finland
35.	Satakunta University of Applied Sciences -	Finland
36.	Savonia University of Applied Sciences -	Finland
37.	Seinäjoki University of Applied Sciences -	Finland
38.	Semmelweis University -	Hungary
39.	South-East Finland Mikkeli University of Applied Sciences	Finland
40.	Szent István University-	Hungary
41.	University of Dunaújváros-	Hungary
42.	University of Ljubljana -	Slovenia
44.	University of Miskolc-	Hungary
45.	University of Óbuda -	Hungary
46.	University of Pannon -	Hungary
47.	University of Pécs -	Hungary
48.	University of Primorska -	Slovenia
49.	University of Sopron -	Hungary
50.	University of Szeged -	Hungary
51.	UP Faculty of Management Koper -	Slovenia
52.	Agricultural University of Tirana, -	Albania
53.	Goce Delcev University of Stip, -	North Macedonia
54.	Maria Curie-Skłodowska University,	Poland
55.	Ostim Technical University -	Turkey
56.	Pegaso Telematic University, -	Italy
58.	Ruhr-University of Bochum,	Germany
59.	Sapienza University of Rome -	Italy
60.	St. Clement of Ohrid University of Bitola, Ohrid	North Macedonia
62.	University of G. d Annunzio Chieti – Pescara,	Italy
63.	University of "Constantin Brancusi" of Targu – Jiu",	Romania
64.	University of "Džemal Bijedić", -	Bosnia&Herzegovina
65.	University of "Kütahia Dumlupinar", -	Turkey
66.	University of Bihać,-	Bosnia&Herzegovina
67.	University of Lucerne,	Switzerland
68.	University of Malta,- Msida	Malta
69.	University of Northern Iowa, -	United States
70.	University of Opolski -	Poland
71.	University of Pula, -	Croatia
73.	University of Sarajevo,	Bosnia&Herzegovina
74.	University of Tuzla,	Bosnia&Herzegovina
75.	University of Zagreb,	Croatia
76.	University of Zenica,	Bosnia&Herzegovina
77.	University Powiślańska Szkoła Wyższa,	Poland
78.	Agrarian University – Plovdiv,	Bulgaria
79.	American University in Bulgaria	Bulgaria
80.	Burgas Free University	Bulgaria
81.	College of Tourism Blagoevgrad	Bulgaria

82.	D. A. Academy of Economics – Svishtov	Bulgaria
83.	European Higher School of Economics and Management	Bulgaria
84.	European Polytechnical University	Bulgaria
85.	International Business School, Botevgrad	Bulgaria
86.	Medical University – Pleven	Bulgaria
87.	Medical University of Plovdiv	Bulgaria
88.	Medical University-Varna	Bulgaria
89.	National Sports Academy Vasil Levski	Bulgaria
91.	Plovdiv University Paisii Hilendarski	Bulgaria
92.	Shumen University Bishop Konstantin of Preslav	Bulgaria
93.	Sofia University	Bulgaria
94.	South-West University Neofit Rilski	Bulgaria
95.	St. Cyril and St. Methodius- University of Veliko Tarnovo	Bulgaria
96.	Technical University – Varna	Bulgaria
97.	Technical University of Gabrovo	Bulgaria
98.	Technical University of Sofia	Bulgaria
99.	Trakia University	Bulgaria
100.	University of Agribusiness and Rural Development	Bulgaria
101.	University of Architecture, Civil Engineering and Geodesy	Bulgaria
102.	University of Chemical Technology and Metallurgy	Bulgaria
103.	University of Economics – Varna	Bulgaria
104.	University of Finance, Business and Entrepreneurship	Bulgaria
105.	University of Food Technologies – Plovdiv	Bulgaria
106.	University of Forestry, Sofia	Bulgaria
107.	University of Library Studies and Information Technologies	Bulgaria
108.	University of Security and Economics	Bulgaria
109.	University of Transport Todor Kableshkov – Sofia	Bulgaria
110.	University prof. dr. Asen Zlatarov	Bulgaria
111.	Varna Free University	Bulgaria
112.	Varna University of Management	Bulgaria

11.4. The institution takes part, either as a leader or as a partner, in international projects

UKZ Compliance

UKZ, since its establishment in 2013 has been part of international projects. To date, UKZ has been and is part of 25 local and international projects. Currently, UKZ is active in 9 Erasmus + capacity building projects (Erasmus + CBHE), were in one of them as a leader/coordinator.

Table 45 List of Study visits. (UKZ)

No	Project	Coordinator
1	QUADIC Project - Coordinator	"Kadri Zeka" University
2	QATEK Project	University of Prishtina
3	ResearchCult Project	IBCM
4	ENEMLOS Project	University of Podgorica
5	SMAHPC Project	Heimerer College
6	eVIVA Project	UET
7	REBUS Project	University of Sarajevo
8	EUFORIA Project	Staffordshire University
9	GreenTech Project	Vigos University
10	SIAHDPC Project	Heimerer College
11	The STEAMedu project	University of Mostar
12	Project STAND	IBCM

13	Fulbright Programme	American Embassy
14	LECU Project	Swiss Government
15	Project HOPE	Swiss Caritas
16	Project KODE	World Bank
17	Project OPTIMA	US Grants
18	Projects with GIZ (3 projects)	GIZ
19	Project "UP TO YOUTH	USAID
20	Student projects in the field of digitalization	UKZ
21	Projects with HERAS (3 projects)	WUS Austria
22	Projects with HERAS +	WUS Austria
23	ICM Erasmus +	MCBU 2019
24	ICM Erasmus +	MCBU 2020
25	ICM Erasmus +	Nova Lisboa 2020
26	Project with US Alumni	US Alumni Association/American Embassy

Erasmus+ CBHE Projects

11.4.1 QUADIC Project as Coordinator

UKZ is the Coordinator of a project in Erasmus +, with 18 local and international partners, with a budget of 991,831.00 €. The project is about capacity building for internationalization and project writing and management and will last until 2023. The QUADIC project is about internationalization and capacity building in project writing and management and includes a total of 10 working packages. This project plans to create offices for international cooperation and projects in those universities that have not yet established and to strengthen the existing offices of partner universities that already have these offices established. Also, the main document has been developed, namely the Strategy for Internationalization, which will set priorities and the way of functioning of universities towards internationalization and globalization. The project also covers the process of creating a digital platform for the management of international agreements and projects by consortium partners and which could be expanded in the future with the involvement of universities and other organizations wishing to join. The overall goal of this project is to improve the quality of HEIs in Kosovo and Albania; institutional capacity building for international relations; establishing or making the relevant offices fully functional (including project cycle management capacity) in consortium members.

11.4.2 QATEK Project

QATEK project, which aims to introduce QA mechanisms in HEI in Kosovo to implement IQApractices that lead to improving the quality of graduates who are able to advance reform of the school. The specific goals of this project are Development of IQAmechanisms and processes within HEI in Kosovo, which respond to specific quality indicators; Capacity building for the management of IQAmechanisms in teacher education across Education faculties, including the adoption of FE staffing policy and course design policy; Capacity building of academic staff in providing quality teaching as one of the indicators in the internal quality mechanism; Implementation of a complete QA process for all relevant areas of teacher education (course implementation, program relevance, research program, international cooperation, student services, administrative and management practices, etc.).

11.4.3 ResearchCult Project

The overall goal of the ResearchCult project is to support the growth of research culture in HEI in Kosovo, by supporting the development of good policies and practices, as well as the

creation and installation of new regulations, structures and mechanisms in beneficiary institutions of the project in Kosovo. The project is aimed at specific objectives: Assessment of the current state of research capacities in the higher education sector in Kosovo; Increase research stimulation and support by establishing university offices/centres and their StPs to support ongoing research activities between their institutions; Improvement of the university strategy for publishing scientific research work through the development and approval of internationally recognized standards for scientific journals, as well as the creation of inter-institutional scientific journals in the main research priorities in Kosovo; Promotion of research work through the joint annual scientific conference; Improvement of the research quality and standards by developing regulations on research ethics and integrity, as well as the establishment of research ethic committees in HEI; Facilitation of regular access to research publication and establishment of an open-access platform/database for the accumulation of research knowledge; Increasing opportunities for research publication through capacity building among young researchers in research articles according to the criteria and requirements for publishing research work.

11.4.4 ENEMLOS Project

The project aims at the professional development of the students of the FL at UKZ and other universities in Kosovo. This project will be of great importance in Kosovo because there is a lack of internship in the studies of the FL. Students graduate from their law school and still may not have an internship until the end of their faculty. For this reason, we have included in our curricula the subjects of legal clinic, but the main problem is that even the professors do not know how to practice the subject. Until recently, legal clinics were being taught as a theoretical teaching course but nothing in practice. Since 2016, we have started sending our students to courts, prosecutor offices, notaries, lawyers, enforcement agents, etc. The project will mainly target students, in order to increase their level of internship, which will then assist them in the employment process by developing professional activity during their studies in the legal clinic. The law clinic enables the development of direct relationships with different citizens, businesses or clients, which makes students experience the most interesting moments they expect after graduation. This affects the advancement and further development of their practical legal skills. UKZ in addition to establishing legal clinics within the FL will also receive equipment and books from the latest titles in the field of justice in a total value of € 45,000.00.

11.4.5 SMAHPC Project

The SMAHPC project is a project in partnership with six Kosovar partners and three European partners, which aims to establish Multidisciplinary Centres for students providing services, which are being implemented successfully. The coordinator of this project is Heimerer College. UKZ has made an outstanding contribution to the implementation of all duties and responsibilities as a partner. UKZ has organized a Kick-Off meeting (first meeting of partners) in Gjilan, which was attended by more than 50 participants from across the consortium. UKZ has also made a great contribution in the creation of the Digital Platform, which will be used by the three partner universities from Kosovo. Academic and administrative staff have participated in all study visits and trainings held at the partners. Teachers Handbooks and Key Concepts for the Multidisciplinary Center have also been created. UKZ will also receive technological equipment in the amount of € 13,000.00.

11.4.6 eVIVA Project

The e-VIVA project is a project in partnership with the European University of Tirana and with two partners from each of the Western Balkan countries and partners from Europe, which is

about validating the competencies of students in services. A total of 30 students from UKZ will directly benefit from this project, who will be trained and licensed with internationally recognized licenses. As part of this project, UKZ has organized focus groups with businesses that provide services, to closely observe the situation and trends of new employees and how competent they are in the services they provide. Also, a comprehensive analysis of this issue has been made for the entire territory of Kosovo (desk research). Within this project, several study visits have been made to Lisbon, Vienna, Essen, for partners in order to train staff, who will teach students according to syllabi and updated courses with preliminary analysis according to the latest developments. UKZ has also acquired technological equipment to facilitate the implementation of the project in the amount of approximately € 17,000.00.

11.4.7 REBUS Project

The project is funded by the capacity building program in higher education, Erasmus +, by the European Commission. The REBUS (Ready for Business) project aims to enable our students to exchange different ideas with students from other universities that are participants in this project. Various innovative ideas for the realization of their projects; Practical and innovative ideas, where the connection with the field of IT will directly affect the development of entrepreneurial ideas and the creation of new jobs in Kosovo; Support for students and professors from the REBUS project: Support for the Mahara platform, which helps connect our professors and students with other universities; Supporting professors and students to train in Graz, Austria for a certain period. Then this knowledge will be disseminated by the participating students and professors at our university. Students of the UKZ, who were beneficiaries of the program for the development of entrepreneurial skills from the REBUS project (REady for BUSiness), funded by Erasmus + of the European Commission, from 15 September to 1 October 2018, have stayed at the University of Applied Sciences Joanneum in Graz, Austria, where among other activities, they have been part of the training for the development of innovative modules, training modules from entrepreneurship and validation of competencies, through which participants had the opportunity to see labour market demands and needs.

11.4.8 EUFORIA Project

The EUFORIA project is the first project won as a partner in the Erasmus + program. The purpose of this project was to connect universities with businesses in Kosovo. In the framework of this project, various study visits and trainings have been carried out to see closely how this connection between universities and businesses works in European countries the universities of which are partners. UKZ has been a major beneficiary in this project, because thanks to it more than 20 cooperation agreements have been signed with various businesses in Gjilan, for internships for students of the Faculty of Economy. UKZ has also established a placement office which maintains contacts between students, UKZ and businesses. UKZ has also acquired technological equipment to supply this office in the amount of approximately 20,000.00 €.

11.4.9 GreenTech Project

UKZ has been part of a project at Ersamus Mundus in partnership with the University of Vigo in Spain and 24 other European partners. UKZ students and staff have received full scholarships to study at a partner European university in this project. A total of 9 nobilities have been realized, in 3 open calls for 3 years during the project. 7 students from different faculties of UKZ have received full scholarships to study and stay at universities such as the University of Paderborn in Germany, the University of Split in Croatia, the University of Ljubljana in Slovenia, the University of Katwice in Poland. Our students have been successful and have returned with very high grades to continue their remaining studies at UKZ. The

academic staff at UKZ has also benefited from this project. One assistant received a full scholarship to study for a doctorate degree at the University of Split in Croatia, while one professor received a two-week training at the University of Vigo in Spain. A professor from the University of Leon has also stayed at UKZ as part of the staff exchange.

11.4.10 SIAHDPC Project

The SIAHDPC project is expected to enable Kosovo HEIs to contribute more effectively to health, improving the quality and importance of teaching needed to address future skills mismatches. Also, the development of skills towards a more inclusive and connected higher education system will have a direct impact. This project will also create new and stronger collaborative links between the education, research and industry "triangle" for higher levels of effectiveness and funding mechanisms. The project will enable the development of knowledge in technology and new knowledge for research and development. Adapted pedagogical and favourable approaches for the development of critical thinking and creativity will also be created. A large number of training sessions will enable the best staff and students to be trained on user involvement, innovation and entrepreneurship, evidence-informed practice and interdisciplinary collaboration, along with industry, clients and other relevant actors.

11.4.11 STEAMedu Project

The STEAMedu project will explore ways to strengthen STEAM education by providing a guide to addressing the development of an evolving STEAM education ecosystem, including the creation of a Master study program (MSc), stakeholder collaboration services and ongoing evaluation procedures. The consortium will adopt a hybrid approach, linking to this research, activities and stakeholders who are willing to contribute towards two specific countries and EU objectives for 2020. The MSc course will be designed to enable its students to inspire more young people to specialize in STEAM during their education in order for them to undertake scientific and technical careers and to address gender gaps and stereotypes in STEAM programs and support the professor's preparation for this education reform movement. The MSc course will be designed to provide students with an advanced future and a comprehensive understanding of key contemporary debates about STEAM, education, including politics, curriculum, pedagogy and assessment issues in addition to global equity concerns, social justice, economic growth, climate change and sustainability. It will provide an international and national focus, looking at both formal education systems and the broader context of education. There will be a strong emphasis on the critique of research literature and policy papers and the development of knowledge by research methodologies. The program will encourage collaboration, professional networking, and relevant research questions about our contexts and challenges.

11.4.12 STAND Project

The STAND project aims to increase university autonomy in Kosovo. It seeks to develop and update both the management and governance of Kosovo universities and the capacity of national authorities to modernize their higher education systems by supporting the development of adequate autonomy models, the implementation and monitoring reform policies in the autonomy of the university. With the support of EU countries and other partners in the program district, the project aims to promote the transition of Kosovo's higher education systems to autonomous governance and a sustainable financial system.

As part of the project, the experienced partners of the country of the program and Europe will support the partners of HEIs in Kosovo in the University Autonomy Assessment Card using the card methodology and the development of an adequate model of university autonomy in

Kosovo. STAND will also establish an advisory group (Network of Experts) with representatives from HEIs in Kosovo as part of a consortium that will advise partners and provide feedback on guidance material for university autonomy and support the dissemination of results to other universities of Kosovo.

11.4.13. Collaboration project with the University of Zug in Switzerland

As of 2017, UKZ and the University of Zug are developing a joint project for student and academic staff mobility. Every year, a group of about 20 Swiss students comes on a study visit to UKZ, and about 20 students of the FEd go to the University of Zug for a study visit. Depending on the case, study visits last 7-10 days. The academic staff of these two universities also organize mutual study visits when there is an interest to do so.

11.4.14 Fulbright Programme

The US Embassy has funded two professors who have stayed at UKZ for one semester, namely one academic year. A professor has lectured in the joint Master programme "Local Government and Democratic Society", within the FL of the three partner universities from Kosovo and an Assistant has held exercises in English at the FEd. Both professors were funded by the US Embassy Fulbright Programme.

11.4.15 LECU Project

UKZ has been part of the project "Teaching cultures in universities", where the coordinator of the project was the University of Zurich in Switzerland. The academic staff from the FEd has been part of this project and has participated in all organized workshops: in Zurich, Shkodra, Mitrovica, Tetovo, and the last workshop will be organized in UKZ-Gjilan. The project is under implementation.

11.4.16 SHPRESE Project

UKZ is part of the project "Setting High-Quality Preschool Standards Reinforcing Education, Science & Economy" (SHPRESE), supported by Caritas Switzerland. The main goal of this project is the training of professors and assistants in the faculties of Education in Kosovo with the latest pedagogical methods for the training of students who will be future educators for ages 1-5 years. The academic staff has been an active part of the training held by Caritas, who have also funded the creation of a hall with inventory and toys so that professors can improvise in practical work their lectures on children's education, where students from the lecture will shift to practical work.

11.4.17 KODE Project

UKZ is part of the KODE/NREN Project, funded by the World Bank to promote economic development and increase employment through the inclusion of Information and Communication Technology (ICT), in particular to enable access to technology resources and knowledge for students and professors of all universities and colleges in Kosovo. The purpose of this project is to build and develop the community of researchers and to develop education in Kosovo, using the capacities and opportunities provided by the "National Research and Education Network in Kosovo" (NREN), which claims to achieve this development by providing this community access to various digital resources, such as access to modern IT infrastructure, various digital services, access to literature, and to provide cooperation between

educational institutions inside and outside Kosovo borders. The Ministry of Economy and Environment is implementing the Kosovo Digital Economy Project (KODE) funded by the World Bank, and together with the Kosovo Research and Education Network (KREN) have as a mission to support and facilitate the demands of the scientific, educational, and research community, aiming at a digital transformation and fostering innovation. The National Research and Education Network is assisting universities in developing innovation, research, and education in Kosovo. This project will also serve as a bridge to connect the international GEANT network.

11.4.18 OPTIMA Project

Within the US Embassy University Support Program, UKZ is part of the OPTIMA Project, which aims to develop a comprehensive academic teacher performance system for the University system of public higher education in Kosovo. The project also plans to meet the specific needs of universities as well as to address the concerns of the academic staff and administration in each university. The project plans to include the appropriate standards and guidelines for academic and teaching quality as defined by the ENQA and the KAA. The main objectives of the program are: Obtaining knowledge through review and evaluation of seven public universities on their status in addressing KAA standards for evaluating the work of academic staff. Another objective is to reach a consensus on the general goals and a unified approach to the development of an evaluation process of the academic staff, as well as to draft a comprehensive plan, which will use a multi-step process to be implemented in each university in terms of KAA accreditation standards.

11.4.19 Project with GIZ

The German GIZ has always supported initiatives by UKZ staff. As a result of good cooperation, we have managed to organize three conferences related to the pilot project "Classes 1 to 5- One or more teachers". The idea for this project was given by the UKZ staff, which organized three roundtables where they invited responsible persons such as teachers, parents, psychologists, and representatives of institutions. Many aspects have been discussed as to whether it can be implemented and whether it is good for children and primary school teachers. This project has initially started to be implemented as a pilot in a primary school in Gjilan, and after two years, it has been extended to several other schools in Gjilan and several other cities in Kosovo. After a year of implementation, a conference was held, where the findings from the research were presented in the school where it started to be implemented.

In the framework of the cooperation with GIZ, students and professors of the FEd could also attend some training sessions. Two trainings were held for students of the FEd "Summative Assessment and Test Design 1-9". UKZ students and professors have also been trained in the SPSS research and data extraction program.

And at the end of the project, GIZ has financed all its training programs for the UKZ Institute, giving all training programs to the Institute of the FEd, in order for the Institute to start training teachers in different modules, starting with their certification and scoring.

11.4.120. Up to Youth Project

This project is funded by USAID and is spread in 9 municipalities of RKS, where it will engage about 40 young people. The USAID-funded "Up to Youth" project is intended for Kosovo youth aged 16-24 who are vulnerable to social exclusion, thus mobilizing and empowering them for a positive impact on society. The project targets marginalized youth, especially those underestimated by capital initiatives, with unaddressed stress and trauma, or vulnerable to the development of risky behaviours. The program works to build youth assets and agencies,

enabling young people to contribute and play leadership roles in their communities, building and supporting networks and an environment that provides opportunities for positive youth development.

The aim of the project is to positively affect young people, who under the age of 24 make up 42% of the population of Kosovo, of which 52% are unemployed and 30% belong to the informal economy. Full of ambition and desire to integrate fully into the global economy, while being irritated by the opportunities available to them, youth will play a key role in determining Kosovo's political and economic future, and their voice will be heard.

11.4.21 Student projects in the Faculty of Political Science/digitalization field
Within the faculties, professors and students organize research and scientific work.

UKZ and the Municipality of Gjilan have achieved cooperation for the digitalization of the services of the Bus Station and high schools in Gjilan. Students of the FCS have presented their work in the electronic compilation of school hours, school website, digitalization of work and services at the bus station and the application for payment management and hotel services in order to improve services to the public, in this case, schools and enterprises, and in the future other public institutions and the business network in general.

Only in the FCS in the subject of Research Project, which is a compulsory subject in the third semester, these projects have been conducted:

- Communications between computer, Arduino Uno electronic board, Serial Monitor and VT 100, with C ++ programming
- Construction of the system for switching the LEDs of the 7-segment display by programming the ATMEGA 328P microcontroller in the C ++ programming language
- System construction in the presentation of letters A, B, C, E and F at a certain time in the 7-segment display at a certain time and programming of the ATMEGA 328P microcontroller in the C ++ programming language
- Construction of the digital system through which the numerical presentation is performed from 99 to 0, following the work of the traffic light at the crossroads and the programming of the ATMEGA 328P microcontroller in the C ++ programming language
- Construction of the system through which 6 LEDs of different colours light up at a certain time and at another certain time they do not light up, by programming the microcontroller in the programming language C ++
- Construction of WEB site for booking hotel spaces
- Construction of a digital system which reads the codes of RFID cards through USB Reader and records the entrances and exits of students in the classrooms at UKZ, programming in C ++ programming language
- Developing a WEB site for advertising Sale and distribution of popular medicines of a popular pharmacy
- Developing the application for determining the number of seats won in the Municipal Assembly in the local elections in the Presheve Valley according to the Donti’s system!
- Building the "smart" digital garden system through the Arduino Uno electronic board with ATMEGA 328P microcontroller and its programming in C ++ programming language
- Evolutionary PC development in relation to developments in Distributed Computer Systems

- Some of the most important protocols in the application layer and their simulation through Packet Tracer
- Databases and Distributed Systems, Data Lake
- Creating several digital circuits combined through the logical elements AND (7409), OR (7432) and NOT
- Google suite application for teamwork in text document, spreadsheet, presentation and web
- Arduinouno microcontroller, hardware description, software and C ++ programming of some practical projects
- The role of the router in the WAN, their evolutionary development, configuration and a simulation through Packet Tracer
- "Computer Science Volunteers" web application
- "Find a project developer" web application
- "Rent a bike" web application
- "Tourism in Kosovo" web application
- The impact of visualization and image processing on medicine.
- The Role of Memory in computer graphics

11.4.22. Projects with HERAS

UKZ has been part of 2 projects in HERAS and 2 projects in HERAS +:

With the support of WUS Austria, the HERAS program in Kosovo, UKZ, namely the staff and the students have been beneficiaries of two projects, which are fully funded by this program. The first project is about capacity building in internationalization and project writing in the new public universities in Kosovo. The coordinator of this project was the University of Applied Sciences in Salzburg, Austria, and was led by UKZ. In the framework of this project, a study visit was made to the same university with representatives from the management of each partner university in Kosovo. Various trainings were also held with the academic and administrative staff of each university. The other project funded by HERAS is that of the students of the FL with the topic "Stateless persons and their impact on the university". According to this project, a research and survey were conducted with citizens who do not have citizenship and at the end, the results of this research were presented and the same was sent to the responsible institutions to take the necessary steps on resolving this issue.

11.4.23. Projects with HERAS Plus

The HERAS + project covers the project for supporting the organization of two workshops for the review of the StP of UKZ, as well as the provision of a HERAS + expert to assist in the review of the StP. Also HERAS + with the other project will support two other workshops for UKZ, in order to draft the Institutional Self-Assessment Report of UKZ and will provide an expert for UKZ in order to provide expertise in compiling this report.

11.4.24. ICM Erasmus+

As part of Erasmus +, ICM, UKZ has signed and won 1 project in 2019 on staff and student exchange with Manisa Celal Bayar University, Turkey.

11.4.25. ICM Erasmus+

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11.4.26. ICM Erasmus+

As part of Erasmus +, ICM, UKZ has signed and won 1 project in 2019 on staff and student exchange with Nova Lisboa University in Lisbon, Portugal.

UKZ has also signed mobility agreements with Angel Kancev University in Bulgaria and Alma Mater Europeae, Maribor, Slovenia.

UKZ has also sent requests for ICM agreements with 50 Universities from Erasmus + program countries, with which we have been partners in various international projects such as Erasmus + CBHE, or even from contacts that UKZ staff has established through various international forums, conferences and various international workshops.

11.4.27. Project with US Alumni Association

As part of the KUSA project, the US Embassy has funded eight female students from the UKZ FL to perform paid internships in various relevant justice institutions in Prishtina. Eight female students from the FL, all with a grade point average above 9, have successfully completed internships in the respective institutions, and some of them have even been employed there.

11.5. The institution organizes events of international visibility and outreach (conferences, summer schools, etc.)

UKZ Compliance

UKZ, organizes and co-organizes various local and international events which inform students, staff and the community on the achievements, education development trends, cooperation and projects, conferences, symposia, and training through which the staff is developed. All academic and administrative units cooperate closely in the implementation of ideas and projects that assist in professional development.

Table 46 Organizing and co-organizing international visibility and outreach events (conferences, summer schools, etc.)

No	Local and international visibility and outreach events (conferences, round tables, workshops, seminars, events, summer schools, etc.)	Place
1	DiGiDay Conference. DiGiDay 2019 Conference was organized in cooperation with the University of Podgorica, Montenegro, University of Korça "Fan S. Noli", Albania, University of Elbasan "Aleksander Xhuvani", Albania, University "Mother Teresa", Skopje, Northern Macedonia, University of Vlora "Ismail Qemajli", Albania, and University of Mitrovica, "Isa Boletini", Kosovo.	Gjilan
2	BUA Conferences 2015, 2016, 2017, 2018, 2019, 2020. UKZ is a founding member of the BUA (BUA). The BUA 2019 conference aimed to provide a high-level scientific platform to discuss these issues extensively. Topics range from Agriculture and Forestry, Sustainable Development and European Projects to Quality Assessment and QA in Education along with the Impact of Universities on Local and Regional Economies. Conference of Rectors Kosovo.	Bulgaria, Turkey, Northern Macedonia, Greece, Romania
3	Conferences of Rectors in Kosovo. Public Universities in Kosovo have organized a Conference of Rectors, which will discuss important issues regarding higher education in Kosovo and the problems faced by these universities. The Conference of Rectors has issued several resolutions and reactions on various issues which have directly affected universities and higher education in Kosovo. The leaders of this Conference are the Rectors, who exercise this function by rotation. UKZ has now taken over the leadership of this Conference.	Kosovo
4	Conference of Rectors of Albanian universities. The Conference of Rectors of Albanian Universities is obliged to deal with the topics that have been discussed	Albania

	in these Conferences, which were from the most diverse such as Public University Management, Autonomy, Structures and Inclusion; Internationalization of Public Universities, Challenges and Perspectives; Unused Potential of Quality Management: University Curriculum and employment.	
5	Conference of Rectors of Southeast Europe 2019, where UKZ, during the conference of the Fourth Forum of Rectors of Universities of Southeast Europe and Western Balkans, became a member of the Forum of Rectors of Southeast Europe and Western Balkans, April 24, 2019. The Rector of UKZ, participated in the fourth Forum of Rectors of Universities of Southeast Europe and Western Balkans that is being held in Podgorica, namely at the University of Montenegro. On this occasion, UKZ has become a member of the Forum of the Rectors of Southeast Europe and the Western Balkans. Meanwhile, rectors and representatives of about 30 university units from Southeast Europe and the Western Balkans are participating in this Forum.	Montenegro
6	Erasmus + and UKZ Conference as Best Practices. At the National Library in Prishtina, an information conference of the Erasmus + Office in Kosovo was held on the introduction of the program and the next call from EACEA. It was attended by all public and private Institutions of Higher Education in Kosovo, representatives from MEST and students. This information session was extremely important for UKZ as the Vice-Rector for International Cooperation was invited to make the presentation at the Best Practices session, where a detailed presentation of International Cooperation and Projects and the QUADIC project as coordinator was made.	Kosovo
7	Cluster Meeting Conference in Prishtina. Organized by the European Commission and the Erasmus + Office in Prishtina, a Conference was organized on the topic: "Impact of Erasmus + Capacity Building Higher Education (CBHE) projects on reform and modernization of the Higher Education system in Kosovo". Capacity-building projects were presented at this conference and UKZ was presented as best practices with the QUADIC project and for the good implementation of all its objectives. This Conference was held online due to the pandemic situation with COVID 19.	Kosovo
8	Organized by the European Commission and the ERASMUS + Program Section, UKZ participated in the Conference "Regional Cluster Meeting - Capacity Building in Higher Education - projects' impact in the Western Balkans" on October 23, 2019. Organized by the European Commission and the ERASMUS + Program Section, in Durrës, Albania, the Conference "Regional Cluster Meeting - Capacity Building in Higher Education - projects' impact in the Western Balkans" is taking place attended by the Rector of the UKZ, and the Dean of the FAS. During the Conference, the works were developed in the field of regional cooperation, modernization, access and internationalization in higher education, addressing the impact of projects implemented and in the process of implementation by the Erasmus + program, such as ELEMEND, TEACHER, TEAVET, REBUS, e-VIVA. Among other things, the first session elaborated the results achieved by the Erasmus + projects, in connecting HEI with society and the labour market, raising the quality and internationalization of higher education, promoting higher education reforms at national and regional levels, as well as in the deepening of cooperation between the HEI of the Western Balkan countries.	Albania
9	UKZ in cooperation with Universum College has organized a conference for the e-VIVA project funded by the Erasmus + program of the EU. The conference addressed the topic "Enhancing and Validating service-related competencies in Versatile learning environments in Western Balkan Universities" on December 23, 2019. Bringing innovation in the field of education in Kosovo, the e-VIVA Project addresses issues aimed at working in the industry of development and service delivery. Representatives of relevant institutions were invited in this	Kosovo

	conference. The project aims to identify the most basic competencies for the service economy and will contribute to their higher transparency for students, teachers, and employers.	
10	IAFES Conference. UKZ was presented at the Conference with the *project "The advantages of creating a new account in Moodle by users themselves and not by the administration"* prepared by the professors Basri Ahmedi, Xhevdet Thaqi, and Ekrem Halimi. The presentation before the experts and participants of the conference was made by the Dean and Vice Dean of the FCS, UKZ.	Greece
11	Conference on the exchange of experiences of international cooperation. The Rector of the UKZ, together with the Vice-Rector for International Cooperation, participated in the conference organized in Vienna, Austria for the exchange of experiences of international cooperation and the establishment of stronger links between UKZ and the most famous universities in Europe, which are part of this conference, such as the University of Vienna, Zurich, Riga, Portsmouth, Lodz, etc.	Austria
12	UKZ part of the scientific conference "The Balkans in the European Integration", organized by Sofia University St. Kliment Ohridski, which was held in the framework of the EU Summit, which once again confirmed to the Balkan countries the perspective of EU integration, May 16, 2018.	Bulgaria
13	UKZ Conference "Evaluation and first results of the Pilot Project: Grade I-V, approach with subject teachers"	Kosovo
14	Joint conference of UKZ and MTU. This conference was organized by the UKZ together with the "Mother Teresa" University in Skopje, for sustainable development in the Western Balkans.	Albania
15	Summer School at the University of Thessaloniki. UKZ together with the University of Thessaloniki organized the summer school in Thessaloniki. UKZ has sent a number of students to this school.	Greece
16	International scientific conference "Relations of the Albanian people with Austro-Hungary (Austria) from the XIX century to the present day", organized by UKZ, UBT, "Hasan Prishtina" University, Institute for Political and International Studies based in Skopje, as well as with the "LogosA" Publishing House, Skopje, 9 September 2016.	North Macedonia
17	The Institute for Legal and Democratic Studies (ISLD) in cooperation with UKZ has co-organized the IV Regional Scientific Conference on "Changes in society through reforms, with special emphasis on education, justice and economy" on March 29, 2016.	Kosovo
18	Constituent Meeting of the Conference of Rectors, June 16, 2016	Kosovo
19	The Pan-Albanian scientific conference dedicated to the 130th anniversary of the first Albanian classroom, in cooperation with the "Fan S. Noli" University in Korça, UKZ, University of Tirana, "Hasan Prishtina" University in Prishtina, University of Skopje, have organized the Pan-Albanian conference "130 years of the First Albanian School - the heart of education, emancipation and raising the national consciousness of Albanians", on March 6, 2017.	Albania
20	The ATEE Conference was held in Riga, Latvia, where UKZ is a full member, 15 May 2017	Latvia
21	International Conference, "Plagiarism Across Europe and Beyond 2017", 25 MAY 2017.	Czech Republic
22	The IEEE-sponsored Cloud Computing Conference 2017 was held in London, UK, attended by UKZ, 18-20 July 2017.	Great Britain
23	The International Conference on "Interregional developments in geographical, historical, social, economic and cultural focus" was organized in the "Fan S. Noli" University in Korça, on November 3.	Albania
24	In the 1st Regional Conference on IT and Communication under the organization of the Municipality of Gjilan, the FCS of UKZ has presented the FCS as a promoter of IT projects, on February 27, 2018.	Kosovo

25	In Corfu, Greece at the Conference of the International Association for e-Science IAFeS (International Association for e-Science, UKZ was presented with the project "The advantages of creating a new account in Moodle by users themselves and not by the administration", 7 May 2018.	Greece
26	UKZ presenter at the Closing Conference of the Erasmus Mundus GreenTechWb project held in Montenegro, respectively in Podgorica, May 10, 2018.	Montenegro
27	Mother Teresa University in Skopje in cooperation with UKZ, has organized the International Conference on "Sustainable Development in the Western Balkans: approaches, shortcomings, and challenges", 02-03 November 2018.	North Macedonia
28	The Conference of Rectors of Public Universities of RKS, in the meeting held on 21.01.2019, reviewed the Notification of the SQC on the decisions to withdraw accreditation and rejection of 42 study programs.	Kosovo
29	UKZ part of the conference of rectors of Albanian public universities entitled "Albanian higher education and facing the future". The conference was attended by rectors and vice-rectors from Albanian public universities in Kosovo, Albania, and Macedonia, February 16, 2019.	Albania
30	UKZ, participant in the International Scientific Conference "Strategy for the local economic development of municipalities in the Balkans with special emphasis on views, challenges, and development opportunities", organized by the Institute for Scientific Research and Development in Ulcinj, April 8, 2020	Montenegro
31	Conference of Rectors of Southeast Europe 2019. The Rector of the UKZ, has participated in the fifth Forum of Rectors of Universities of Southeast Europe and Western Balkans that is being held in Ljubljana, respectively at the University of Ljubljana.	Slovenia
32	The Conference of Rectors of Public Universities of Kosovo has organized the conference "Accreditation and Quality in Higher Education". December 18, 2019.	Kosovo
33	UKZ participated in the Consortium Conference of the ResearchCult Project, "Improving the research culture in higher education in Kosovo". February 24, 2020	Kosovo
34	UKZ participant in the II Conference of Rectors of Albanian Universities on the topic: "Albanian Universities in front of the challenges of the European Higher Education Area". March 7, 2020.	Albania
35	International conference “Plagiarism across Europe and Beyond 2018”.	Turkey
36	International conference “Plagiarism across Europe and Beyond 2019”.	Lithuania
37	International conference “Plagiarism across Europe and Beyond 2020”.	Dubai
38	Organized by UKZ, in cooperation with GIZ-CDBE (Capacity Development in Basic Education), the conference "Evaluation and the first results of the Pilot Project: Class I-V, approach with subject teachers" was held.	Kosovo
39	Organizing study visits of students from PH Zug. 14 students of ZUG University in Switzerland have arrived in Gjilan, as part of the exchange between UKS and PH Zug, within the cooperation agreement that UKZ has with ZUG University, in exchange for the mobility of the academic staff. Afterwards, the Swiss students held a meeting with the Dean of the FEd and the staff of the FEd where they talked about the field of education and educational teaching. Prof. Ass. Dr. Dukagjin Leka, Assistant Selim Daku, and the Official for International Cooperation, Luljete Berisha, together with Swiss and Gjilan students have developed a joint workshop on "The role of teachers in school and society”.	Kosovo
40	Organizing study visits of students from UKZ in Zug, Switzerland. 20 students of the UKZ, have stayed for a study visit in Switzerland, respectively at the University of ZUG. A grand reception was given to all UKZ students by Zug students, who had previously visited Gjilan two months earlier. Each in their own	Switzerland

	way, they had prepared various activities in gratitude for the hospitality made in Gjilan during their one week stay.	
41	UKZ has organized Erasmus + Info Day every year	Gjilan, Kosovo
42	Info Day from the French Embassy in Kosovo about the possibility of studying in France	Gjilan, Kosovo
43	Info Day for students on the USAID project "Up to youth"	Gjilan, Kosovo
44	**Information day for the next call for ERASMUS + 2020.** This event, which was attended by management, academic, administrative staff and students, presented opportunities for academic staff and students with detailed information on how to apply for Short Term Exchanges / International Credit Mobility (ICM); Joint Master / Erasmus Mundus Joint Master Degrees (EMJMDs); Capacity Building Projects for Higher Education (CBHE); Jean Monnet / Jean Monnet Actions (JMA)	Gjilan, Kosovo
45	**The "Studying in France" conference, which** aims to inform students about the opportunities available in France to study. Representatives briefed them on scholarship opportunities, exchanges, enrolment conditions, and student life in France. Otherwise, Francophone countries are the main destinations for university education. French universities are among the best and most prestigious in the world.	Gjilan, Kosovo
46	**Information Conference on Application in the 12th Round of the Young Cell Scheme,** EU Postgraduate Scholarship Program. This meeting was organized after the EU Office and the Ministry of European Integration opened the competition for the 12th Round of application in the Young Cell Scheme, EU program for postgraduate scholarships for Kosovo, which is currently being implemented by the British Council.	Gjilan, Kosovo
47	**Information Conference for Application in the Global UGRAD Program 2019-2020**- Officials from the US Office in Kosovo, stayed at UKZ, where they were received by the Vice-Rector for International Cooperation, Dukagjin Leka, who on behalf of Rector, Bajram Kosumi, thanked the US Office for providing Good opportunities for UKZ students. Lecture on "Anti-Corruption Week", the Anti-Corruption Agency, namely the Directorate for Investigation of Economic Crimes and Corruption, has organized a lecture on "Fighting criminal offences of corruption".	Gjilan, Kosovo
48	**Info day in Tirana.** Representatives from several HEI from the Netherlands have come to Tirana, with the aim of creating bridges of cooperation with universities in the Balkans. Participants from UKZ were the rector and two vice-rectors. UKZ has been a participant in various fairs that have been organized in Kosovo, in order to inform the public on the programs, way of study, events, activities, achievements of students and professionals that our country needs today, what our university provides to prospective students, the conditions and manner of study as well as what it provides for the community for changing conditions. Below we have presented the abovementioned fairs.	Albania
49	**UKZ fair and information day "Start with a dream, finish with a future!"** UKZ, has held an information day for graduates, who completed a very important journey. Knowing that now each of them is faced with the decision on their study programs, UKZ students have done this through the distribution of informants, brochures, prepared by the University staff.	Gjilan, Kosovo
50	**Collaboration Fair. "Building Partnerships"** In the event of the FEc, the students and the academic staff of this faculty with various activities marked the 5th anniversary of the establishment of UKZ. Initially, the Mini-economic fair was organized attended by 14 producers from the country and beyond such as Rc Cola - Gjilan, Flexograf - Gjilan, Calabria (Meat	Gjilan, Kosovo

	Industry) - Gjilan, Banja Nena Naile - Kllokot, Agro Adria (Meat Industry) - Bujanoc, BKT - Gjilan, Banka Ekonomike - Gjilan, Scardian - Gjilan, Vipa Chips - Vushtrri, Protec - Gjilan, Kep - Gjilan, KIT - Kosovo, IT - Prishtina, AIO Technology - Prishtina, and Toni Commerce - Prishtina. In conclusion, a cooperation agreement was signed between the UKZ and companies participating in the economic mini-fair under the motto "building partnerships".	
51	**UKZ, organizer of the Job Fair** UKZ has participated in the Job Fair in Gjilan, presenting its work and activities, which are also presented in various newsletters. Also in this fair, UKZ has promoted the study programs it provides to new students. Otherwise, on Thursday the Job Fair was opened in Gjilan, which was organized in cooperation with the Ministry of Labour and Social Welfare (MLSW), the Employment Agency of RKS (APRK), the Municipality of Gjilan, the Agency for Regional Development - East, and the German OIC (GIZ).	Gjilan, Kosovo
52	**Study Fair in Gjilan** In the high school campus in Gjilan, the Study Fair of the universities of Kosovo and the region was opened, where UKZ has presented the profiles they offer for this academic year and the special scientific successes that this academic institution has in years. The fair with many representatives from different universities in Kosovo and the region, was followed with great curiosity by high school graduates from Gjilan.	Gjilan, Kosovo
53	**Virtual Career Fair** UKZ participated in the Virtual Career Fair held in the "1 Tetori" Hall in Prishtina, organized by the University of Prishtina "Hasan Prishtina", namely the Center for Career Development, and supported by the partner project DIMAK Kosova - GIZ. In this fair, UKZ has provided for participants, especially for high school graduates and graduates, information about opportunities for career guidance and development, employment, internships, scholarships, training, courses, etc., as well as about the orientation of future students for study programs that our University provides. During the fair, there was a great interest of high school graduates of Kosovo Municipalities for UKZ, namely for academic programs and offers, so that later, they can be oriented on where to continue their studies.	Gjilan, Kosovo
54	**UKZ held the workshop and established the focus group of businesses providing services within the Erasmus + eVIVA project** In the framework of the E-viva project, a focus group was held at UKZ with several business representatives in Gjilan. Initially, they were introduced to the project in question, while showing their appreciation for participating in this focus group. In this meeting, it was discussed in general about education on competencies related to services, and in particular about marketing, support of third parties, providing education on competencies related to service, methodology, and competencies related to service and validation. The E-viva project is a project funded by Erasmus + with 16 partners, for a period of three years.	Gjilan, Kosovo
55	**UKZ organized the workshop and signed cooperation agreements with businesses within the Erasmus + EUFORIA project** Within UKZ, there is also the Industrial Board established by the Municipal Businesses (Gjilan, Kamenica, Viti, Kllokot, etc.), with whom UKZ holds meetings at least twice a year about joint activities, which are aimed at developing UKZ and also meeting the needs of businesses on staff, research, etc. UKZ has cooperation agreements with close to 20 businesses, for student internships, research, and other activities and events of common interest.	Gjilan, Kosovo
56	**UKZ has organized the conference on the Student Project for digitalization of services in the Municipality of Gjilan**	Gjilan, Kosovo

	UKZ and the Municipality of Gjilan have achieved cooperation for the digitalization of the services of the Bus Station and high schools in Gjilan. Students of the FCS have presented their work in the electronic compilation of school hours, school website, digitalization of work and services at the bus station, and the application for payment management and hotel services in order to improve services to the public, in this case, schools and enterprises, and in the future other public institutions and the business network in general.	
57	UKZ together with USAID, has organized the Conference on Women's Rights in Inheritance**. "Human Rights - Guaranteeing equal property rights in Kosovo".** At UKZ, an open lecture was held on this topic. The purpose of this lecture was to provide students with information on the importance of guaranteeing equal property rights for women and men in Kosovo, as well as the legal and political challenges that Kosovo faces in achieving this goal. Research by the USAID Property Rights Program provides sound indications that the number of women owning property in their own name will increase rapidly.	Gjilan, Kosovo
58	UKZ together with the OSCE has organized a workshop with staff, students, and other participants on the democratization and transparency of institutions.	Gjilan, Kosovo
59	UKZ has also organized the GUEST Speaker program, in which prominent personalities from the country, the region, and Europe were invited to give a lecture in the field of his/her achievement. A number of Guest Speaker events have been organized so far, inviting renowned national and international personalities.	Gjilan, Kosovo
60	Joint EU/Council of Europe International Conference/ Seminar on Quality in International Partnerships, 8 February 2017	Prishtina
61	**UKZ together with the Democratic Institute of Kosovo (KDI),** has conducted workshops "Abuses that we (do not) see" with students of UKZ. The workshop, which was attended by about 50 students, discussed how to account for the use of public money. Students who attended this program obtained certificates after being informed on how to identify red flags in public contracts, as well as ways to report violations that may arise as a result of poor management of public procurement contracts. This workshop was held within the project funded by KFOS "Citizens for efficient procurement and conscientious management of public money".	Gjilan, Kosovo
62	**GIZ CDBE Training**. GIZ CDBE training sessions have started at UKZ for students of the FEd. The program "Teaching and learning grades 1-5 of primary school", aims to acquire this program, to implement in their classrooms strategies, methods, and interactive teaching and learning techniques, which enable the construction and creation of knowledge in students, habit formation and development of student competencies in accordance with the Curriculum Framework and learning outcomes.	Gjilan, Kosovo
63	**UKZ and BIRN Kosovo,** in the framework of the Kosovar consortium in the project funded by the Global Community Engagement and Resilience Fund - GCERF, have conducted a training session for students of the FL in Gjilan, on rules for reporting cases of terrorism and religious extremism.	Gjilan, Kosovo
64	**UKZ and the Balkan Investigative Reporting Network BIRN Kosovo,** through the Luxembourg support scheme for civil society in Kosovo, held a training session for the students of the FL of the UKZ, on "Improving Investigative Journalism Standards through Shared Experiences". During this training session, students gained useful knowledge on the ethics of journalism and the legal consequences of inaccurate reporting. Also, the students in this training were introduced to "Krypometrin", a platform applied by "Kallxo.com", which deals with monitoring, verification, and then publication of the lies of accountable actors. At the end of this training session, the participating students also obtained	Gjilan, Kosovo

	certificates for the contribution given to this activity by BIRN Kosovo and other supporting partners of this training.	
65	**GIZ** has organized professional training for Scientific Research and Data Analysis with SPSS. Rapid technological development puts us on a daily basis in front of numerous forecasts and information, for which qualitative and accurate research must be performed. For this purpose, Dafina Turkeshi from GIZ has held a professional training session on Scientific Research and Data Analysis with SPSS (Statistical Package for Social Sciences) for the students of the FEd of UKZ, which aims to prepare students, who in the nature of their work are concerned with quantitative research, using questionnaires. This training was a unique opportunity for practical skills on how statistics and econometrics are applied in the real world through the most widespread application software SPSS (Statistical Package for Social Sciences).	Gjilan, Kosovo
66	**The Student Parliament of UKZ in Gjilan, in cooperation with the organization LIZA-R,** has organized training for students on several different topics such as Writing a project proposal, Budget Planning, Project Implementation, Financial Management, Leadership, Group work, Information days held in order to inform students on foreign programs about the possibility of winning student scholarships, participation in international conferences, various training sessions, information session of the program of the EU Office in Kosovo and the Office of Erasmus +, which aims to modernize education systems and adapt them to the systems of the EU;	Gjilan, Kosovo
67	As a result of the cooperation agreement that UKZ has with University of Maribor in Slovenia and with Vinery Association of Kosovo "Enologjia", wine producers in Kosovo have participated in the 10th international competitions, in Maribor of Slovenia. UKZ every day more and more is creating new opportunities for students, professors, but also for Kosovo businesses to expand the labour market internationally. UKZ in Gjilan and wine producers of RKS today received two international awards for quality in white and red wine. On this occasion, the Rector of UKZ, Prof. Assoc. Dr. Bajram Kosumi has accepted the award for first place in white wine and third place prize for red wine.	Maribor, Slovenia
68	In cooperation with GIZ, within the agreement, it is made possible to participate in the International Conference "Labor market policy and employment promotion - Background and concepts", 14-15 November 2017. International Conference held in GIZ Eschborn, Germany	Germany
69	Open Lecture organized by the Council of Europe “Academic Integrity with special focus on plagiarism and contract cheating”, 6 December 2017,	Prishtina
70	Round Table organized by the Council of Europe “Round Table - Codes of Conduct in Higher Education”, 16 November 2017	Prishtina
71	Seminar organized by the Council of Europe “Seminar on Ethical Standards in Higher Education”, 2 August 2017.	Prishtina
72	European Commission "Horizon 2020 Info Days", 30 November 2017	Prishtina
73	Round Table organized by Council of Europe “Round Table-Presentation of the findings of the Baseline Study on Issues Affecting Integrity in Higher Education”, 14 March 2017.	Prishtina
74	Joint International Conference between the EU and the Council of Europe "Horizontal Facility for the Western Balkans and Turkey" - Strengthening integrity and the fight against corruption in higher education; - Creating a democratic culture in school, 26 January 2017	Prishtina
75	World University Service (WUS) Austria Workshop “Working student-centred learning methods at public universities in Kosovo with the design thinking methodology”, 5-6 December 2017	Prishtina

76	World University Service (WUS) Austria Workshop on "Developing student-centred learning methods at public universities in Kosovo with the design thinking methodology", 5-6 December 2017	Prishtina
77	Joint EU/Council of Europe International Conference - Seminar "Internationalization of Higher Education - Best Practices", 14 December 2017	Prishtina
78	Erasmus + Office in Kosovo, Erasmus + Programme Information Day for HEI, 7 November 2017	Prishtina
79	Ministry of Education, Science and Technology in cooperation with GIZ (GIZ) GmbH - International Conference "Acting Together for Better Education", 1 December 2017	Prishtina
80	GIZ (GIZ) GmbH - Joint Planning Workshop of the GIZ project "Capacity Development in Primary Education in Kosovo/CDBE", 2-3 March 2017	Prishtina
81	The Rector of UKZ has awarded medals and diplomas to the winners, winemakers of RKS, who have been awarded two international prizes for quality in white and red wine in the tenth international competition organized by the University of Maribor in Slovenia. Rector Bajram Kosumi said that this occasion was a special pleasure because according to him such awards honour UKZ, wine producers and the country - RKS. (Https://www.uni-gjilan.net/lajmet/universiteti-kadri-zeka-ka-dhuruar-cmimet-nderkombetare-per-prodhuesit-vendor-te-vererave/)	Gjilan

11.6. The institution is encouraging the international visibility of its staff and students by supporting their participation in different study mobility, forums, events, internships, summer schools, seminars, etc.

UKZ Compliance

UKZ within its priorities has academic, administrative and students' mobility. The UKZ's strategy encourages mobility as a mechanism for further development of staff and students, to build their capacity, as well to obtain best practices from European universities and beyond. Also, PRO as its priorities has to increase the mobility of staff and students. This mobility includes:

- Study visits, trainings, workshops, seminars, conferences, summer schools, etc.

Within the Regulation on mobility which financially supports and promotes staff's participation in regional and international conferences, it financially supports and promotes at the same time the publication of scientific work in journals which are indexed in the best international platforms, and which are based on AI MEST 1/2018.

As well, UKZ is part of many international projects. Staff and student's mobility is also foreseen within international projects. These projects, in their implementation, have envisaged mobility at the partner universities, such as study visits, trainings, short-term or long-term exchanges for the purpose of study, etc.

The following table will state exactly the number of mobility, purpose, duration, and from the table can be summarized that from 2018 up to 2020 year UKZ has conducted 120 staff nobilities and 30 student nobilities. It is worth to mention here that mobility in 2020 has been severely damaged, as a consequence of the pandemic COVID 19, where many trainings, workshops, student study visits from international projects have been postponed to 2021 year.

Table 47 Mobility through projects

Programme	Project	Mobility	Number	Status	Place	Duration	Purpose	Financing
Erasmus Mundus	Green Tech	Ba two semesters	7	Student	University of Paderborn	1 year	Completion of an academic year	Full funding
Erasmus Mundus	Green Tech	PHD Studies	1	Academic staff	University of Split	3 years	PHD studies	Full funding
Erasmus Mundus	Green Tech	Training	1	Academic staff	University of Vigo, Spain	2 weeks	Training	Full funding
Erasmus Mundus	Green Tech	Exchange of experiences	1	Academic staff	University of Leon, Spain	2 weeks	Training	Full funding
ERASMUS +	EUFORIA	Study visit	3	Academic staff	University of Ancona, Italy	1 week	Study visit	Full funding
ERASMUS +	EUFORIA	Study visit	5	Academic staff	Notinghem Trent University, UK	1 week	Study visit	Full funding
ERASMUS +	ReBus	Training	15	Student	University of Graz, Austria	2 weeks	Training	Full funding
ERASMUS +	ReBus	Training	1	Academic staff	FH Joanneum, Graz Austria	2 weeks	Training	Full funding
ERASMUS +	ReBus	Training	2	Academic staff	University of Vienna, Austria	2 weeks	Training	Full funding
ERASMUS +	ReBus	Training	2	Academic staff	University of Sarajevo, Bosnia and Herzegovina	1 week	Training	Full funding
ERASMUS +	ReBus	Training	3	Academic staff	University of Essen, Duisburg, Germany	1 week	Training	Full funding
ERASMUS +	ReBus	Training	1	Academic staff	University of Palermo, Italy	1 week	Training	Full funding
ERASMUS +	ReBus	Training	3	Academic staff	University of Montenegro, Podgorica, Montenegro	1 week	Training	Full funding
ERASMUS +	ReBus	Training	1	Academic staff	European University of Tirana, Albania	1 week	Training	Full funding
ERASMUS +	ReBus	Training	1	Administrative staff	European University of Tirana, Albania	1 week	Training	Full funding
ERASMUS +	e-VIVA	Study visit	1	Academic staff	European University of Tirana, Albania	1 week	Training	Full funding
ERASMUS +	e-VIVA	Study visit	1	Administrative staff	University of Nova Lisbon, Lisbon, Portugal	1 week	Training	Full funding

ERASMUS +	e-VIVA	Training	2	Academic staff	University of Nova Lisbon, Lisbon, Portugal	1 week	Training	Full funding
ERASMUS +	e-VIVA	Training	3	Academic staff	Die Berater, Vienna	4 days	Training	Full funding
ERASMUS +	e-VIVA	Training	1	Administrative staff	Die Berater, Vienna	4 days	Training	Full funding
ERASMUS +	e-VIVA	Training	3		University of Essen, Germany	4 days	Training	Full funding
ERASMUS +	SMAHPC	Study visit	4	Academic staff	Metropolia University of Applied Sciences	1 week	Study visit	Full funding
ERASMUS +	SMAHPC	Study visit	1	Administrative staff	Metropolia University of Applied Sciences	1 week	Study visit	Full funding
ERASMUS +	SMAHPC	Study visit	5	Academic staff	MCBU, Turkey	1 week	Study visit	Full funding
ERASMUS +	SMAHPC	Study visit	1	Administrative staff	MCBU, Turkey	1 week	Study visit	Full funding
ERASMUS +	SMAHPC	Study visit	4	Academic staff	Metropolia University of Applied Sciences	1 week	Study visit	Full funding
ERASMUS +	SMAHPC	Study visit	2	Administrative staff	Metropolia University of Applied Sciences	1 week	Study visit	Full funding
ERASMUS +	SMAHPC	Training	6	Administrative staff	College Heimerer	1 week	Training	Not funded
ERASMUS +	SMAHPC	Training	2	Administrative staff	Metropolia University of Applied Sciences	1 week	Study visit	Full funding
Erasmus +	EACEA	Grant Holders meeting	3	Academic and Administrative staff	EACEA, Brussels	3 days	Training for Grant Holder	Full funding
Erasmus +	QUADIC	Kick-Off	20	Academic and Administrative staff	UKZ	1 week	First meeting of partners	Full funding
Erasmus +	QUADIC	Round table	4	Academic and Administrative staff	University of Korca	4 days	Round table	Full funding
Erasmus +	QUADIC	Training	8	Academic and Administrative staff	University of Gjirokastra	4 days	Training	Full funding
Erasmus +	ENEMLOS	Kick-Off	3	Academic staff	University of Podgorica	4 days	First meeting of partners	Full funding

Erasmus +	QATEK	Kick-Off	4	Academic and Administrative staff	University of Prishtina	4 days	First meeting of partners	No funding
Erasmus +	ResearchCult	Kick-Off	10	Academic and Administrative staff	College IBCM, Mitrovica	4 days	First meeting of partners	No funding
HERAS	HERAS	Study visit	3	Academic staff	University of Applied Sciences, Salzburg, Austria	1 week	Study visit	Full funding
HERAS	HERAS	Training	3	Academic and Administrative staff	Prishtina	2 days	Training	Full funding
USAID	Fulbright	Teaching	2	Academic staff	UKZ	1 semester	Teaching	Full funding
GIZ	GIZ	Training	20	Student	UKZ	1 week	Training	Full funding
US Embassy	ONU	Training	2	Academic staff	UKZ	2 days	Training	Full funding
US Embassy	ONU	Master Studies	1	Student	ONU	Full studies	Full studies	Full funding
US Embassy	United States Alumni Associations	Internship	8	Student	Kosovo	3 months	Internship	Full funding
Swiss Project	PH Zug & UKZ Swiss mobility scheme	Mobility	15	Student	Kosovo	7 days	Student mobility from PH Zug of Switzerland in Gjilan	Partial financing
Swiss Project	PH Zug & UKZ Swiss mobility scheme	Mobility	15	Student	Zug, Switzerland	7 days	Student mobility from UKZ in PH Zug, Switzerland	Full funding
LECU Project	LECU	Mobility	2	Academic staff	Zurich, Switzerland	7 days	Training	Full funding
Council of Europe	Academic Integrity Project	Mobility	1	Academic staff	Brno, The Czech Republic	5 days	Conference	Full funding
UKZ	Summer school for students	Mobility	5	Student	Thessaloniki, Greece	7 days	Summer school	Full funding

UKZ being part of many international projects enables for UKZ staff and students to attend trainings and study visits, etc. Depending on the topic of the training, the staff that will participate has been selected.

Table 48 Study visits, staff and student training

No	Description	Place
1	2 Study visits in the University Metropolia	Finland
2	Study visits in the University Manisas,	Turkey
3	Study visits in the University of Lisbon,	Portugal
4	Visits and training in Vienna,	Austria
5	Visit and training in Vienna from HERAS	Kosovo
6	Visit and training in no Essen,	Germany
7	Reflective Workshop SMAHPC, Prishtina	Kosovo
8	Teachers' s Training SMAHPC, Prishtina	Kosovo
9	Interviews and workshops with Focus Groups, with businesses that provide services in the Municipality of Gjilan, within the project of-VIVA	Kosovo
10	Conference co-organized with Universum College on project achievements of-VIVA	Kosovo
11	1 week visit of Zug University students to UKZ	Kosovo
12	Visit in EULEX	Kosovo
13	Visits to Public Universities in Kosovo for HERAS and QUADIC Project	Kosovo
14	1 week visit of UKZ students to Zug University	Switzerland
15	Visit of the representatives of American Embassy in Kosovo	Kosovo
16	Visit to Ljubljana, Slovenia for the 100th anniversary of the University of Ljubljana	Slovenia
17	Visit of students and one professor from Helsinki,	Finland
18	Visit of several professors from Schwamendigen, Switzerland	Kosovo

Trainings are one of the opportunities which are attended by the OIC, which are of special importance, for the fact that they increase the scope of our office and of the academic and administrative staff in UKZ, thus increasing professional capacities which are applicable in the daily work, not only of the office but also of the institution in general.

Table 49 Trainings of the OIC

Institution	Training Name	Duration
IPA CBC Kosovo - North Macedonia 2014-2020	Project Cycle Management	2 days: 09-10.09.2020
IKAP	Monitoring and Reporting within the process of IE	2 days: 05-06.11.2020
IKAP	Preparation of project proposals	3 days: 09-11.11.2020
IKAP	IPA- Pre-accession instrument	2 days: 19-20.11.2020
IKAP	Monitoring of programs funded by EU	2 days: 26-27.11.2020
IKAP	Communication of MSA	2 days: 20-21.10.2020
Kosovo Diplomatic Academy	Protocol and Code of Conduct	3 days: 02-04.12.2020
EUF	Mega Project	1 day 04.12.2020
EUTOPIA	Researchers workshop	1 day 02.12.2020

UKZ offers a lot of space to students and their involvement in projects. For this reason, UKZ continuously announces calls for engagement of students in projects, who in addition to building their capacity also benefit financially, being paid for the work done by the project.

	Name	*Surname*	*Faculty/Department*				
	Arian	Leka	Law		Andi	Brestovci	Law
	Drilona	Maloku	Law		Faton	Sherifi	e-goverence (Master degree)
	Aulona	Dushica	Law		Endrit	Ahmeti	Law
	Meridian	Asllani	Computer Sciences		Aurita	Sherifi	Law
	Bletë	Emini	Computer Sciences		Korab	Sylejmani	Economics (Banking and Finances)
	Erza	Gashi	Computer Sciences		Atdhe	Miftari	Law
	Valza	Tasholli	F. of Education		Enesa	Syla	F. of Education

11.7. Involvement in international cooperation and contributions to the community are included in the promotion criteria and staff performance review.

UKZ Compliance

UKZ's strategy also has international cooperation as a special point, and as a result enables participation in international collaborations and projects, as well its contribution to the community to be included in performance measurement.

The statute of the UKZ also foresees evaluation of the activity of academic staff in the field of international cooperation and of the contribution to the community. Article 170 of UKZ Statute provides evaluation of long-term experience in basic and applicable research projects, as a criterion for promotion to the highest academic degree. Also, the regulation on selection procedures related to the appointment, re-appointment and promotion of the academic staff in the UKZ, Article 5 has criteria long-term experience in basic research and applicable projects for promotion in the level of professor doctor.

Regulation on scientific-research activity in the UKZ, in Article 2 states that academic staff is evaluated for its external activity in scientific research activities. Assessment will be the base for academic promotions in the University.
The work of academic staff goes through a process of performance measurement, where it is possible to get promoted, according to the Regulation on Selections, Re-Selections and Promotions in UKZ, as well promotion of administrative staff according to the Regulation on Performance Evaluation for Civil and Public Servants No. 21/2020.

Article 37 of regulation on quality procedures also sets out clear criteria for assessing the quality of external, national, international, and public relations cooperation. Through these mechanisms, UKZ takes into account the activity of community, activities and participation in international cooperation.

11.8. Mechanisms are established to support cooperation with international higher education institutions, networks and organisations. Assistance is given for teaching staff to develop collaborative arrangements with international community.

UKZ Compliance

UKZ's strategy for internationalization creates space for the staff to participate in international projects, increase their capacities to write project proposals, research and organize together with partners about various academic events and forums, international conferences, etc. The aim is to increase the number of UKZ international collaborations, increase the number of national and international projects, enhance membership in international higher education organizations, boost the mobility of academic, administrative and student staff, increase courses and English language programmes, increase in financial revenues and equipment for UKZ, etc.

University has a number of mechanisms that stimulate staff participation in international activities, including international projects, participation in researches, conferences, symposiums and other activities of this nature.

UKZ has clearly defined in the regulation on the research-scientific activities in UKZ, the financial support, through which the staff is encouraged to be part of international events. From them, important contacts may be established, in order in the future to result with institutional collaborations.

Regulation on scientific research activities in UKZ, according to Articles 5, 6 and 8 determine the manners, carriers, financing and organization of the development of cooperation with institutions, networks and international organizations of higher education. This Regulation is a good base to intensify an overall development of the staff and an institution in the international activities and its participation.

Articles 9 and 10 of the Regulation on the scientific research activities in UKZ, explain the procedures for execution of the financing of participation in the international events and publication of scientific works.

Regulation on internationalization, projects and mobility, Articles 5, 6 and 9 of the second part on mobility procedures is provide for the importance of mobility, goals, objectives and process to increase participation and visibility in the international events.

Special contribution of the academic staff in increasing visibility and participation in the international events is appreciated by the University for each academic year.

For this purpose, University has become part of many international networks, in order to provide many opportunities for its staff to be involved in the international organizing.

Based on the legal mechanisms within the international cooperation, UKZ has provided full freedom to academic units to initiate agreements, apply for local and international projects, initiate memberships in the international organizations, etc.

With the decision of the Rector, staff in the faculties have been appointed as coordinators for international cooperation and project development, in which their main task has been to make the staff more active in internationalization and project development. PRO supports the work of coordinators in the faculties.

So far, 5 coordinators have been appointed for each academic unit that will take care about the development of internationalism and projects.

Mechanisms that UKZ has built guarantee an intensive involvement in the international events, including scientific, research, development, international project, mobility and visibility activities.

11.9. The entire staff are encouraged to participate in the forums in which significant community issues are discussed and are considered community development plans.

Compatibility of UKZ

UKZ and OIC in collaboration with its partners, such as local organizations, international organizations in Kosovo, organize workshops, information days and continuously encourage staff to participate in forums, workshops, conferences, etc.

Regulation on scientific research activities in UKZ, according to Articles 4, 5, 6 and 8 defines activities for conducting researches, including forums, workshops, seminars and carriers, the manner of financing and organizing development of activities in cooperation with certain institutions in the interest of the community.

UKZ has organized, co-organized and participated in several forums, as follows:

1. **Training of teachers for the Presheva Valley**

As a result of cooperation agreement between UKZ and Albanian National Council, professors of the FEd have been in the primary school "Naim Frashëri" in the Municipality of Bujanovac in order to train primary and secondary school teachers of Albanian schools in the Municipalities of Bujanovac and Presheva.

2. **Pilot project with GIZ for schools**

The German GIZ has always been in support of initiatives by UKZ staff. Thanks to the good cooperation we have managed to organize three conferences related to the pilot project "Classes 1 to 5- One or more teachers". The idea for this project was given by UKZ staff, who has organized three debate roundtables, in which has invited persons in –charge as teachers, parents, psychologists, representatives of institutions. There has been a lot of discussion as to whether it can be implemented, and if it is good for children and primary school teachers. This project has started to be implemented initially as a pilot in a primary school in Gjilan, and after two years has extended to several other schools. After a year of implementation, a conference was held, where findings from the research were presented in the school where it started to be implemented.

3. **USAID Real Case Workshop**

UKZ and University “Hasan Prishtina” in Prishtina, respectively, the FL, with the support of USAID the Justice Values and in cooperation with the Kosovo Chamber of Advocates, have organized a discussion regarding “Legal Clinics with real cases”. In this regard, Legal Clinics with real cases play an important role in improving access to justice for all and this day is important and special as it marks the beginning of a major project in order to expand the project as in the legal clinic with real cases also with other clinics.

4. **FCS projects for the bus station and High Schools**

UKZ students in cooperation with their mentors, developed the digitalization of services in the public enterprise "Bus Station" and digitalization of high schools, through websites, in order for the two-level of institutions, in this case Municipality and the University are beneficiaries. Activity provides citizens enough information, while giving students practical knowledge on how to work practically in their profession.

5. Conference on MSA and implementation of MSA

Kosovar Centre for Diplomacy has organized a conference on "The role of the MSA and visa liberalization in enhancing the well-being of citizens", which was attended from various representatives of governmental institutions, academic, NGO representatives, security, young students and others present persons. Conference addressed the benefit of the state of Kosovo with the MSA and visa liberalization as the necessary process. Representatives of UKZ also contributed with their discussions, presenting the views and the path to be followed in the achievement of Euro-Atlantic aspirations.

6. Focus group with businesses that provide services within Eviva

UKZ through the Erasmus + eVIVA project has established connection with businesses that provide services to the community, in order to create a focus group, which will help to develop ideas to promote the business that provides services in Kosovo, and at the same time raise the level of competencies in the delivery of service. UKZ is part partner in the ERASMUS + Project, e-VIVA, a project which helps us to validate competencies in the service of students, that in the future will be competent in the field where they have graduated and will be certified with internationally recognized certificate. University has also appointed a coordinator for cooperation with businesses, whose main task is to cooperate with businesses and maintain this cooperation at regular intervals. It also deals with the setting up of internship and full-time job opportunities for UKZ students and alumni.

Also, while drafting each study program should be consulted all advisory mechanisms, stakeholders and alumni of UKZ. They provide a valuable contribution and are considered as an added value in the highest quality design of study programs.

7. Organizing forums and workshops in cooperation with the OSCE

UKZ together with the OSCE have organized various events and activities. A workshop on property rights was conducted, based on the experience of OSCE Mission in Kosovo. The purpose of the training is to increase students' knowledge on property rights topics, such as: expropriation, immovable property tax, illegal property usurpation, social housing, spatial planning and municipal land management.

UKZ and OSCE in cooperation with the forum of women judges and prosecutors have organized the discussion "Successful women in justice and governance". The workshop was attended by academic staff, students and other participants for the democratization and transparency of institutions".

UKZ and OSCE have organized a series of lectures on good governance. The lectures will address critical governance issues and provide participants - students, experts, NGOs and media representatives - with the opportunity to propose actions that could lead to better policies in which important figures of the field have participated. UKZ and OSCE have jointly organized the debating table "16 Days of Activism against Gender-Based Violence".

11.10. Relations are established with local industries and employers in order to assist the distribution of programme (these may include placement of students for study-work programmes, part-time employment opportunities and identification of issues for analysis in student project activities.)

UKZ Compliance

Signing of cooperation agreements with other organizations and institutions for internship of students, depending on the field of study has influenced in the establishment of relations between UKZ and collaborators.

UKZ aims to join forces with institutions that share the same goals and provide professional assistance, but also to invest in the new ideas that will unlock the potential for innovation in different sectors in Kosovo. Therefore, at the current stage we aim to achieve objectives by providing academic and professional expertise, using the latest technological equipment, creating new channels of communication with innovation centres in Kosovo and in the region, building bridges between potential investors and entrepreneurs.

UKZ has established an IAB, through which collaborations are more easily conducted, contacts are established and processes are developed between UKZ and collaborators. This cooperation includes professional practices of students, partial employment of students, focus groups for the development of strategy and programs of the institution, joint workshops for the development of research, various professional analyses. The establishment of the UKZ Industrial Board is product of the results of Erasmus + EUFORIA project.

UKZ, from the FEc has also appointed a business coordinator who is responsible to maintain ongoing contacts between institution and partners, potential partners and other stakeholders. It also deals with the setting up new opportunities for internships, part-time and permanent jobs for UKZ students and alumni.

UKZ has carried out a considerable number of activities that are related to the development of cooperation with businesses, either as institutional enterprises or through national and international projects, which are mentioned below.

1. **Joint Venture Group within Erasmus+ SMAHPC project**

The Joint Venture Group has been established by SMAHPC project, in partnership with Heimerer College on the establishment of Multidisciplinary Centres. This group, UKZ has created and appointed an academic staff who will be responsible for the work of the group. The group has the task to develop ideas, processes that are related to increase the provision of multidisciplinary services within the university premises.

2. **UKZ has established a focus group with businesses that provide services within Erasmus+ eVIVA project**

In the E-viva project, in the UKZ was held a focus group with several business representatives in Gjilan. In this meeting was discussed in general about education regarding competencies that are related to services, and in particular on marketing, support to the third parties, provision of study programmes that affect the growth of competencies in the services, methodology and their validation.

3. **SMAHPC Multidisciplinary Centre for providing services to citizens**

SMAHPC project aims to establish Multidisciplinary Centres for student service providers. UKZ has also engaged students to be part of this project, they have contributed in the design of the

multidisciplinary centre and on how this centre should function. Students are the main part of the centre where the services will be provided by them, and should be accurately informed about the establishment, services and management from the beginning of implementation until the beginning of the work of this centre.

4. **Establishment of Legal Clinics to provide legal services supported by USAID and the Erasmus + ENEMLOS project**

Cooperation that UKZ has with its academic partners enables students to orient their knowledge in the current market, they are building their knowledge based on the market demands. Employers will be able to identify their prospective employees. Students attending the law clinic have a higher chance of engaging in work during and after their studies. Professors, assistants and other collaborators will have an opportunity to increase and develop their professional knowledge of the practices that they will develop with students and other actors in the legal clinic.

Marginalized groups are the ones who will benefit *pro bono* advice from implementation of the project. By providing this assistance, these groups raise awareness of the achievement of their interests against various processes they may have. Supporting this project for the inclusion of students and professors in a legal education clinic is a favourable opportunity that helps to increase the work efficiency. It impacts the growth of students and professors, contributes to the promotion of their professional skills.

UKZ has concluded agreements for student internships and has won projects, which are presented in the following:

- Agreements with the Municipal Directorates of Education for the Municipality of Gjilan, Vitia and Kamenica, Ferizaj, Kaçanik, Hani i Elezit
- USA Alumni Project for Student Internship
- UKZ internship project supported by the Board of UKZ
- Internship in the Kosovo Post Office
- Internship in Kosovo Privatization Agency
- Practice in the Basic Court of Gjilan
- Internship in Attorney Offices
- Internship in the Notary Offices

11.11. Local employers and professionals are invited to join respective advisory committees or other structural units considering study programmes and other institutional activities.

UKZ Compliance

During the development of all important processes in UKZ, institution invites stakeholders to participate.

In drafting the UKZ development strategy, its review, has been invited all stakeholders, including public institutions, businesses, representatives of non-governmental organizations, media, various programs operating in Kosovo and other partners. Important UKZ documents are brought for public discussion, where all Parties can contribute to their further improvement and development.

Local employers and professionals are involved in working bodies that develop study programmes across academic units.

UKZ, also includes in these bodies the alumni students, who from their point of view provide recommendations for the institution.

In all its events, such are anniversaries, graduation ceremonies, university day and other events, invite representatives of public institutions, employers, business representatives, NGOs, media and other important factors to the institution.

One of the most important objectives for the IAB (IAC) is to contribute to the strategic success of the UKZ and its study programmes of its faculties. IAC focuses on the aspects of the relationship between academic learning and the labour market, i.e. on the best possible connection of study programmes with business and industry. IAC will address issues such as, defining the steps required to improve and expand the current relationship of UKZ study programmes with business and industry, it will help UKZ to build a better image, will help to link industrial perspective in university programmes, to contribute to the improvement of the course and curriculum towards the industrial perspective and at the same time will help the UKZ study programmes to attract research grants, projects designed by students, organization of student internships, etc. During compilation of the new programmes, but also in the restructuring of existing programmes, UKZ invites the IAB to obtain an opinion and see closely the development trends of areas for which the application for programs has been made. They are members of the drafting committees and a feasibility study is conducted for each programme, the deans of faculties are even required to develop concrete cooperation programmes with the IAB for achieving joint goals.

UKZ through Erasmus + eVIVA project has established a focus group which will help to develop ideas to promote the business that provides services in Kosovo, and in the same time raise the level of competencies in the delivery of services.

The coordinator for cooperation with businesses from the continuous contact with businesses, transmits their ideas about new study programmes, or even about an improvement of existing programmes.

11.12. Regular contact is maintained with alumni, keeping them informed on the institutional developments, inviting their participation in the activities and encouraging their support on the new developments.

UKZ Compliance

UKZ maintains regular contact with previous students or alumni, assisting and offering them various opportunities in their advancement. They are also invited to draft the new study programmes, as well to review and re-accredit study programmes in UKZ.

Due to this reason UKZ has also created an Alumni registry a range of other documents.

An Alumni Officer informs alumni about any opportunity for study abroad in Master or PHD programmes. It informs about any job opportunity or competition that is published in RKS. Informs about any opportunity or competition for internship from any institution or business in Kosovo.

UKZ keeps informed and invites to all events of interest in the alumni, such are anniversary of the University, then graduation day, wherein these ceremonies an alumni from each faculty presents his / her successes after graduation.

UKZ through the business coordinator attempts to create new job opportunities for UKZ alumni.

Table 50 SWOT ANALYSIS

Strengths	Weaknesses
- Institutional Commitment for Internationalization – Prioritization of internationalization - Implementation of Earasmus + projects, especially QUADIC project - Existing infrastructure (actual IR and PM offices) - Existing staff with good capacities in internationalization of projects - Current international cooperation and joint projects - Membership in international networks - Huge number of students engaged in internationalization, mobility, projects - Experience in organizing international events - Strategy and regulation on internationalization, projects and mobility - Active participation in the international consortium, projects and grants - Increased interest from the management, academic staff and students of the University for the International Movement (outgoing and incoming). - Staff connection with university staff in Europe and elsewhere - Current international cooperation and joint projects - Use of experience from current networks e.g. BUA, ENAI, etc.	- Lack of courses offered in English language - Lack of foreign language programmes - Inadequate English language skills - Insufficient budget allocation for internationalization and project development - Lack of ongoing staff training in internationalization and projects - Lack of platforms/programmes on project management and mobility - Lack of experience in project development and management
Opportunities	**Challenges**
- Fundraising for national and foreign grants - Projects Erasmus + / Heras and other donors - Cooperation between Kosovo and Albania - Joint programs between national HEIs - Study programs in foreign languages - Use of distance learning and adoption of the latest information and communication technologies - Utilizing innovations in digital devices. - Project management platform ResearchCult - Project management platform QUADIC - Joint study programmes on bachelor, master and PhD with Higher Education International/European partners o Horizon 2020 Projects	- Reducing number of the new students - Inconsistent government policy - Strong competition of universities at national and international level - Lack of staff willing to be involved in international projects due to lack of experience - Pandemic threats - Lack of budget for research, artistic and cultural activities - Issue of visa liberalization - Decrease of number of donors from day to day - Increase of number of HEI applying for projects

Table 51 Expert Recommendations from the 2017 accreditation process

Recommendations of the Expert Team in SER 2017	Implementation plan of recommendations from the University	Relevant comments
Strong short-term recommendation: Finalizing the foundation of the Local Advisory Council;	*It is drafted the Regulation on the establishment and functioning principles of the UKZ Advisory Board, no. 01/268-1*, dated.23.02.2017. The Industrial Board was established on 30.05.2018.	It is fulfilled
Strong mid-term recommendation: Defining joint activities with the local stakeholders, which are coordinated by the Local Advisory Council;	Meetings have been held with the Industrial Board. Consultative meetings were held with stakeholders, such as: with the directorates of education in the municipalities of Eastern Kosovo, with the Courts, with business representatives Consultative meetings with Alumni. Alumni Research.	It is fulfilled
Mid-term recommendation: Improve the strategy development plan, which was presented during the SV; and develop indicators for measuring the progress, on the top level and also on the project level. Quality management could be responsible to monitor the status and report the progress to rectorate and the University Board;	The Steering Committee has approved the Regulation on overseeing the implementation of the StP. SC has formed the Group that oversees the implementation of the StP and the progress made. The oversight group periodically reports on the results achieved and weaknesses. Decisions are made to improve vulnerabilities. Supervisory Group reports are published on the University website.	It is fulfilled
Minor recommendation, discussion and if necessary the adoption of the mission;	The Steering Committee has decided to review the UKZ Development Strategy as well as the mission. The WP has reviewed the mission and made some necessary improvements.	It is fulfilled
Establish a detailed plan of internationalization including priorities, organizational and financial resources;	The Strategy for Internationalization and Projects 2020-2025 has been approved The Regulation on Internationalization has been adopted An AP has been drafted The OIC has been established	It is fulfilled
Conclude the pending agreements with foreign universities;	UKZ has signed Cooperation Agreements with universities, Organizations, NGOs and local and international institutions. Today UKZ counts 90 MoUs.	It is fulfilled
Concrete an international relations office for the coordination of internationalization activities;	In 2018, UKZ established the OIC. Today, this office has two officers and operates normally and in full cooperation with the Vice-Rector for International Cooperation, engaging in the progress and implementation of international projects, monitoring the process of staff and student exchanges, monitoring the progress of the MoUs.	It is fulfilled
Develop a new research plan, which could especially foster: cross-faculty interdisciplinary projects; applied research	The SCR has been drafted CSF students have developed projects with businesses (bus station and municipalities); Student research projects with HERAS	It is fulfilled

projects with industry and government; internal calls for internal (interdisciplinary) research grants; transdisciplinary student projects;		
involve students and other stakeholders (alumni, employers, academic staff) in the work of designing and adapting the programmes;	UKZ at all stages of drafting study programmes engages in WPs students, alumni, professors and assistants, as well as external stakeholders from all fields	It is fulfilled
develop the teaching methods considering and using different modes of delivery, where appropriate and develop flexible learning paths;	The academic staff is oriented towards interactive teaching with the student at the centre, with the independent work of the students, the development of critical thinking; Trainings on teaching methodologies have been organized Trainings on evaluation forms have been organized;	It is fulfilled
provide the students with the evaluation questionnaire after each semester for the subjects they studied, present them the results and ensure that there are follow-up measures as a result of the measurement of students' satisfaction;	OADQ has prepared questionnaires for students, evaluating professors for the subjects they have taught OADQ drafts the final report, which is made public on the UKZ website QMEC has been established as a body that oversees, supports and drafts quality evaluation and assurance policies	It is fulfilled
ensure a better coordination between the staff when designing the curricula, in order to avoid overlaps or, if there are, ensure enough communication on these overlaps for the students;	FCs establish WPs for each study programme; These WPs include academic staff and students; Discussion and cooperation takes place within the FC and there is a final vote; Final discussion and voting also takes place in the Senate; Sound communication is also enabled and assisted by the OADQ	It is fulfilled
Ensure the participation of students in all the commissions of the UKZ Senate, not only in the Commission for studies and ensure the representation of students from all the faculties, if possible.	Students with the Statute are represented in all UKZ management bodies They participate in all UKZ Standing Committees; Participate in WPs on all strategic policies for UKZ	It is fulfilled
continue to develop internship opportunities for students and enable a procedure for measuring the quality of the internships, with the involvement of the mentoring teachers;	SC has approved the Regulation on student internship at UKZ SC has allocated a budget for the payment of students for internships; UKZ has concluded cooperation agreements that enable students to do internships in businesses and public institutions OADQ has also created questionnaires for the evaluation of practical work for students Student internship has been introduced as a compulsory subject for students in the CSF, Law, Master ADL	It is fulfilled

increase the focus on career-guidance activities;	A career officer has been appointed The alumni register has been made Meetings with alumni are organized; Work fairs for alumni are organized; Informed about job vacancies Alumni is invited to participate in the drafting of all UKZ strategic documents	It is fulfilled
Develop clear and very concrete research development plan with clear indicators and timelines;	The Research Strategy has been drafted with its own objectives Each academic staff must publish at least one scientific paper within the year	It is fulfilled
Invest part of the budget in research;	UKZ allocated a budget of € 10,000.00 UKZ from Erasmus + projects has won for research a budget of 133,440.00 €	It is fulfilled
Support the staff in their research skills development;	The Regulation on mobility and financial support has been drafted The Regulation on scientific activities in UKZ has been drafted The Regulation for the Publishing Council has been drafted Increase applications for international (Erasmus +) and national projects	It is fulfilled
Define clearly and put into the practice a teaching - research annex for individual categories of the staff;	*The individual papers of the academic staff are listed in the list of papers and they are employed by the academic staff for their teaching after being approved by the FC* *The same goes for monographs*	It is fulfilled
Support the links between teaching and student research;	*Student practice and research has become part of all study programs;* *It is implemented in the form of: Professional Practice, Research Project, Seminars, Pedagogical Practice, etc.*	It is fulfilled
Relate QA procedures also to research development;	*Establishing research among the staff members is included in the Performance Indicators* *Quality Assurance Procedures are performed based on Performance Indicators*	It is fulfilled
Continue an enrolment policy with focus on specific staff categories;	*UKZ has established a capacity building policy with academic staff in line with the Strategic Plan 2017-2020*	It is fulfilled
Develop staff development strategies with a specific focus on individual categories of the staff;	*UKZ has signed agreements with the Centre for Teaching Excellence and UP* *UKZ is about to establish a Centre for Teaching Excellence (Strategic Plan 4.1 and 4.7)* *UKZ staff actively patriciate in Erasmus+ projects*	It is fulfilled
Identify individual for PhD studies and provide them with a sufficient support;	*UKZ has targeted young assistants who are supported for their PhD studies and who are active in teaching*	It is fulfilled
Relate QA procedures also to staff development;	*UKZ has revised the Strategic Plan* *UKZ has approved the Regulation on Quality and Evaluation* *UKZ has Approved Performance Indicators* *UKZ has approved the Manual for the Academic Staff Evaluation*	It is fulfilled
Could you explain the reason(s) of the observer member statute for the students in the Managing Council?	*This is regulated by the UKZ Statute.* *The Statute of UKZ is approved by the Parliament of the Republic of Kosovo*	It is fulfilled

Could you detail the Development Plan, regarding the Budget projections?	*UKZ has an annual budget allocated by the Government of Kosovo and it is mostly allocated to salaries and wages, while a significant part is also allocated to meet the strategic objectives of UKZ (see budget annex)* *A good amount of the funds also come from Erasmus + Projects*	It is fulfilled
In the process of staff selection, the Review committee has to be composed by a minimum of members (1/3) from others university or external institutions (foreigner or not).	*In all Review Commissions, at least one of the members is from another university in Kosovo or from abroad;*	It is fulfilled
A "ranking" of the priorities could help UKZ better follow the progress on different areas.	*UKZ has reviewed the Strategic Plan and it has amended the objectives and priorities*	It is fulfilled
Ensure a realistic projection of the UKZ budget and correlate the budgetary projection with the StP of development of UKZ.	*The budget is granted by the Government of Kosovo;* *Project development is priority-based (see standard 2.2);* *Erasmus+ projects are used for staff training and development.*	It is fulfilled
increase the number of books available in the library and ensure a minimum bibliography for every subject and continue the efforts of digitalisation of the resources available at the library;	*The library was renovated and made bigger* *The number of textbooks has increased constantly* *UKZ allocates budget funds for the purchase of textbooks every year;* *UKZ has also purchased books from Erasmus + projects* *UKZ has approved the Regulation of the Publishing Council* *UKZ has established the Publishing Council*	It is fulfilled
The Office for QA should be set up on a regular basis and equipped with sufficient manpower immediately.	*The Office for Academic Development and Quality has been established* *The director has been elected;* *5 quality coordinators have been appointed* *QMEC has been created*	It is fulfilled
Develop appropriate and clear objectives for the quality standards including appropriate criteria and indicators for assessing goal achievement.	*The StP has been revised which clearly defines the strategic objectives for QA,* *The Regulation on QA and evaluation has been revised,* *Areas of QA and evaluation are clearly defined*	It is fulfilled
Clarify the responsibilities and tasks of the various committees and councils and other actors involved in QA activities.	*Office for Academic Development and Quality* *Quality Management and Evaluation Council (QMEC)* *Quality Coordinators from each academic unit.* *The duties and responsibilities of the bodies are defined by the regulations of the University* *The bodies cooperate with each other in the implementation of QA and quality improvement procedures in all areas of activity within the University.* *The responsibilities and duties of the Commission and the QMEC are clarified in the Regulation on the QA and evaluation system*	It is fulfilled
Clarify the linkages, interplay and division of labour between all committees and	*The Office organizes a systematic monitoring of quality indicators as follows:* *Implements the Quality AP approved by the Senate.*	It is fulfilled

agents relevant to QA activities.	*Collects information on quality and evaluation from all mechanisms within the university* *In cooperation with QMEC and Quality Coordinators organizes the internal evaluation process according to the QA Manual, through questionnaires and other instruments provided in the Manual.* *Distributes questionnaires, collects, processes and evaluates data from the fields evaluated according to the plan.* *Provides administrative support to the University's IQAsystem evaluation procedures.* *Provides support to academic units through Quality Coordinators.* *Coordinates the work in support of Academic Units for the process of Re/Institutional Accreditation and Re/Accreditation of study programmes based on the KAA Guidelines and standards.* *Maintains and reviews the documentation of the new process/accreditation, prepares relevant reports and analysis.* *In fulfilling its duties, the office cooperates with all bodies responsible for QA and improvement in UKZ* *QMEC is a body which cooperates with other supporting and professional bodies of the University which plans, designs, approves, monitors, analyses and administers the procedures of evaluation of the teaching process, scientific research, and all evaluations covered by the University.* *The quality coordinator is part of the planning and monitoring of the subject and teacher evaluation process, as well as internal quality evaluation; in cooperation with the management of the academic unit assists in the systematization of data and information related to scientific/artistic activity in the academic unit (identification of scientific works, artistic performance, professional and scientific projects); The coordinator advises, plans, and monitors schemes, activities and activities for quality improvement in the academic unit*	
Elaborate the objectives for enhancement of teaching quality and the corresponding criteria.	*The Regulation on QA and Assessment has been drafted,* *The Regulation on QA and Assessment has set objectives for improving the quality of teaching.* *Manual for evaluation of academic staff;* *Guide for the evaluation of academic staff by students*	It is fulfilled
Link the self-evaluation and evaluation of teaching quality with measures of academic staff development.	*The results of the evaluations affect the development of the academic staff, whether in elections, re-elections or appointments in managerial positions, based on the results of all evaluations provided by the Manual for Planning and Evaluation of the Performance of the Academic Staff.*	It is fulfilled
Start training of all relevant agents of QA in order to support their full and targeted participation in QA processes and activities.	*Being part of several international (Erasmus +) and local projects such as Qatek and Optima, UKZ, with a wide involvement of academic and administrative staff is constantly creating quality enhancement mechanisms.*	It is fulfilled