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UKZ STRATEGIC PLAN 2017-2022

(Revised in 2020)

Gjilan, May 2017 / Revised 2020

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CHAPTER VI: MONITORING AND REPORTING

CHAPTER VII: MONITORING AND REPORTING

LIST OF ABBREVIATIONS

KAA	Kosovo Accreditation Agency
ALUMNI	
ATEE	Association for Teacher Education in Europe
EU	European Union
IAB	Industrial Advisory Board
BUA	Balkan University Association
ENQA	European Association for Quality Assurance in Higher Education
EQAR	European Quality Assurance Register for Higher Education
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GTZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HEI	Higher Education Institutions
INQAAHE	International Network of Quality Assurance Agencies in Higher Education
PC	Publishing Council
SC	Steering Council
SQC	State Quality Council
CCQA	Central Commission for Quality Assurance
MEST	Ministry of Education, Science and Technology
MoU	Memorandum of Understanding
AU	Academic Units
SP	Student Parliament
StP	Strategic Plan
CET	Centre for Excellence in Teaching
OCD	Office for Career Development
RKS	Republic of Kosovo
SWOT	Advantages, Weaknesses, Opportunities and Threats
IT	Information Technology
UKZ	University KADRI ZEKA
USAID	US Assistance for International Development
OIC	Office for International Cooperation ZIK
OADQ	Office for Academic Development and Quality

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Four years after the establishment, when we already had the first graduates with the diploma of the Public University "Kadri Zeka" in Gjilan, the University drafted the Strategic Plan, in 2017.

This Strategic Plan includes the five-year period 2017-2022 and has been drafted in accordance with the *National Development Strategy 2016-2021* of the Government of Kosovo, the *Strategic Education Plan in Kosovo 2017-2021* and the *Medium-Term Expenditure Framework 2017-2019*.

In 2020, there was an immediate need to review some segments of the Strategic Plan, as most of the strategic objectives and specific objectives set in 2017 had already been met or were in the process of being fulfilled, therefore the review and completion of the Strategic Plan was required, especially with specific objectives.

This Strategic Plan includes two processes: its drafting process in 2017 and the review process in 2020.

The essence of the Strategy can be included in five points:

1. Complete finalization of the University development (financial sustainability, three levels of study, five academic units);
2. Creating the necessary legal, administrative and spatial infrastructure for the University;
3. Improving the quality of teaching and learning, as well as research;
4. Orientation of study programs towards the demands of the labour market and orientation of scientific research towards the needs of society and the economy;
5. Preserving and further developing the University's mission to strengthen critical thinking and in-depth scientific studies.

For a new and consolidating university, clarifying strategic objectives, specific objectives and actions to be taken to achieve those priorities is one of the most important actions. At the beginning of each year, from 2018, an Action Plan has been drafted, which has operationalized in detail the actions for the implementation of strategic objectives. From 2019, at the end of each calendar year, the implementation of the Strategic Plan is monitored and the Steering Council has approved the oversight report. While in 2020 the Regulation for Supervision of the Implementation of the Strategic Plan was drafted and the Commission was formed to perform this supervision. This is the right way to orient the university towards the intended university profile and to turn it into one of the important pillars of higher education in the Republic of Kosovo and beyond.

Public University "Kadri Zeka" in Gjilan was created to be in the service of knowledge, education and well-being of Kosovar society and all humanity.

"Our university is the best opportunity to create and advance basic human values, at any time and in any space".

This is our mission.

The university is the best opportunity for a society to educate and hold its members accountable for common social values: freedom, principles of democracy, economic well-being, social

peace and other humanistic values, which lie at the foundation of a society with high values. These values must be measured by our past, present and future.

The future life of our society, knowledge, science and education, future economy, welfare, democracy and position in the international arena depend on the way the processes take place today in universities and other schools. The University will educate and teach today's students about future public responsibilities. It will teach students that through scientific research human society can survive and live in harmony with terrestrial nature and cosmic spaces. It educates society for a life of peace and prosperity. The university prepares the leadership of our society in all fields.

To fulfil this mission, the University must adapt to the latest developments in science and in the national and international market. There are two essential elements that determine the path of this development:

- information technology, which has become the promoter of economic and social development in the XXI century;
- the process of globalization, which has already taken place and is taking place before our eyes, away from political and subject influences: the internet and its products have made society more global than ever before in the history of mankind, this process has already taken place, despite pros and cons, and we just have to adapt and make this process as humane as possible.

The university must prepare young people for a virtual society, in which thousands of professions practised today, within a few years will not exist as such and will be replaced by virtual work. The university must prepare young people for the global labour market because this market is already almost globalized.

In this process of radical transformations of society and information technology, the University is the best link between the knowledge market and the labour market of Kosovo with the international one.

The university must look towards new opportunities for development. There are two major possibilities that need to be explored and developed:

1. The university should be oriented towards international projects and research on an international scale. There is a lot of public international funding, especially from the European Commission, which awaits young researchers from around the world. UKZ needs to prepare its academic staff to reach these funds. Taking from these funds, due to the favourable legal infrastructure of the EU, the University and its researchers will be fully involved in the course of global scientific research.
2. It should be demanded that the financing of public universities in Kosovo be done in two different lines: the first line should be linear for all universities (salaries and wages and capital investments), while the second line should not be linear, but should be distributed on the basis of competition and performance of each university. This would also put public universities in competition with each other and push national research projects forward.

There are many difficulties on this road.

In a society which is in the process of stabilizing the state, the economy, democracy and all state and social pillars, where the Kosovar society is today, drafting development strategies, as much as necessary, is also difficult. The first difficulty is the harmonization of strategic priorities and actions to achieve those priorities with other national strategies, such as: *National Development Strategy 2016-2021; Kosovo Strategic Education Plan 2017-2021* and especially

the *Medium-Term Expenditure Framework 2017-2019* and the *Medium-Term Expenditure Framework 2019-2021*. For UKZ, this is an even greater difficulty, because being a university that is new and under consolidation, there are always difficulties in creating human and financial resources. Thus, the strategic interests of the University are victimized due to other stages of development in other sectors of the Government and due to interests in other areas and institutions of the Government. Thus, for example, the over-employment in the public administration in Kosovo or the insufficiency of the Government budget, greatly harm especially the University "Kadri Zeka", which being a rising university, urgently needs to have a larger academic staff, larger number in administration or new study programs, and with these, even more finances.

The second difficulty is the practical implementation of what has been clarified and harmonized in this strategy. Even if there is a harmonization between the strategic priorities of the UKZ and other national strategic documents, the UKZ, at this stage of development, is completely financially dependent on the Government budget and these priorities are often victimized, due to lack of finances or any other administrative decision (e.g., Letter of the Minister of Finance, dated 8.2.2017, that no new job, regular or engaged, in academic staff or administration, can be opened without a special permit of the Ministry of Finance on the availability of financial means).

Another difficulty is society's understanding of the role of the university. It is not uncommon for our society to understand university studies as an obligation and not as a commitment to professionalism and scientific work. This way of understanding creates an inverse proportion: it significantly increases students' expectations and decreases their engagements. This fact directly affects the quality of studies.

Another difficulty is the insufficient academic spirit both within the University and in the community. There is still no fair perception in our society about the important role of knowledge assessment and measuring knowledge through grading. The university degree is still considered a document to get employed somewhere. It is the same with the academic spirit of the students: since they do not have a good and complete university campus, they do not have dormitories where they sleep, they carry to the university the narrow mentality of the district where they live, mainly rural, which mentality in most cases does not coincide with the university mentality.

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

May success await us all!

Gjilan

April 2017 (revised 2020)

THE PROCESS OF DRAFTING, REVIEW, METHODOLOGY

4. Process of Drafting the Development Strategy 2017-2022 in 2017

The drafting of the Development Strategy of the University "Kadri Zeka" in Gjilan for the period 2017-2022 was initiated at the XI meeting of the Steering Council of UKZ, on 30 September 2016.

Initially, the following four issues were raised regarding the drafting of this plan:

- Who are we as an institution?

- Where do we want to go?

- How can we get there?

- How will we show if we have succeeded?

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

The Steering Council in its IX meeting held on 10.06.2016 has taken a decision to draft the Development Strategy of the University "Kadri Zeka" and has appointed the Working Group, close, consisting of 3 members: Academician Fejzulla Krasniqi, chairman, Prof. Assoc. dr. Bajram Kosumi and Prof. ass. dr. Arben Dermaku to draft the concept and the strategy drafting agenda. Also, the SC has appointed the Working Group, wide, consisting of all members of the SC, vice-rectors, deans of academic units, students and administration.

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

The preparation of the document has followed the dynamics approved by the Steering Council which has included phases: drafting of the document by the working groups; finalization of the discussion paper, discussion with academic units, students, donors and partners, before being approved by the Steering Council.

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

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

In this workshop, the Steering Council has appointed a three-member commission to finalize and edit the Development Strategy, based on the documents of the working groups and the reports of the academic units.

In the XV meeting of the Steering Council, on 2.5.2017, the Steering Council has approved the Development Strategy of the University "Kadri Zeka" in Gjilan.

The Steering Council and the Rector thank all those who contributed in any way to the drafting of the UKZ Development Strategy for the period 2017-2022.

5. Review Process in 2020

Seeing the great dynamics of the development of UKZ, the university management has opened during 2020 the process of discussion and review of the Development Strategy and Action Plan 2017-2022.

This discussion has resulted in the need to start formal procedures for reviewing this strategy. This increased dynamics means the increase 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, increase of international cooperation, increase of the number of international projects, increase of international memberships, etc. most of the specific objectives foreseen in the Strategic Plan 2017-2022 have been achieved or are in the process of realization in 2020, therefore there was an immediate need for the review process, which means a small change in the definition of specific objectives in which it will be worked until the process of drafting the new Strategic Plan in 2022.

The Strategic Plan Review Process is supported by the HERAS project (Higher Education, Research and Applied Science) 2020-2023 which is being implemented by WUS Austria (World University Service).

6. Methodology

The methodology followed during the review process was as follows:

- Stakeholder analysis was first performed by identifying key internal and external actors (including Civil Society, the business community, other public and non-public institutions, etc.) who could contribute to the review process.
- On this basis, a broad Commission and Working Groups for review were established.
- The strategic documents of higher education in general and those of UKZ, in particular, were analysed, including the reports on the implementation of the Strategic Plan so far, then the current and targeted development dynamics of UKZ, the state of current structures and resources and projections until 2022, on the basis of which it then was worked on reviewing the structure of the strategic document.
- Through interactive work in Working Groups, the next step was taken which was a SWOT analysis, through which the strengths, weaknesses (internal elements of UKZ) and opportunities with threats (external elements of UKZ) were identified. And on this basis, the problems and difficulties that need to be addressed by 2022 have been identified. On this basis, the analysis of problems in their entirety has been done, resulting in the reformulation and adaptation of Strategic and Specific Objectives to current and future developments. Meanwhile, new Specific Objectives have been

introduced, which are intended to be achieved by 2022 when the term of this Strategic Plan expires.

- The next step was to define the structures for monitoring and reporting on the implementation of the Strategic Plan and the frequency of reporting. The Action Plan for the implementation of this Strategic Plan has also been adapted in accordance with the structure of the revised document.
- On 26.11.2020 the SC of UKZ held its XXI meeting and decided to start the process of reviewing the strategy, which process will not completely change, but will modify the StP with the dynamics of development in UKZ. At the same meeting, the Board of Directors established a 35-member Commission, which represented all the main actors of the UKZ, as well as representatives of external stakeholders in university education. The Steering Council has appointed a close committee to lead this review process, which is composed of:
    1. MSc. Ibrahim Kosumi, Chairman of the SC,
    2. Prof. Assoc. Dr Bajram Kosumi, Rector of UKZ,
    3. MSc. Yllka Behluli, member of SC,
    4. Prof. Assoc. Dr. Musa Ajeti, member of SC
    5. Prof. Assoc. Dr. Dukagjin Leka, Vice-Rector,
    6. Prof. Ass. Dr. Bajram Fejzullahu, Vice-Rector,
    7. Prof. Assoc. Dr. Xhevdet Thaqi, Vice-Rector and
    8. Mr. Vaxhid Sadriu, Secretary-General.
- Two workshops were held for the initial review of PSUKZ, on november and december 2020. In these two workshops, the Close Working Group has suggested the changes made. In this review process, KD has decided to call the Development Strategy and Action Plan 2017-2022 **"UKZ Strategic Plan 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 for StP was organized with external stakeholders. Members of the UKZ Industrial Advisory Board, businessmen and other entrepreneurs, mayors, directors of municipal education, court representatives, representatives of NGOs such as those for people with disabilities, and human rights organizations and those of women etc., were invited to the workshop. In this workshop, external stakeholders have given interesting proposals, some of which are incorporated in this Strategic Plan, such as:
  ➢ better linking of study programs with businesses and the labour market;
  ➢ practice to become part of the curriculum (compulsory) for all study programs;
  ➢ the introduction of sign language in the Faculty of Education, in order to prepare educators and teachers for communication in the classroom with students with special needs;
  ➢ creation of deficit study programs (study program for physics, for Albanian language, for English language, for German language, for customs and freight forwarding, etc.)
- Following this workshop, the Working Group edited the revised text of the Strategic Plan and put it up for public discussion on 19.12.2020. The UKZ StP has been posted on the University website, emailed to all members of the Wide Working Group, and sent to external stakeholders, including the Ministry of Education, the Government of

Kosovo, the Parliamentary Committee on Education, the Agency of Kosovo for Accreditation, NGOs that oversee the higher education process, mayors in Eastern Kosovo, directors of education in municipalities, etc. StP has been in public discussion until 12/27/2020. During the public discussion of the StP there were reactions, both from internal and external stakeholders. Some of their proposals and comments are: to create deficit study programs such as Albanian language, English language, German language, customs and freight forwarding, physiotherapy, midwife and nursing, visual and musical arts programs, sports and sports medicine programs, etc. There have been proposals for teaching to be more student-centred, i.e., to have interactivity, group work, independent student work, internship, etc. Requests for internship have been numerous, both in the workshop and during the public discussion.

- After the end of the public discussion, the Working Group has organized a workshop in which it has harmonized all proposals, comments and feedback from the public discussion process.
- On 29.12.2020 the Steering Council of UKZ approved the Strategic Plan 2017-2022 (revised in 2020).

CHAPTER I
THE CONTEXT OF HIGHER EDUCATION

1. The education system in the Republic of Kosovo and the European Higher Education Area: history and current situation

Historically, the education system in Kosovo has gone through very important and critical phases, given the political circumstances that have been created over the years as a result of various occupiers in our lands. The end of the Second World War marks an irreversible stage in the education system of Kosovo, as the opening of schools in the Albanian language is allowed, where the culmination of this point is reached in 1969, with the opening of the University of Prishtina (UP), which since this period has developed three levels of studies in Kosovo, producing new staff. After the abolition of Kosovo's autonomy in 1989-1990, a parallel education system was established in Kosovo, at which stage the Albanian education system in Kosovo was completely separated from that of Serbia and Yugoslavia.

Since the end of the 1999 war, education in Kosovo has been subject to reform at all levels: from pre-school to university. These reforms aim to adapt education in Kosovo, according to contemporary European standards.

Since 2001, Kosovo has unilaterally adapted the Bologna Process, within the project funded by the EU and managed by the European Commission Liaison Office and implemented by the Council of Europe. The higher education system in Kosovo is also coherent with:

1. European Higher Education Area http://www.ehea.info/);

2. European Research Area (see: https://ec.europa.eu/info/research-and-innovation/strategy/era_en);

3. European Commission Guidelines for Higher Education; (See: https://enqa.eu/indirme/esg/ESG%20in%20Albanian_by%20KAA.pdf)

4. *The Bologna Declaration; (See* https://www.uni-gjilan.net/wp-content/uploads/2020/12/1999_Bologna_Declaration_English_553028.pdf)

5. *Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)* (European Association for Quality Assurance in Higher Education, ENQA);

6. *Lisbon Convention (*https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A12007L%2FTXT)*.*

In addition, the Assembly of the Republic of Kosovo has issued the *Law on Higher Education in the Republic of Kosovo*, which defines the conditions for the development of higher education in RKS. This Law has established the Accreditation Agency in RKS, which has set the Standards for Accreditation of HEIs in the Republic of Kosovo, which are in full compliance with the documents of the European Higher Education Area.

In addition to these developments in higher education in Kosovo, there was a need for the creation of new Public Universities. From 2010 to 2015, 6 new public universities were

established in the Republic of Kosovo. In these years, respectively in 2013, the Public University "Kadri Zeka" in Gjilan was established.

Also, during this period the private education system began to develop alongside the public one, where currently operate dozens of private institutions at all levels of education in Kosovo.

2. Organization and structure of the education system in the Republic of Kosovo

The higher education system in the Republic of Kosovo is developed at the bachelor, master and doctoral level. Within higher education, the Bologna System provides for a 3-year cycle of studies to achieve the title of "bachelor", while the second level of studies is a master 2 years, and a doctorate 3 years.

In Kosovo, there are currently 9 public institutions of higher education and several private institutions (http://www.akreditimi-ks.org/new/index.php/en/download/higher-eduacion-institutions). All educational institutions in the Republic of Kosovo operate within the Law no. 04 / L-037 on Higher Education, the purpose of which is to create a legal basis for the regulation, functioning, financing, quality assurance in higher education in accordance with European standards, as well as the role of the state and society in the development of higher education in the Republic of Kosovo.

3. Accreditation system in the Republic of Kosovo

The Ministry of Education, Science and Technology (MEST) has established the Kosovo Accreditation Agency (KAA), according to Law no. 04/L-037 on Higher Education, in order to assess the proper quality of higher education of public and private institutions. KAA is an independent authority that accredits and re-accredits public and private institutions of higher education and study programs. Accreditations are made on a periodic basis based on evaluation independent of the recommendations of external experts. Through the accreditation process, KAA supports the development of quality in higher education and thus assures the society that the offers for higher education in Kosovo correspond to comparable international standards.

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

KAA in 2018 has created the Manual for Accreditation of HEIs in the Republic of Kosovo, which has advanced and increased the requirements from HEIs for the process of studies in HEIs and the quality in these institutions. KAA Accreditation Manual is based on the provisions of Law no. 04/L-037 on Higher Education in the Republic of Kosovo,

Administrative Instructions no. 9/2017 on the accreditation of higher education institutions (HEIs) in the Republic of Kosovo and Law no. 05/L-031 on General Administrative Procedure.

4. History of the Public University "Kadri Zeka" in Gjilan

Public University "Kadri Zeka" Gjilan was established by the 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. This decision of the Assembly of Kosovo accomplished the goal and work of several decades which has been done in Gjilan with higher education, since 1958 when the Teacher Training Centre (teacher training school) was established. In 2002, the University of Prishtina advanced the Higher Pedagogical School to the Faculty of Education. In 2010 the University of Prishtina established in Gjilan two other faculties: the Faculty of Economics and the Faculty of Law, as its own branches. At the time of the establishment of the Public University "Kadri Zeka" Gjilan, all these academic units have joined the new university, thus creating a historical connection of the birth of this university with the University of Prishtina.

The establishment of UKZ made possible the inclusion in higher university education of the largest number of students in Eastern Kosovo, the Presevo Valley, the Kumanovo region of Northern Macedonia and other areas of Kosovo. In the VIII meeting of the Founding Council of UKZ, held on 31.10.2013, it was proposed that the Public University in Gjilan have the name "Kadri Zeka" and the acronym UKZ, a proposal which was approved by MEST on 13.11.2013.

On 10.12.2020 The Assembly of Kosovo has approved the Statute of UKZ, with which document, UKZ gains administrative independence, eventually becomes independent from the Ministry of Education and Science.

UKZ has established the second level of studies in the academic year 2017/2018, creating two separate/characteristic programs in the education system in RKS, creating an interdisciplinary program between the three faculties in UKZ and the other creating a program for the first time in RKS as a joint program between three public universities in RKS.

UKZ has created two new faculties, where one was accredited in 2019/2020 - Faculty of Applied Sciences and the other, which is in the process of accreditation in 2020/2021 - Faculty of Social Sciences.

5. Organization and functioning of UKZ

The functioning of UKZ is done in accordance with the Statute of UKZ, which was approved by the Ministry of Education, Science and Technology (MEST) of the Republic of Kosovo. In UKZ teaching is organized in 5 academic units (faculties), which offer study programs:

No.	Faculty	Study program	Study level	Degree obtained
1.	Faculty of Education	Preschool	BA	Bachelor of preschool education
		Primary	BA	Bachelor of primary education

2.	Faculty of Law	General law	LLB	Graduated lawyer
3.	Faculty of Economics	Banking, finance and accounting	BSc	Bachelor of Finance and Accounting Banks
		Management	BSc	Bachelor of Management
		Marketing	BSc	Bachelor of Marketing
4.	Faculty of Computer Science	Computer science	BA	Bachelor of Computer Science
5.	Faculty of Applied Sciences	Educational Mathematics	BA	Bachelor of Educational Mathematics
6.	Faculty of Computer Science Faculty of Law Faculty of Economics	E-Governance	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

Table no. 1: Number of faculties, study programs and title obtained (UKZ)

The number of students admitted to UKZ over the years is large. Especially there was an unplanned influx at first. In subsequent years UKZ has adopted quota reduction policies in some faculties.

Academic year / Faculty	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Education	401	210	277	221	202	196	167	199	**1873**
Law	454	372	296	272	257	226	203	178	**2258**
Economics	608	608	497	386	245	244	234	235	**3057**
Computer science	0	96	91	115	96	73	63	76	**610**
Applied Science; Educational Mathematics	0	0	0	0	0	0	22	33	**55**
Computer Science, Economics & Law; E-Governance	0	0	0	0	60	44	37	46	**187**

Law; LGDS	0	0	0	0	50	28	22	34	**134**
Total	**1463**	**1286**	**1161**	**994**	**910**	**811**	**748**	**801**	**8174**

Table no. 2: Total number of students enrolled in UKZ from 2013 to 2020 (UKZ)

From the above figures, a slight latent decline of enrolled students is seen. This is explained not only by the global migration processes but also by UKZ policies to reduce student quotas admitted to some faculties, such as the Faculty of Economics and the Faculty of Law, due to the overcrowding of the labour market with graduate lawyers and economists. Otherwise, the competition for a student place in UKZ is great: in the Faculty of Computer Science, in the Faculty of Education, in master programs, in the Faculty of Applied Sciences the competition goes 3-4: 1, so there are three to four candidates for a student place. In some other study programs, such as the Faculty of Law and the Faculty of Economics, the competition is less.

The greatest interest of young students is in the programs of primary education, computer science, educational mathematics, law and economics. Also, of great interest to students over the past year was the master programs E-government and Local Government and Democratic Society and E-Government.

UKZ in 2017 had 26 full-time professors, of which two are associate professors and 24 assistant professors. There are also three lecturers and 11 full-time assistants at UKZ. On the other hand, the number of students was 4904. UKZ has been forced to hire external academic staff (part-time) to fill the gap of academic staff-student ratio. No matter how much it is covered, this relationship has not been satisfactory.

While from 2017 until today, in 2020 there is a significant improvement: UKZ has 51 full-time academic staff and 50 part-time academic staff. Except in arts subjects and exercise assistants, all academic staff have the title of doctor of science, while most of them have academic titles. The number of full-time professors admitted has increased, UKZ assistants have received doctorates and have been elected professors, and now the academic staff-student ratio is much more satisfactory than in 2017.

UKZ has also paid special attention to the professor-student numeric relationship. So, we already have a relatively good relationship, close to the European average: 1 academic staff to 35 students (1:35). See this relationship in 2020:

The following table presents this ratio at the level of institution and academic units (faculties).

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

Table no. 3: Number of academic staff in relation to students in 2020. (UKZ)

6. State of education in UKZ

UKZ has consistently, even since its inception, been committed to strengthening the quality and importance of study programs as well as their connection to the labour market as a prerequisite for employment, economic development and increased social welfare. The development of a modern society and its economy depends to a large extent on the ability to produce and acquire new skills and knowledge. This challenge is particularly pronounced in Kosovo, when the OECD-led PISA tests were published in December 2016, which revealed the difficulties and challenges of the education system in Kosovo, thus arousing a

multidimensional public reflection to put in order see the improvement of the quality of education in its entirety.

UKZ is also making maximum efforts to be in line with the main priority of Kosovo, which is economic development through measures and sectors that require much more dynamism and short-term and medium-term results, relying on the advancement of existing programs, opening new programs and fostering innovation. However, UKZ - like all universities in Kosovo - faces a number of challenges in achieving this goal. Higher education reforms in recent years have improved the business climate and contributed to a growing economic mass, but challenges include persistent unemployment (especially among young people), limited competitiveness and productivity development in the private sector.

The problem of linking education with market needs, more specifically with the employment of the workforce has to do with quality issues, with the insufficiency of the link between the qualifications obtained and those needed to contribute to the development of the private sector. Public universities in Kosovo, including UKZ, have gone through many challenges in their development paths since their inception. These challenges seem to be their strategic development, financial and institutional sustainability as well as the creation of their identity and why not profile in the higher education landscape, as well as in the regions where they operate. Despite the developments and achievements so far, the higher education sector faces difficulties which this Strategic Plan will address by giving development orientation to exactly those areas where it needs the most intervention.

Therefore, the Strategic and Specific Objectives drafted and listed in this Strategic Plan provide the necessary guidance on which areas should education be oriented in UKZ, listing, among others, the need to invest in building academic and administrative capacity, then improving further the general infrastructure for teaching, learning, research and publications, increasing efforts to profile the university in the service of the better interconnection of higher education with the needs of the labour market given the rapid global dynamics that are changing much faster than one might have imagined, ensuring the financial independence of the UKZ and increasing accountability, expanding partnerships inside and outside Kosovo, and strengthening international cooperation in all possible dimensions.

CHAPTER III

SWOT ANALYSIS

Strengths	Weaknesses
Being a new university: contemporary experience and orientation towards a modern society	Difficulty in understanding the mission by some external stakeholders.
Rapid implementation and adaptation of reforms as a new and developing university	Insufficient space, especially laboratories, affects the difficult conduct of research
Financial stability - Government funding	In matters of the functioning of the institution the inability to act quickly and flexibly due to lengthy bureaucratic procedures.
UKZ is established in a centre like Gjilan, around which gravitate a considerable number of cities in Kosovo, Serbia and Northern Macedonia;	Lack of space
Students from all over Kosovo and outside Kosovo study at UKZ;	Awareness of the community and students about the importance of correct assessment of students' knowledge by the professor
Labour market oriented study programs;	Small and not very developed market
Cultivating the academic spirit within the university.	Insufficient training of academic and administrative staff
Study programs in trend with the virtual world (computer science, educational mathematics, E-government, education, local government and democratic society, etc.)	Difficulties in mastering foreign languages by staff
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.	
High quality of studies offered	
Graduate students are found successful in the job market; domestic and international	
Fast application of online learning by staff and students	
Ability to adapt to new technological and electronic conditions	
International cooperation -	
National and international projects won	
Opportunities	Threats
Adapting to global market changes	Inconsistent legal infrastructure for Higher Education
Adaptation to the virtual world and new technology	Frequent reforms by the Ministry of Education without completing preliminary reforms

Full implementation of the Bologna System	The risk of the UKZ being understood by the community as a "local university", despite the fact that the university is universal;
Increasing the number of new recruitments of academic and administrative staff	The Law on Higher Education is overtaken by developments in higher education.
Young academic staff with competencies for information technology and virtual trends of contemporary society;	Misunderstandings of the "university profiling" process, forcing new universities to focus only on a few narrow areas of study;
Deepening cooperation with businesses and industry in the accepted mission of the University (See: Strategic Plan)	The politicization of educational policies by different structures and levels of government (such as political interventions in the State Quality Council and its exclusion by EQUAR and ENQA).
Adaptation of the latest technological-scientific achievements in research and teaching work at UKZ.	Improper understanding by students of the importance of knowledge assessment.
Increasing international cooperation through Erasmus projects and other public funds make the mission more feasible (See: Strategic Plan)	
Increasing UKZ opportunities to interconnect academic learning with practice and students' interest in practical learning (See: Strategic Plan)	

CHAPTER IV

VISION, MISSION, VALUES

1. Vision

Public University "Kadri Zeka" in Gjilan was created to serve the knowledge, education and well-being of Kosovar society and all humanity.

This is our vision.

> Our university is the best opportunity for the creation and advancement of basic human values, for any time and in any space.

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

The university is a bridge between local values, national values and global values. It is the best door of Kosovo to the era of digital technology, in which all humanity is living as a multicultural society. Both in the Kosovar and Albanian context, the University is a place where different cultures, different languages, different races, individuals with different religious beliefs and individuals with different social statuses come together. The University, by remaining true to the very essence of the word "universal", will promote and respect multiculturalism and diversity.

The future life of our society, knowledge, science and education, family, future economy, welfare, democracy and position in the international arena depend on how the processes in universities today.

The University will educate and teach today's students about future public responsibilities.

The university educates society for a life of peace and well-being.

The university prepares the leadership of our future society.

2. Mission

UKZ's mission is as follows:

> 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; modern society and fair competition; modern labour markets; critical, research and entrepreneurial thinking.

This mission is coherent with the mission of higher education in the Republic of Kosovo, respectively with the *Law on Higher Education in the Republic of Kosovo, with the Strategic Plan for Education in Kosovo 2017-2021* (see: https://masht.rks-gov.net/uploads/2017/02/20161006-psak-2017-2021_1.pdf) and with the National Development Strategy 2016-2021 (NDS) (see: http://www.kryeministri-ks.net/repository/docs/Strategjia_Kombetare_per_Zhvillim_2016-2021_Shqip.pdf).

Also, the UKZ public mission is coherent with:

1. European Higher Education Area EHEA http://www.ehea.info/);

2. European Research Area;

3. European Commission Guidelines for Higher Education; (See: https://enqa.eu/indirme/esg/ESG%20in%20Albanian_by%20KAA.pdf)

4. Bologna Declaration; (See https://www.uni-gjilan.net/ëp-content/uploads/2020/12/1999_Bologna_Declaration_English_553028.pdf)

5. *Standards and Guidelines for Quality Assurance in the European Higher Education Area (SGE)* (European Association for Quality Assurance in Higher Education, ENQA);

6. *Lisbon Convention (*https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A12007L%2FTXT*)*.

7. National Plan for the implementation of the SAA 2020-2024, Article 107 (http://mei-ks.net/repository/docs/1_pkzmsa_miratuar_nga_kuvendi_final_.pdf)

3. Basic values

The basic values upon which we accomplish our mission and vision are:

a. Equality: in terms of gaining and generating knowledge, which is reflected in the non-discrimination of anyone;
b. Creativity: reflected in our openness to new ideas and forms of expression, intellectual curiosity, critical thinking, willingness to face risks and entrepreneurial spirit;
c. 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 do;
d. Sustainability: reflected in our shared commitment to lead by example in protecting and safeguarding the public interest and in our approach to responsible financial planning;

e. Excellence: We seek perfection. We understand the critical learning model and through practice, discipline and responsibility, quality control and measurement, and expect high standards for ourselves and our students;
f. Connection: We are an integrated team. We work around the principle of trust, cooperation and connection in our various disciplines and around the world;
g. Academic spirit: we cultivate the academic spirit in our university life, discuss local and global problems and try to anticipate the long road of our society.

1. The Steering Council (SC) of the University is the main governing body of the University. SC is responsible for all long-term policy issues and financial policies and elects the Rector of the University. He is the highest accountable body in the 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 Ministry of MES, by special decision. The SC is chaired by the chairman and deputy chairman, elected by the SC, from the 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 SC for a four-year term, with the possibility of re-election and for another term, through a public competition. The Rector is the authority that represents the University outside of it.

UNIVERSITETI "KADRI ZEKA" GJILAN
Struktura organizative

KËSHILLI DREJTUES
- Komisioni për mbikëqyrjen e zbatimit të planit strategjik
- REKTORI
- SENATI
  - Komisioni i studimeve
  - Komisioni Statutar
  - Komisioni Etikës
  - Komisioni për kërkime shkencore
  - Komisioni për mbikëqyrje të cilësisë dhe vlerësim
- PROREKTORËT
  - Mësimdhënie dhe çështje të studentëve
  - Buxhet, Financa dhe Infrastrukturë
  - Bashkëpunim ndërkombëtar dhe projekte
- Personeli mbështetës
- DEKANËT E NJËSIVE AKADEMIKE
  - Fakulteti i EDUKIMIT
  - Fakulteti JURIDIK
  - Fakulteti KONOMIK
  - Fakulteti i SHKENCAVE KOMPJUTERIKE
  - Fakulteti i SHKENCAVE APLIKATIVE
- SEKRETARI
- BIBLIOTEKA E UNIVERSITETIT
- Personeli mbështetës
- ZYRAT E ADMISTRATATËS QENDRORE
  - Zyra për personel
  - Zyra për teknologji të informacionit
  - Zyra për buxhet dhe financa
  - Zyra e auditimit të brendshëm
  - Zyra e prokurimit
  - Zyra për çështje akademike
  - Zyra për shkencë, zhvillim akademik dhe cilësi
  - Zyra për shërbime të studentëve
  - Zyra për marëdhëmi me publikun
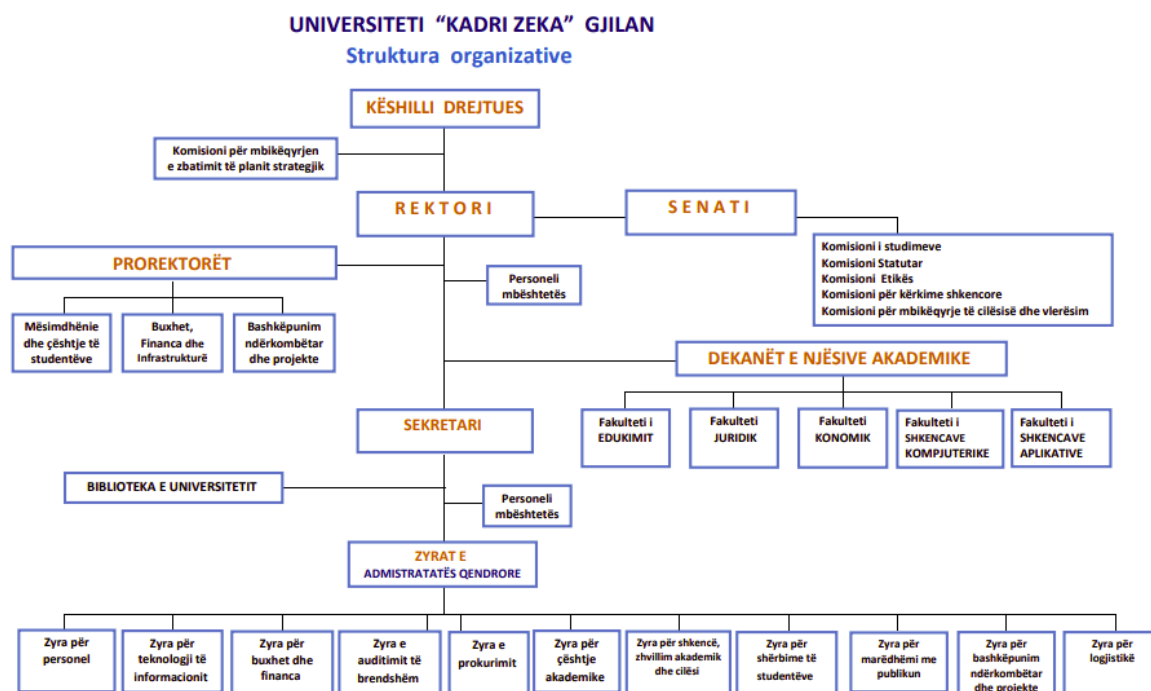 - Zyra për bashkëpunim ndërkombëtar dhe projekte
  - Zyra për logjistikë

Table no. 4: Organizational chart of organization and leadership of UKZ (UKZ)

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.

The organization of studies is the responsibility of the faculties. The Faculty has a **Faculty Council**, 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.

The University Administration is headed by the **Secretary-General** of the University.

CHAPTER VI
STRATEGIC OBJECTIVES

UKZ has a vision, a mission and a strategy which it will realize according to these strategic objectives, which will be operationalized in the annual action plans.

1. UNIVERSITY, SOCIETY AND LABOUR MARKET SHOULD BE A CYCLE AND RELATED PROCESS

Specific objectives:

1.1. **Study programs should be in line with the labour market.** UKZ aims to ensure that the study programs offered are in line with the needs of the labour market, society and the country and are compatible with other universities in the region, Europe and beyond, so that our students can develop the required creative and entrepreneurial skills. All new programs that will be submitted for accreditation to the Kosovo Accreditation Agency will have a feasibility study and no new program will be proposed unless it meets the needs of the labour market.

1.2. **Research to be related to the development of society.** Also, our programs aim to affirm Kosovar science, in order to respond to the economic, legal, political and educational challenges of society. We work to provide our students with transferable knowledge and to be competitive in the local, regional and European labour market, including the private and public sector, upon graduation.

1.3. **Establishment, functioning and empowerment of Research Institutes.** UKZ will establish research institutes for various fields of study that are of interest to UKZ, society, economy and technological development.

1.4. **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.

1.5. **Establishment, functioning and strengthening of the Career Office.** To respond to these challenges, UKZ will set up a Career Office, the purpose of which will be to provide ongoing student market advice, assistance in preparing resumes and cover letters, and timely information on open positions in various commercial enterprises in the private and public sector.

1.6. **Establishment and strengthening of cooperation with the Industrial Advisory Board.** UKZ also aims to continuously promote academic connections with industry and society in order to contribute directly and indirectly to overall social development. This will be achieved by creating a community advisory board so that the study programs conform to the requirements of potential employers and as a result, graduate students have it easier to enter the labour market. The board will also play an advisory role in the number of new students to be admitted in the future.

1.7. **Establishment, functioning and strengthening of the Alumni Office.** Furthermore, UKZ will establish an alumni association called Alumni. Within this, a database will be created with the data of the graduates, including the contact data, the status whether the students are employed, the position they hold, the salary they receive. On an annual

basis, UKZ on campus will organize regular 6-month meetings with graduates to increase cooperation among them.

2. ADVANCING STUDY PROGRAMS AT THREE LEVELS OF STUDIES

UKZ aims in the medium term to realize study programs at three levels of study: bachelor, master and doctorate studies.

2.1.Establishment and development of new faculties: UKZ should establish a new faculty in the field of Applied Sciences and thus open the perspective of applied sciences. In the future, it should develop within this faculty also the programs of applied medicine. UKZ should deepen and expand applied studies of exact and computer sciences.

UKZ will pay special attention to strengthening the Faculty of Computer Science, as its staff is in demand in the labour market.

UKZ to establish the Faculty of Social Sciences, adapting to the demand of the labour market and the necessary social developments.

2.2. Establishment of new study programs: UKZ will also establish new study programs depending on the requirements, labour market needs and other developments in the community.

In the discussion with external stakeholders (workshop dated 18.12.2020), in accordance with the labour market research, it was specifically requested that UKZ also develop study programs in these areas:

- Physics
- Customs and freight forwarding
- English language
- German language
- Study programs from the arts, especially in music and fine arts.

2.3 Establishment of master programs: Master programs are in the process of evaluation by the Kosovo Accreditation Agency and are expected to be accredited, while studies at this level begin in the academic year 2017/2018.

2.4 UKZ **will establish Master's programs for each field of study** it covers at the undergraduate level.

2.5 Establishment of doctoral programs: The doctoral program is intended to be realized in the academic year 2021/2022 onwards, UKZ will cooperate with international and local partners in the process of establishing doctoral studies, even using the Erasmus+ and Horizon 2020 projects.

2.6 Multidisciplinary programs: UKZ aims to implement new study programs that will have a multidisciplinary character and will be created in cooperation with the faculties within various local and international universities.

2.7 Joint Programs: UKZ will establish other joint programs in cooperation with international and local universities at all levels of study, Double Degree and Joint Degree

3. INCREASE THE INCLUSION OF STUDENTS IN UNIVERSITY AND COMMUNITY ACTIVITIES

5.1. **Coexistence of differences.** UKZ promotes the coexistence of different people in UKZ student life. UKZ promotes non-discrimination on national, racial, gender, religious, sexual orientation, social or regional affiliation, etc. UKZ strongly promotes multiculturalism, globalization and virtualization in student life.

5.2. **UKZ constantly aims to attract distinguished students.** In the study programs offered UKZ aims to admit excellent students. For this purpose, in addition to informing high school students about the opportunities offered by UKZ (such as the Information Day for Graduates; https://www.uni-gjilan.net/lajmet/fillo-me-nje-enderr-perfundo-me-nje-te-ardhme/), the quality of the entrance exam organized by UKZ should be increased.

In particular, UKZ is of interest to students in the Kosovo-Macedonia-Serbia-Serbia triangle. UKZ aims to draft cooperation agreements with high schools in the region of Kosovo-Macedonia and North Serbia, where it will be possible to organize information sessions with students in high schools before the deadlines for the entrance exams, in order to inform them about the study opportunities it offers.

5.3. **Student mobility.** UKZ should promote student mobility with other local, regional and international universities that have cooperative relations and provide facilities for this process to be as convenient as possible in the service of students.

5.4. **Student-led Multidisciplinary Centre.** UKZ should establish the Multidisciplinary Centre, which links the performance of various tasks and services to the community.

5.5. **Increased competition among students.** Promoting various student competitions and awarding the best, both in language and literature, mathematics, oratory, sports, arts, etc. UKZ should help financially establish clubs for these competitions, in the model of the already established Orators Club and should promote the spirit of competition of the students.

5.6. **The academic spirit of the students.** Fostering the creation of academic spirit and creativity in everyday student life.

5.7. **A new student dormitory should be built.** Since UKZ students live close to campus, they are not sufficiently connected to student life and campus. For this reason, in the future UKZ should establish a dormitory next to the new campus in which students living at a certain distance would live. This would help organize the "student life", at the same time overcoming the narrow mentality of the traditional family.

5.8. **Student organization at UKZ.** UKZ promotes the democratic organization of students in student organizations and in the Student Parliament. A more democratic climate for students should be created, so that they do not repeat the mistakes of the "old" in their organizations, do not fall prey to political parties or non-university interest groups, but their organizations to protect rights and promote student activities.

5.9. **Financial support.** UKZ should financially support any planned student activity that fosters democratic spirit, critical thinking, entrepreneurial spirit and competition.

4. HUMAN RESOURCES - FURTHER DEVELOPMENT OF HUMAN RESOURCES

4.1. Effective planning. Effective planning of UKZ academic and administrative staff is imperative to function as efficiently as possible and to respond to applicable legal requirements. Although there may be shortcomings in this regard, UKZ consistently leads in the preparation of the necessary documentation and is always on time with existing procedures required.

4.2. Further and professional development of the Academic Staff. Within the existing study programs, UKZ meets the legal criteria with academic staff. UKZ constantly seeks to improve the staff-student ratio, bringing this ratio in line with international standards.

4.3. Further and professional development of the Administrative Staff. The administrative staff, UKZ must constantly recruit new employees in order to perform the work as efficiently as possible, as well as for the purpose of independence from the MEST.

4.4. UKZ should establish the **middle management level** of administration.

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

4.6. Training. UKZ should pay more attention to the training of administrative and academic staff. Greater cooperation should be established for the administrative staff with the Kosovo Institute for Public Administration (KIPA) and other training institutions.

4.7. Centre of Excellence. Academic staff, no matter how many external trainings have been organized so far and the trainings of the Centre of Excellence of the University "Hasan Prishtina" in Prishtina, in the near future the Centre of Excellence of UKZ should be established, which will organize the training of academic staff.

5. QUALITY ASSURANCE SYSTEM - QUALITY ASSURANCE AND INCREASE

1.1. Drafting a Quality Assurance Strategy. UKZ will draft a quality assurance strategy, which will be in line with the Higher Education system in the Republic of Kosovo and the European Higher Education Area.

1.2. The Quality Assurance Regulation at UKZ should be revised. The current regulation is outdated and some aspects of quality supervision and measurement are not well regulated. This was also the assessment of the Expert Team in the institutional accreditation of 2017. Therefore, this regulation should be reviewed.

1.3. Establishment and development of the Office for Academic Development and Quality. UKZ will establish a Quality Office consisting 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. Samples of quality assessment and analysis, strategy and modality will be created in close cooperation and consultation with the KAA to meet and exceed the set objectives.

1.4. Quality Coordinators. Coordinators for quality and academic development should be appointed in each academic unit.

1.5. Quality Supervision and Evaluation Council. A Quality Supervision and Evaluation Council should be established. UKZ will establish a Quality Supervision and Evaluation Council, which will monitor, evaluate and report on quality values.

1.6. Academic Staff Performance Evaluation and Planning Guide. UKZ should develop 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.

1.7. The International Ranking of "Kadri Zeka" University should be improved. UKZ will 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.

1.8. ECTS Guide. The ECTS Guide should be developed and placed on the UKZ website.

1.9. Access to international electronic libraries. UKZ access to international electronic libraries should be ensured.

1.10. Contemporary literature. Contemporary literature should be provided for students. In the Course Syllabuses, the basic textbooks should not be older than 10 years, except in reasonable cases.

1.11. Meeting the standards. UKZ should work not only to meet all standards set by KAA, but also to exceed them, as is the case now with the field of international cooperation.

6. IMPROVEMENT AND PROMOTION/SUPPORT OF SCIENTIFIC RESEARCH WORK

6.1. Scientific research should be increased. UKZ should pay special attention to research and scientific work and especially to the well-being of the community. UKZ shall support the publication of scientific works and university textbooks, the publication in scientific journals and should promote the research work of the academic staff, providing support, both in technical and financial terms.

6.2. The Regulation on research - scientific activity should be approved. Through this Regulation for the Research-Scientific Activity of UKZ, the academic staff will be supported in scientific research and scientific publications.

6.3. A Central Commission for overseeing scientific research shall be established. Central Commission plans, oversees, and supports UKZ research.

6.4. Coordinators in faculties for scientific research work shall be appointed. Coordinators will support academic staff in their scientific research work, guiding the AS.

6.5. Support, funding and reward for scientific research work. UKZ supports the academic staff financially for their research work: awarding a salary for the professor with the most papers at UKZ and rewarding the UKZ scientist of the year.

6.6. Organizing 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.

6.7. Creation of UKZ journals. UKZ will pay special attention to the presentation 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 the MEST, the universities with which we have concluded cooperation agreements, as well as other institutions that support the development of science.

6.8. Establishment of the Publishing Council. The Publishing Council will support the publication of university textbooks, monographs and other publications.

7. PROFILING OF UKZ

7.1. UKZ aims, in addition to advancing and reforming current programs at the Faculty of Economics and Law, to develop a slow profiling process. In this respect, it aims to profile itself mainly in education, computer science, applied science, social science.

7.2. UKZ for all self-profiling processes should have its own initiative.

7.3. 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 Ministry of Education, in some cases.

7.4. UKZ sees as a risk the orientation of the university to only five separate and different faculties from the others because that would be an impoverishment of the university. The university will orient its study programs based on market demands and its internal potential.

7.5. UKZ is autonomous and flexible in opening new programs, which help profiling.

8. STRENGTHENING INTERNATIONAL COOPERATION

7.1. Given that the UKZ budget from the Government of Kosovo is not sufficient and given that only through international projects and academic mobility UKZ can be involved in international academic processes, international cooperation is vital for the sustainable and long-term development of UKZ.

7.2. Establishment of the Office for International Cooperation. With the establishment and functioning of the Office for International Cooperation, the volume of work, efficiency and opportunities will increase. The support and development of

international relations by the Office for International Cooperation will be a relief for the UKZ leadership, academic and administrative staff, and students in particular.

7.3. **Drafting a strategy and action plan for international cooperation**. The drafting of such a plan must take place quickly because it defines the ways that UKZ aims to achieve during these years. The action plan is a document that defines the needs, opportunities and capacities that UKZ possesses.

7.4. **The internationalization of UKZ and the membership of UKZ and its faculties in various international institutions and associations.** The university will serve as a bridge between scientific and business factors to increase impact in the region and Europe. The involvement of UKZ in regional and European cooperation will be a necessity and our goal in the implementation of this strategy.

UKZ membership in the networks of universities and faculties, as well as such various programs, will be a priority. This guarantees constant information of developments of this nature at different levels. Development information and access offer UKZ the opportunity to be part of international trends, whether as a host, partner university or even a participant.

Membership of UKZ and its faculties in various international institutions and associations, as well as in the Union of Rectors of European Universities, in order to exchange experiences and knowledge on the management and further development of UKZ. This is a great advantage to be on trend with the development of ideas, setting international scientific priorities and the opportunity to represent UKZ ideas and projects at the regional level.

UKZ is one of the founders of the Balkan Universities Association (BUA). He is also a member of the Association for Teacher Education in Europe (ATEE), a member of the Forum of Rectors of the Western Balkans and South-Eastern Europe, a founding member of the Conference of Rectors of Public Universities of Kosovo.

Applications for membership in other university associations should also be made.

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

7.6. **Creating programs in foreign languages.** Creating bachelor's and master's programs in English would further help the UKZ internationalize, making it an equal part of international projects.

7.7. **GUEST SPEAKER program.** This program offers a good opportunity for students and academic staff to get acquainted with the culminating life and professional achievements of individuals, in all fields, and from all over the world.

7.8. **Making scientific exchanges.** Promoting the exchange of scientific achievements between UKZ and partner universities.

7.9. **Academic staff mobility.** The mobility of academic 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.

8. IMPROVEMENT OF ADMINISTRATIVE, SPATIAL, FINANCIAL AND IT INFRASTRUCTURE

9.1. Issuance of administrative acts deriving from the Statute of UKZ approved by the Assembly of Kosovo on 10.12.2020 and compliance of old acts with this Statute.

9.2. Financial independence from MES. UKZ aims at full independence from MEST, in relation to procurement and finance, in order to avoid bureaucratic procedures, which delay the implementation of planned projects. In this regard, UKZ will recruit civilian support staff to fill vacant positions, being established as an independent budget organization.

9.2. New campus. UKZ has its campus in the centre of the city of Gjilan, but which does not meet all the conditions for the smooth running of work and teaching activity, so another solution must be sought. The construction of the new university campus is an immediate need of UKZ to create a favourable environment for work, study and research. The Municipal Assembly of Gjilan, with decision no. 01/45809 dated 27.05.2013, has approved the regulatory plan of the Municipality in which a parcel of 7.3 ha is allocated to UKZ for the construction of the University Campus. The Government of Kosovo with decision no. 01/19 dated. 15.12.2017, has approved the request of UKZ for the construction of the Campus based on the decision of the MA of Gjilan.

The management of UKZ, the government, together with the municipality of Gjilan, are constantly making efforts for the realization of the new campus.

UKZ intends to establish the University Museum to protect, preserve and cultivate the values created. The implementation of some of these projects will be done with the construction of the new university campus.

9.3. Developing the digitalization of the learning process. UKZ continuously supports and pushes the application of information technology in the teaching and research process. We are currently in the process of adapting the module program, where this platform is expected to facilitate and advance the professor's communication with students and will provide real opportunities towards quality improvement. In this regard, further digitalization of the learning process is expected, as well as the possibility of implementing e-learning. UKZ aims to further develop SMU and other electronic services in support of students, academic staff, management, administration and other interested institutions.

9.4. Enrichening and digitizing the University Library. UKZ aims to increase the number of science books and magazines, including the necessary space, books and contemporary materials, which coincide with the development objectives of the teaching process and science, so that our students are competitive with European level students and beyond. The library is expected to be digitized, where the number of university books available for borrowing, the use of books by students, as well as the accountability on the exact location of the books will be automatically known electronically through the system. The UKZ Library is affiliated with the National University Library.

9.5. Further development of Laboratories. UKZ currently has several laboratories but is always encouraging the establishment of other laboratories and equipping them with modern technology. to assist in the teaching process and to foster the further development of the scientific capacities at our disposal.

9.6. Establishing the UKZ Museum. To preserve and create its own tradition, UKZ established the UKZ Museum.

9.7. Creating the Erasmus+ Corner. Since UKZ is very oriented towards international projects, especially towards Erasmus+, the Erasmus+ Corner should be established in one corner of the building.

9.8. Creating the American Corner. Since UKZ works closely with various US institutions and offices, such as USAID, the US Embassy in Kosovo, the University of Ohio, James Madison University, etc., the American Corner of Culture should be established in one corner of the building.

10. FINANCING

10.1.Financial stability

UKZ has a long-term financial stability and stability, since as a public university it is financed from the budget of the Republic of Kosovo. The government grant is a fund allowed by the Kosovo budget, which finances all activities of budget organizations. In the case of UKZ this resource finances activities related to the following categories:

- Wages and salaries,

- Goods and services,

- Utilities,

- Subsidies,

- Capital expenditures.

Government grant for the years 2020/2021/2022 expressed in figures:

Budget categories	Year 2021 - 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 €

Table no. 5: Projected UKZ three-year budget. (Government of Kosovo)

UKZ, from year to year has marked a slight increase in the budget thanks to the government grant. So, below we are giving the historical data for the budget amount for 2018, 2019 and 2020.

Economic categories	2018	2019	2020
Wages and Salaries	1,130,240.00 €	1,183,782.56 €	1,183,783.00 €
Goods and Services	316,339.00 €	316,339.00 €	316,339.00 €
Utilities	50,000.00 €	50,000.00 €	50,000.00 €
Subsidies and Transfers	30,000.00 €	100,000.00 €	100,000.00 €
Non-financial assets (Capital)	600,000.00 €	600,000.00 €	650,000.00 €
Total	**2,126,553.00 €**	**2,250,121.56 €**	**2,300,122.00 €**

Table no. 6: UKZ three-year budget executed. (Government of Kosovo)

Despite financial stability, UKZ needs more funding from the Government of Kosovo. The table below shows the additional requirements for finance for 2021-23:

	2021 Estimation	2022 Estimation	2023 Estimation
Total	**2,680,800.00**	**2,737,000.00**	**2,833,200.00**
Number of employees	18	20	22
Salaries and wages	280,800.00	312,000.00	343,200.00
Goods and services	200,000.00	235,000.00	290,000.00
Utilities	-	-	-
Subsidies and transfers	60,000.00	70,000.00	80,000.00
Capital expenditures	2,140,000.00	2,120,000.00	2,120,000.00
Sources of funding			
Total	**2,680,800.00**	**2,737,000.00**	**2,833,200.00**

Table no. 7: UKZ requests for additional budget to the Government of Kosovo. (UKZ)

10.2.Increase of own-source revenues. UKZ, as a supplementary source of income also has student taxes. Student fees are currently fixed for all licensed and accredited public providers of higher education. Student fees are regulated according to the administrative instruction issued by the MES, no. 17/2014, on the application of student fees in public universities.

10.3.Research and projects. UKZ will also play an important role in scientific research in generating own-source revenues. Proceeds from research of scientific publications will be considered as an important source of funding of part of UKZ activities.

10.4. Public-private partnership. 21st Century Market Dynamics has recognized a new and efficient source of funding for public projects, especially those of strategic importance. This new source of funding for UKZ will be based primarily on the partnership between the public sector - UKZ and our private partners. Cooperation between these two sectors could be implemented in several important areas such as: cooperation in projects in the field of financing (concession, rent), construction, management, maintenance, service, etc.

UKZ Public-Private Partnership will provide additional and greater access to alternative resources, using technical, human, physical, financial resources of all sectors.

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

10.6. Other revenues. We have not foreseen such revenues in the UKZ's own source revenue plan. These can be mainly revenues which could be generated outside the institution and which are not included in the categories analysed above.

Realization and planning of revenues for the years 2019-2021					
Description	Revenues 2018	Revenues 2019	Revenues 2020-*projection*	Total 2021-*projection*	Total 2022-*projection*
Total annual revenues	135,742.00€	129,737.20€	124,187.00€	124,187.00€	124,187.00€

Table no. 8: Own source revenues 2018/2019/2020 (UKZ)

10.7. Part of the revenues in UKZ is realized from international projects. At this point, UKZ needs to invest more because these funds are a great resource for research projects and directly affect the deepening of scientific research and the standardization of academic development of the research process with international flows.

Acronym	Name	Coordinator	Budget	Contract term
QUADIC	Quality development of international cooperation and project management (Ngritja e kapaciteteve në bashkëpunim ndërkombëtar dhe menaxhim të projekteve	University "Kadri Zeka"	**991,381.00 €**	**36 months** 15/01/2020 15/01/2023
STAND				
SIAHDPC				
STEAMEdu				

e-VIVA	Enhancing and Validating servIce related competences in Versatile learning environments in Ëestern Balkan Universities - Ngritja dhe validimi i kompetencave në shërbim	European University of Tirana	**56,075.00 €**	**36 months** 15/11/2018 15/11/2021
SMAHPC	Student-run Multidisciplinary Allied Health Practice Center -Krijimi I Qendrës Multidicsiplinare për studentë	Heimerer College	**73,115.00 €**	**36 months** 15/11/201815/11/2021
ResearchCult	Enhancing Research Culture in Higher Education in Kosovo Ngritja e kulturës së hulumtimit në IAL në Kosovë	IBCM College	**53,440.00 €**	**36 months** 15/11/201915/11/2022
ENEMLOS	Legal clinics in service of vulnerable groups: enhancing the employability of laë students through practical education Ngritja dhe funksionalizimi I Klinikave Ligjore Në universitetet partnere përmes edukimit në praktikë	University of Podgorica	**90,586.00 €**	**36 months** 15/11/2019 15/11/2022
QATEK	Towards a quality-oriented system of initial teacher education to increase teacher professionalism in Kosovo" Ngritja e cilësisë së mësimit tek stafi dhe studentët në fakultetet e edukimit	University of Prishtina	**95,865.00 €**	**36 months** 15/11/201915/11/2022
Rebus	Integrating And Validating Practical entrepreurship skills in engineering and ICT studies – REBUS	University of Sarajevo	**78,498.00**	**36 Months** 24/01/201730/11/2020
GreenTechWB				
EUFORIA				
Total			**1,438,960.00**	

Table no. 9: Revenues from international projects (2018, 2019, 2020). (UKZ)

10.8.Objectives of advancing the financial plan. The objective of the UKZ financial plan is to increase revenues and financial stability in order to support its academic and infrastructural activities. We will do this by increasing the efficiency in the management and use of our human and financial resources, as well as increasing the

revenues due to the profitable activities of UKZ: research, public-private partnerships, donations, etc.

The following actions will be undertaken within the objectives:

- Revenue design,

- Expenditure plan.

10.9. Strategic investments. UKZ will direct capital investments in two main directions:

I. Investments in human resources:

   a) Increasing and advancing staff knowledge

   b) Increasing the number of employees

   c) Development of trainings

   d) Increasing performance

II. Investment in infrastructure:

   a) Construction of a new university campus/renovation and expansion of the current campus;

   b) Modernization of physical - technological infrastructure, laboratories and

   c) Investing in new modern equipment

Below is the table with the budget orientation in line with the strategic objectives of 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 equipment)	180,843.76	10.31%
3	Scientific research work	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%

Table no. 10: Orientation of the budget towards strategic objectives. (UKZ).

10.10.   Accountability – audit. Building an efficient financial system, based on transparency, accountability and control is considered one of the main financial objectives of UKZ. In this area, the questions that require answers are:

a) How is the UKZ budget spent based on the main categories and are the objectives set by the budget planning being achieved?

b) Is the budget sufficient to carry out activities at the University within the given fiscal year and do we need revisions?

c) What did the National Audit Office report and taking corrective action during the action plan?

10.11.   Periodic reports. UKZ financial reports will present the financial activity of the institution, as specified in the Law on Public Financial Management and Accountability (03/L-048) which includes all budget organizations, MEST and its sub-programs. Money management in UKZ is done through the single Treasury account. The Treasury account is a system of bank accounts used to collect revenues and realize expenses, which are controlled by a single institution - the Treasury.

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

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 which identifies the achievements (results) against the action plan.

Also, UKZ on a regular quarterly basis reports 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.

CHAPTER VII

Monitoring and reporting

For the implementation of the Strategic Plan 2017-2022, UKZ will update the Action Plan every calendar year. The Action Plan contains the activities that will be in fulfilment of the Strategic and Specific Objectives. The AP will be drafted by a group appointed by the Steering Council in coordination with the Rector and will be approved by the SC. Implementation monitoring and reporting will be done by the Strategic Plan Implementation Oversight Commission. This commission is established according to the Regulation for Supervision of the Implementation of the Strategic Plan, signed by the Rector and will consist of the heads of the faculties that closely follow the development dynamics in the respective faculties, the Secretary-General who manages the university administration, representatives from the Steering Council and Rector. The Regulation on Supervision of the Implementation of the Strategic Plan clearly defines the composition of the group, roles and responsibilities and the reporting process.

As UKZ is in a very intensive phase such as institutional accreditation, and various programs as well as other dynamics related to them before and after applying for accreditation, the reporting of the implementation of the Strategic Plan will be done on a 6-month, annual basis and General reporting on the evaluation of the implementation of the Strategic Plan, which will be done in 2022 when the deadline for the implementation of this plan expires. An evaluation of the implementation of the Strategic Plan will be done in the last year and/or after the last year of the strategy.

The 6-month report is made to monitor the progress of the implementation of the plan by giving an overview of what has been achieved and what has not been achieved, what should be done to increase the dynamics where there are difficulties that slow down the pace. The semi-annual report is prepared by the end of July for the first six months of the respective year. While the six-month period of the second half of the year is covered by the annual report of that year. The focus of the report is on meeting the deadlines for activities as set out in the action plan, the reasons for the delays, the risks associated with implementing the actions and the next steps.

The purpose of the Annual Report is to assess the progress of the implementation of the UKZ Strategic Plan against each Strategic and Specific Objectives, using information on the applicability and eventual non-implementation of the planned activities. The annual report will contain comparative analyses on the progress made compared to previous years. In addition to the progress made during the reporting year, the report will contain information on whether the planned activities have been implemented in a timely manner, the use of financial resources, obstacles and challenges for implementation and the proposal of measures to overcome them. The annual report will be prepared during the quarter of the following year.

The Strategic Plan Implementation Oversight Commission will ensure that during the Strategic Plan implementation phase it minimizes, if not completely eliminates, any difficulties or challenges that could potentially complicate the fulfilment of the Strategic Objectives.