



Strategic Plan of University “Haxhi Zeka” in Peja 2020 – 2024

Peja, January 2020

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Abbreviation List

KAA	Kosovo Agency of Accreditation
BA	Bachelor (study level)
MDE	Municipal Directory of Education
FA	Faculty of Arts
FAB	Faculty of Agribusiness
FB	Faculty of Business
LF	Law Faculty
FMTHE	Faculty of Management in Tourism, Hospitality and Environment
SCQ	State Council of Quality
SC	Steering Council of university
MA	Master (study level)
MEST	Ministry of Education, Science and Technology
MF	Ministry of Finances
N/A	Non Applicable
AU	Academic Unit of university
EO	Economic Operator
NGO	Non-Governmental Organization
SO	Strategic Objective
PHD	Doctorate (study level)
CDC	Career Development Center
QA	Quality Assurance
ESMS	Electronic Student Management System
SWOT	Strengths, Weaknesses, Opportunities, Threats
SHS	Secondary High School
IT	Information Technology
UHZ	University “Haxhi Zeka” in Peja
CAO	Chief Administrative Officer (Secretary General of the University)
OIC	Office for International Cooperation
OQA	Office for Quality Assurance

Strategic Plan 2020-2024
University “Haxhi Zeka” in Peja

Executive Summary

The University “Haxhi Zeka” in Peja (UHZ) is a public higher education institution in Kosovo that currently offers 13 bachelor and master studies in the areas of Business, Management in Tourism, Hotel and Environment, Law, Agribusiness and the Arts to 11,000 students. UHZ was founded in 2011 although its roots go back to 1960 as a High School of Economics – Commerce and later as a Faculty of Applied Business Sciences within the University of Prishtina.

In its brief history UHZ has made considerable progress in establishing itself in the higher education field in Kosovo, especially in the region of Peja. With this Strategic Plan 2020-24 UHZ wants to put its future development on a solid foundation, give orientation to its internal and external stakeholders and respond to recently introduced of new standards by KAA as well as to the unsuccessful reaccreditation on institutional level. the failed accreditation by the Kosovo Accreditation Agency in 2019. This plan was developed by a commission encompassing the rectorate, deans, and representatives of students, alumni, businesses and government agencies and partners from the HERAS project.

The higher education sector of Kosovo is shaped by a lot of uncertainty in 2019/20. The change in government, postponed budgets, uncertainties about future development in higher education etc. While the outlook on the national level is making planning for the next five years challenging, the developments in the Peja region are encouraging for UHZ. Peja is ideally located in the “Kosovo, Albania and Montenegro triangle” which shows increasing cross-border commerce, a huge potential for touristic development, agribusiness and entrepreneurship in general, and is home to large firms of national importance. UHZ is aware of these regional needs and potential and is best positioned to address them with its strong tradition and competence in business education in the Peja region. UHZ is well connected with the regional business community and institutions and has a motivated and determined leadership, academics and administrative staff. The university is willing to tap this educational potential, become the preferred academic partner for these stakeholders and contribute through quality teaching and research to regional development.

This commitment to the Peja region and the resulting close interaction with stakeholders will help remedy shortcomings by better integrating practice into the classroom and improving employability of graduates. At the same time, this opening to relevant regional stakeholders and discussion of pressing regional issues offers the chance to live up to higher academic performance standards. In a university with a young history of eight years and fast growth tensions are to be expected. We have clearly identified the areas for improvement in teaching, in research and in administrative processes. In this plan UHZ shows up deficiencies and addresses them starting with the mission and vision and followed by consistent strategic goals, initiatives and implementation programs.

Mission

University "Haxhi Zeka" continues its positive academic and artistic tradition, creates environment and transformative academic experiences in order to achieve the full potential of students, implements advanced scientific standards and helps the economic development of Peja region and the country in general.

Vision

A modern and respected university, offering quality teaching, research and artistic creativity, acts as a reliable partner for businesses, the community and local and international higher education institutions, as a promoter of regional development and a supporter of sustainable development of Kosovar society in general.

Values

In order to achieve its vision and fulfill its mission, University "Haxhi Zeka" has incorporated and functions based on academic integrity, transparency, accountability, partnership, diversity and multiethnicity.

For the 2020-24 period the following goals and initiatives will guide the development of UHZ:

- Improve the quality in teaching
 - Establish an advisory board at faculty level consisting of competent and forward-looking professionals and entrepreneurs in the respective fields
 - Revise the existing study programs together with the advisory board to improve employability
 - Invest in academic staff training
 - Quality assurance
- Drive internationalization
 - Push English language as the “door-opener” to the academic world and mobility enhancer among students as well as academic and administrative staff
 - Increase the interaction with foreign universities via exchange agreements, summer universities and visiting professorships
 - Promote and fund the international mobility of students and academic staff
- Move from a “teaching-university” to a stronger research-oriented university

- Finalize the accreditation of the Ph.D. program that will be offered in close cooperation with other national universities and international partners
- Establish access to e-journals and e-books/libraries
- Offer academic staff/faculty development programs with regard to state-of-the-art teaching and research methods
- Increase the budget to fund new researcher positions and fund research infrastructure, training and international mobility
- Digitalization as a quality and efficiency driver
 - Upgrade the IT infrastructure to improve administrative processes and student services
 - Improve teaching quality by putting IT labs and smart classrooms in place
 - Buy anti-plagiarism software to check scientific works
- Increase the performance of the administrative personnel and efficiency of processes
 - Meet regulatory demands in quality assurance
 - Restructure the organization and improve internal communication
 - Invest in staff development and digital services
- Raise additional funding
 - Obtain autonomy in budgeting
 - Increase state funding to finance additional researchers/faculty, academic/administrative staff development, digitalization and infrastructure expansion
 - Raise 3rd party funding through donations, commissioned work with businesses and institutions, and by accessing research funds.

The Strategic Plan 2020-24 offers a clear guideline for the future development of UHZ and contains detailed implementation plans for the different organizational units of UHZ.

A total amount of 15,062,524.00 € have been planned for the implementation of this strategic plan, of which € 11,206,924.00 have been foreseen to be covered by the regular UHZ budget, whereas 3,855,600.00 € to be covered by various donors and/or central Kosovo institutions.

1. Introduction

University "Haxhi Zeka" (UHZ) as an independent public institution of higher education is relatively new, founded 8 years ago (in 2011), but at the time of its establishment this institution did not start working from zero, because it has inherited a tradition of over half a century (since 1960), initially as a High Economics - Commercial School and then as Faculty of Applied Business Sciences (ABS) within the frame of University of Prishtina.

UHZ maintains its activity as a university in the municipality of Peja, as one of the largest municipalities in Kosovo and a regional center. Consequently, UHZ is of particular importance for the Municipality of Peja and other municipalities of this region, such as Istog, Klina and Deçan. In addition, the Dukagjini Plain in general and Peja in particular are known for their long tradition in business, agribusiness, tourism, arts, culture, etc. This has helped UHZ to orient itself with its study programs in these fields in order to respond to the needs of the labor market, by preparing staff that contribute to the overall development of this region, but also to the country in general.

Given that UHZ is one of the seven public universities in Kosovo and given that many private higher education institutions operate in Kosovo, even in Peja municipality, UHZ has consistently made efforts to be competitive and comparable to competitors in the market of higher education in Kosovo, public and private, in order to be attractive to potential students by offering attractive study programs and providing quality studies and services to its students. As a result of these efforts, UHZ has successfully been accredited as an institution and accredited numerous bachelor's and master's degree program

In the recent process of institutional accreditation by the Kosovo Accreditation Agency (KAA) in 2019 UHZ failed to gain institutional accreditation as a result of its inability to meet the new standards foreseen and set forth by the State Council of Quality (SCQ) of KAA. This has led UHZ to mobilize to meet new standards for accreditation.

Based on these developments, but also with the aim of rapidly developing and advancing the institution, UHZ has decided to fully review its 2017-2022 strategic plan, which it has been implementing, and draft this new Strategic Plan 2020-2024, which covers the five-year period January 2020 - December 2024. Through the "Strategic Plan of University "Haxhi Zeka" in Peja 2020-2024", UHZ plans to respond to new challenges and demands as better as possible with which university will face in the coming years.

UHZ remains committed to continuing its work and efforts to improve the situation in universities, to meet local and international criteria and standards, to provide quality services and studies to its students, to provide space and opportunities for professional and academic development for its staff, responding to the needs and demands of the labor market and contributing to the development of the country and society. It is precisely in the continuity of these efforts that this five-year strategic plan is drafted, which will serve as a guide for further development of UHZ.

2. Methodology

The drafting of the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020 - 2024" has been a very long and whole inclusive process. This strategic plan has been largely composed in line with the suggestions, requests and contributions of various representatives from UHZ and other institutions and stakeholders that are of relevance and interest in the field of higher education. For this reason, UHZ has created the “Central Commission for Strategic Plan Drafting” with the following composition:

1. Fadil Millaku –UHZ Rector, Chairman
2. Agim Rysha – UHZ Steering Committee member, Co-chairman
3. Nazmi Maksutaj - UHZ Steering Committee member
4. Drita Kadriu – Director of Department for Higher Education in MEST
5. Afrim Selimaj – Vice Rector for Budget, Finance and Infrastructure at UHZ
6. Ibish Mazreku – Vice Rector for International Cooperation and Quality Assurance at UHZ
7. Sabiha Shala – Vice Rector for Teaching and Student Affairs at UHZ
8. Astrit Ademaj – Secretary General at UHZ
9. Halit Shabani – Acting Dean of Faculty of Business at UHZ
10. Kolë Krasniqi – Acting Dean of Law Faculty at UHZ
11. Adem Dreshaj – Acting Dean of Faculty of Management in Tourism, Hospitality and Environment at UHZ
12. Nexhdet Shala – Acting Dean of Faculty of Agribusiness at UHZ
13. Hysen Nimani – Dean of Faculty of Arts at UHZ
14. Adnan Lataj –IT Chief
15. Durim Hoxha – Director for Teaching and Academic Affairs
16. Gentiana Kastrati – Director for International Cooperation and Quality Assurance
17. Besim Avdimetaj – Director of MDE of Peja Municipality
18. Musa Nikçi – Director of SCS “Bedri Pejani” in the municipality of Peja
19. Agim Kurmehaj – Chief Prosecutor of Basic Prosecution in Peja
20. Skender Thaçi – Owner of “Hotel Magra”
21. Patrik Nushi – Student of UHZ at Master level – representative of students
22. Granit Selimaj – Representative of Alumni
23. Rron Gjinovci – NGO ORCA – Representative of Civil Society
24. Luan Lulaj – process-recorder

Apart from the above mentioned members of the central commission, various independent professors and experts, such as Xhavit Rexhaj (HEI expert), Bujar Pira (UASF), Mevlide Shamolli (MF) and Bujar Gallopeni (HERAS), have contributed voluntarily to the drafting of this strategic plan. Whereas, with the support of the Organization for Improvement of the Quality of Education (ORCA), Jusuf Thaçi was hired as a consultant, who provided support

and expertise throughout the strategic planning process, elaborating and finalizing suggestions, requests and contributions of the members of the central commission for drafting the strategic plan until the finalization of this document.

The process of drafting the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020 - 2024" until the approval of this document by the UHZ Steering Committee took more than three months (October 2019 - January 2020) and went through several phases, through which various activities have taken place. The stages in question are briefly described below:

Phase 1: Preparation

During the end of October and beginning of November 2019 UHZ officials did initial preparations to begin drafting the strategic plan. During this period, members of the "Central Commission for Drafting of the Strategic Plan" were identified from various parties, who were appointed members of this commission, and a Working Plan was prepared for drafting of the Strategic Plan.

Phase 2: Defining of fields and situation analysis

On 13 November 2019 a one-day workshop was organized at UHZ, under the moderation of the consultant and with the participation of members of the commission. In this workshop the participants were informed in detail about the process of drafting the strategic plan and defined the areas to be included in this plan. Also, during this workshop, the situation analysis for the areas included in this plan was carried out, which was conducted through SWOT analysis. Based on the participants' knowledge, strengths, weaknesses, opportunities and threats for each of the areas included in this plan were identified. Besides this, during this phase, official data and statistics were collected which were provided by UHZ officials on all areas included in this plan, in order to make the analysis of the situation as accurate and comprehensive as possible.

Phase 3: Defining of vision, mission and strategic objectives

On 26 November 2019, a one-day workshop was organized at UHZ, under the moderation of the consultant and with the participation of members of the commission. In this workshop the participants discussed and decided on the vision and mission of this plan, respectively of UHZ. Also, during this workshop the participants defined the strategic objectives of this strategic plan, which are intended to be achieved by the time of completion of the implementation of this strategic plan.

Phase 4: Defining of expected results and activities

On 27 November 2019 a one-day workshop was organized at UHZ, under the moderation of the consultant and with the participation of members of the commission. In this workshop the participants identified the main challenges for each field/SO, defined the expected outcomes for each field/SO, and defined and described the activities foreseen for each field/SO.

Phase 5: Defining of indicators and risk analysis

On 4 December 2019, a one-day workshop was organized at UHZ, under the moderation of the consultant and with the participation of members of the commission. In this workshop,

participants defined indicators objectively measurable (indicators) for each strategic objective. Also, during this workshop participants identified and described suppositions and risks that may affect the implementation of this strategic plan.

Phase 6: Budget planning and implementation plan

On 8 January 2020, a one-day workshop was organized at UHZ, under the moderation of the consultant and with the participation of members of the commission. In this workshop the participants defined the budget for all activities foreseen for the five year period of this plan, dividing them into categories depending on the source of funding, and detailed the plan for implementation of this strategic plan for the five year period, defining the institutions/the bodies responsible for their implementation.

Phase 7: Drafting of Strategic Plan document

Based on the drafted documents and the data and suggestions provided throughout the process, the hired consultant has integrated all the parts into one document and finalized the draft of "Strategic Plan of the University "Haxhi Zeka" in Peja 2020 - 2024", which was handed in to UHZ for further processing.

Phase 8: Public discussion of Strategic Plan document

In order to receive remarks, comments and suggestions from all parties, internal and external, UHZ has organized public discussions with all parties, applying various forms, methods and different communication media. Within this frame, public discussions were organized with UHZ staff, UHZ students, representatives of local and central institutions, business community and the general public.

Phase 9: Inclusion of suggestions and finalization of the Strategic Plan document

After organizing public discussions with the various parties, UHZ has taken into consideration all remarks and comments and incorporated in the strategic plan all relevant suggestions that emerged during the public discussions. After this, the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020 - 2024" has taken the final form as a document, ready for approval by the UHZ bodies.

Phase 10: Approval of Strategic Plan by the Steering Committee of UHZ

After completing all the above-described phases and procedures, the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020 - 2024" was approved by the UHZ Steering Committee 30 January 2020.

3. Situation analysis

The Central Commission for drafting the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020-2024", after discussions they had, has decided that within this five-year strategic plan to be included for situation analysis as follows:

1. Management and administration
2. Teaching and learning
3. Quality assurance
4. Scientific research
5. International and inter-institutional cooperation
6. Students
7. Infrastructure

SWOT analysis has been used to analyze the situation in these seven fields in order to identify the strengths, weaknesses, opportunities and threats for each of these fields included in this strategic plan. Whereas the description of the situation has been made in a more detailed narrative manner.

Apart from the data and information derived from the SWOT analysis, official data and statistics were also provided by UHZ, which were necessary for the situation analysis. The following are some general data on UHZ, whereas after this there is a description of the situation for each of the seven fields included in this strategic plan¹.

¹ Situation analysis and its discription was done during November 2019 and presents the situation in this period.

General data on UHZ

UHZ is a relatively new independent public higher education institution, established 8 years ago (in 2011). During the period of its operation as a public university, UHZ has achieved many successes and results in many aspects and directions, although at the same time it faces with many different challenges and problems.

In accordance with the provisions of the UHZ statute, the UHZ is governed by the Steering Committee (SC), the Rector and the Senate. The SC is the main governing authority of UHZ and consists of 7 voting members, 3 of whom are appointed by MEST and 4 are elected by UHZ academic staff. In the meantime, the Rector and the Secretary General of the university are ex-officio members SC without the right of vote. The Rector is the main managing authority of UHZ, who is elected by the SC on the proposal of the relevant Senate committee and is responsible for the effective and orderly operation of the university in accordance with the policies set by the SC. Besides the Rector, UHZ also has 3 Vice-Rectors, who are also elected by the SC on the proposal of the Rector and help the Rector in managing the university. The Senate is the highest academic body of the UHZ and consists of the Rector, Vice-Rectors, all Deans of Academic Units, one member elected by the academic staff of each academic unit, two student representatives and one member elected by non-academic staff of the university. Whereas the Secretary General of the university is a permanent member of the Senate, without the right to vote. The Secretary General of the university is the highest executive and administrative officer of the university, respectively he is the head of administration and head of the Central Administration of the university.

UHZ consists of 5 Academic Units, which include research departments and institutes. Faculties are led by Deans, who may have one or two Vice-Deans (in cases where a Faculty operates in different locations there may be one Vice-Dean for each location). Faculties also have Faculty Councils, which consist of the Dean, Vice-Deans, academic staff, as well as non-academic staff and student representatives.

There are currently 5 academic units or faculties within the UHZ, with a total of 15 Bachelor and Master degree programs accredited, of which five were accredited in 2019 and five were re-accredited, while three other were re-accredited in previous years. More details about these programs are presented in the following table:

Faculty	Level	Total Programs	Programs in Albanian language	Programs in Bosnian language
1. Faculty of Business	Bachelor	1	1/a	1/b
	Master	3	2	1
	Bachelor	2	1	1

2. Faculty of Management in Tourism, Hospitality and Environment (MTHE)	Master	/	/	/
3. Law Faculty	Bachelor	1	1	/
	Master	1	1	/
4. Faculty of Agribusiness	Bachelor	3	3	/
	Master	/	/	/
5. Faculty of Arts	Bachelor	2	2	/
	Master	1	1	/
Joint program with the Universities of Gjilan and Prizren	Master	1	1	/
Total	Bachelor	9	7+	1+
	Master	6	5	1
Total programs (Bachelor & Master)		15	12+	2+

As shown in the table above, apart from the Albanian language programs, UHZ has 3 Bosnian language programs for students of Bosnian community.

As regards study programs for doctoral studies, UHZ has not offered doctoral studies so far, although it has currently prepared and submitted for accreditation to KAA a doctoral program, the “Business Management” program.

Currently UHZ employs as full-time academic staff a total of 70 individuals, presented in the following table based on academic title and gender:

Academic title	Total number	Female	Male
Full Professors	1	-	1
Associate Professors	25	5	20
Assistant Professors	14	6	8
University Assistants	29	19	10
Lecturers	-	-	-
Tutors	1	-	1
Total	70	30 or 43 %	40 or 57 %

Besides the full time academic staff, UHZ currently employs as part-time academic staff (with no regular employment relations) for academic year 2019-2020 also 41 individuals, of whom 7 or 17 % are female and 34 or 83 % are male.

UHZ in full-time and part-time relationships in the 2019-2020 academic year has a total of 111 academic staff, of whom 37 or 33% are female and 74 or 67% are male. The ratio between full-time academic staff and part-time staff (engaged staff) is 63% to 37%.

UHZ has 10 individuals as academic staff from Bosnian community, of whom 4 are full-time academic staff and 6 are part-time (engaged) staff, expressed as a percentage, 9% of the UHZ academic staff is from the Bosnian community.

In UHZ there are currently employed a total of 67 administrative staff, of which 55% are female and 45% are male, of whom 4 officials are from the Bosnian community.

In the academic year 2019-2020 UHZ has a total of 11254 students, presented in the following table by faculties, level of study and by gender:

Faculty	Level	Total students	Female	Male
1. Faculty of Business	Bachelor	4112	1417	2695
	Master	1259	695	564
2. Faculty of Management in Tourism, Hospitality and Environment (MTHE)	Bachelor	1582	582	1000
	Master	119	65	54
3. Law Faculty	Bachelor	3100	1267	1833
	Master	306	164	142
4. Faculty of Agribusiness	Bachelor	559	232	327
	Master	/	/	/
5. Faculty of Arts	Bachelor	217	89	128
	Master	/	/	/
Total	Bachelor	9570	3587	5983
	Master	1684	924	760
Total students (Bachelor & Master)		11254	4511	6743

The table shows that of the total 40% are female, 60% are male, while 490 students are from the Bosnian community (about 4%).

Based on the number of academic staff and the number of UHZ students, it turns out that the ratio of academic staff to student at university level is 1: 101 students.

In accordance with the UHZ statute, students are organized through student organizations, and student interests within the university are represented by the Student Parliament at the university level and by the Student Councils at the academic unit level. Also, as mentioned above, students are represented with voting members in the university's decision-making bodies as well, such as the University Senate and Faculty Councils.

Currently UHZ carries its activities in 3 different facilities with a total of 5734 m2 of usable space (approximately 0.51 m2 per student). Apart from facilities, UHZ also has green space and outdoor spaces, with a total of about 6 hectares of outdoor space.

The UHZ budget for 2019 by economic categories is shown in the table.

Category of expenses	Amount in Euro
Salaries and per diems	2,142,711.34
Goods and services	503,357.00
Municipal expenses	36,458.00
Subsidies and transfers	72,600.00
Capital expenses	800,000.00
Total budget for 2019	3,555,130.34

UHZ is under a program within the MEST (it is not a budget organization that would directly accept a budget allocation under the RKS Law on Budget).

3.1. Management and administration

Being a relatively new university, UHZ has managed to prove very successful in the field of management, although it still faces challenges and problems in this regard.

UHZ's managerial, academic, and administrative staff have a precise description of their duties and responsibilities.

UHZ currently has a functional organogram, but it needs to be revised due to the creation and operationalization of some new offices and services at university level such as: Offices for International Cooperation and Quality Assurance, Career Office, Office for Academic Affairs etc. ..

UHZ has drafted and adopted 39 different regulations so far, by means of which are regulated different issues and aspects of the university, but there are still many other issues that need to be addressed through new regulations and codes that need to be drafted and approved by UHZ.

The recruitment of academic staff, not only those with regular employment (full-time) but also of the academic staff engaged (part-time), is done through public competition, through transparent procedures and review commissions. However, the UHZ must advance this process and mechanism in order to be immune from any kind of external interferences. As for the good progress of the new student enrollment process, the teaching process and exam organization it is considered that UHZ is successful in these aspects.

It is generally considered that the cooperation, relations and communication between the different stakeholders within the UHZ (management, academic staff, administrative staff and students) is good and fair, but the spirit of teamwork needs to be further enhanced.

For the purposes of transparency and accountability, UHZ has its official web site, in which, besides for general information about the university, there are also published basic documents, regulations, decisions, competitions, tenders, subject syllabuses, CVs of academic staff, etc. However, it is estimated that the website needs to be better maintained and updated more often depending on the dynamic developments taking place in the institution.

UHZ has been very successful in managing finances and this can be evidenced by the reports of auditors as well as the fact that during 2018 it managed to spend 99% of the budget. UHZ foresees functioning as an independent institution of higher education and has several times submitted requests to be an independent Budget Organization during 2018 and 2019, given that it fulfills all the requirements in terms of the Law on Management of Public Finances and because it has all certified resources in the Department Finance within UHZ.

UHZ has managed good enough to use contemporary information and communication technology in function of well-management and delivering of quality and efficient services to its staff and students. In this regard, evidence of held lectures by UHZ teachers is now recorded electronically (via the electronic card scanned at the start and end of the lecture) and thus facilitates the calculation of staff payments depending on the performance of their foreseen

duties. The same system of electronic evidence is already used for UHZ administration employees. Besides these, UHZ has already fully operationalized the Electronic Student Management System (ESMS), through which students perform most of the necessary services, such as semester registration, exam submission, grade records, etc., although it is assessed that ESMS needs to be further advanced in the future. UHZ has also installed 4 e-kiosks in the university premises, through which students can perform various services, such as: use the ESMS system, register for compulsory and elective courses, submit exams and view exam results , address requests and complaints, etc.

3.2. Teaching and learning

Teaching and academic issues in general are an important field for UHZ, in which the university has made progress and success in recent years but also faces various challenges.

Since its establishment as an independent institution of higher education, UHZ has increased the number of academic staff, but at the same time increased the number of students. UHZ needs to increase the number of full-time academic staff in relation to engaged (part-time) academic staff (temporarily). UHZ should support its staff to advance their academic and scientific titles while respecting gender at the same time. It is important that in this process of advancing its staff (scientific and academic), UHZ must ensure that its staff are not involved in harmful phenomena for the academic and staff integrity of the institution, such as plagiarism or publication in fraudulent journals.

UHZ currently has 40 academic staff with the title doctor of science and is supporting 4 members of its academic staff in doctoral studies in Kosovo, another 12 in various European universities. UHZ is also supporting some of its professors in various non-financial forms to pursue post-doctoral studies in European countries.

In view of the professional development of its academic staff and the refinement of contemporary teaching and assessment methodologies, UHZ has in recent years (2017, 2018 and 2019) supported its academic staff financially and non-financially for study visits to several universities and states, with a total of about 20 study visits to Germany, Austria, Italy, Belgium, Slovenia, Croatia Romania, Montenegro, Albania, etc., involving over 60 UHZ staff members (with the possibility that the same person has participated in different visits) and during which the staff has received different experiences and good practices. However, it is considered that these visits are useful and need to be carried out more frequently and involve all academic staff. Therefore, it is generally estimated that contemporary teaching and evaluation methodologies, which stimulate critical thinking and provide students with diversified evaluation opportunities, are not sufficiently implemented by the academic staff, despite the staff receiving information from students in end of lectures (semesters) and after exams. This is also due to the lack of appropriate training of the academic staff. Consequently, it is considered very necessary for UHZ to establish and operate a center for excellence in teaching, which would provide training and assist the professional development of UHZ's academic staff. Monitoring the implementation of contemporary teaching and assessment methods by academic staff is also considered necessary.

In recent years UHZ has installed good practices, organizing various meetings and lectures for its students by various local and international professors and experts. As part of its mobility projects, UHZ has engaged 17 international guest professors, mostly from universities in the region (Montenegro, Northern Macedonia and Bosnia and Herzegovina), to lecture for one semester or one academic year. It has also organized daily lectures for students with over 20 different professors from USA, Germany, Austria, Belgium, Malta, Poland, Slovenia, Northern Macedonia, Bosnia and Herzegovina, Albania, etc., but also with experts and professionals different local, mainly in the field of business and industry. In the meantime, there were

organized one-day “master classes” for the students of the Faculty of Arts, where various local and international professionals have taught the students and demonstrated various musical instruments in front of them. These and such practices are considered to be more and more frequent at UHZ due to their positive effects on students. On the other hand, it is estimated that UHZ has not done enough for online teaching to students through any suitable and advanced platform for students, and does not offer opportunities for distance learning or lectures or e-learning, which could be organized by various international professors. It should be noted, that currently this is made impossible by lack of technology and infrastructure given the fact that UHZ does not have the necessary room and technology to host distance video lectures.

Another good practice implemented by UHZ is the tutorial system which has two components:

- 1) Each student has a personal tutor from the academic staff who holds individual and group meetings with the students under their responsibility.
- 2) Students have the support of fellow students through the "peer to peer" principle. This system UHZ started implementing since 2017. In this context, UHZ through the competition selects and engages the most successful students in certain areas (courses) where student passing is lower, so that selected students (tutor students) support and help weaker students, so that they manage to complete the courses and studies more successfully. Tutor students are paid by UHZ from 150 euros per month. UHZ currently has 13 tutor students for the 2019-2020 academic year. It is estimated that this practice has contributed to the increase in students' passing rate in exams, but it is expected to contribute in increase of the number of UHZ graduates.

In order to improve teaching and better training of students, practical work is also foreseen for students. Through various agreements and collaborations UHZ has managed to provide its students with opportunities to perform internships, paid and unpaid, in some public institutions and in some private businesses and companies (which will be discussed in more detail in field 5: International and inter-institutional cooperation). Besides, some students are offered internships within the UHZ, either paid or unpaid. In this context, in the Faculty of Law UHZ has established two Law Clinics (Civil and Criminal Law) and a Courtroom, where students of relevant courses can perform their practical work. Also, during 2018 UHZ has offered opportunities for 6-month internships in its administration to 40 students, with payment of 150 per month. However, despite these successes and good practices, it is estimated that much work needs to be done in this regard, because teaching is generally continues being very theoretical, not all students manage to get involved in practical work, very few or no students are involved in project research of professors, etc. However, for some fields of study programs, this is also contributed by the lack of laboratories and necessary laboratory equipment, where students could do their practical and laboratory work.

Like all higher education institutions in Kosovo, UHZ also faces with the lack of adequate literature in the native language of students, namely in Albanian and Bosnian languages. In order to address this problem, UHZ in 2016 established and now functionalized the Publishing Council of University Books, which has managed to publish only 10 university books of various profiles so far, which are used by students. This small number of university textbooks is due to the fact that UHZ lacks the financial resources dedicated to this purpose and other

incentive measures for their publication (e.g. low score evaluation for authors/staff during the evaluation process of performance in the case of contract extension and advancement of academic staff). Therefore, this is a challenge that cannot be addressed only by UHZ, but by all higher education institutions offering Albanian language studies in Kosovo, Albania and Northern Macedonia, but also by the relevant central state institutions. UHZ students also need access to international libraries and electronic databases, so as not to be limited only in native-language literature.

Besides all the above mentioned aspects, in order to improve teaching and the quality of studies in general, and to attract as many quality students as possible, it is estimated that UHZ needs new study programs at all levels. (BA, MA and PHD), which should be attractive to young students in accordance with new labor market requirements and in line with the characteristics of the Peja region. Therefore, UHZ needs, besides for programs in Albanian language, also programs in Bosnian and English languages. UHZ should also continually review existing study programs and revise and update them in accordance with the recommendations of staff, students, alumni and employers. At the same time, there is a need for course syllabuses to be constantly revised and updated in line with new developments.

3.3. Quality Assurance

Quality Assurance (QA) is one of the fields for which UHZ has achieved some good results, but it still remains a field of many challenges that requires more work and investment.

In order to address the issues related to QA, UHZ has operationalized in 2018 the Office for International Cooperation and Quality Assurance at the university level, and also established the Central Commission for QA. UHZ engages one person from the academic staff in the capacity of Quality Coordinator at each academic unit level.

However, it is estimated that these measures are inadequate, given that OQA at university level and OQA at faculty level need more staff and it is also estimated that staff of these offices need adequate training in order to be more informed and more competent in the matters and aspects they deals with.

Besides the above mentioned offices and staff, as regards QA, UHZ has also worked on the development of regulations, mechanisms, procedures and instruments for the purpose of quality assurance. Within this, UHZ has special regulations for QA adopted in early 2019, but due to new developments in UHZ, this regulation has already been approved by the Senate and a Manual for QA will also be drafted.

UHZ has developed the necessary tools for conducting university self-evaluation, performance evaluation of academic staff, administration and students. In this context, UHZ has already developed 7 different questionnaires which are related to the QA process, which are:

1. Questionnaire for the evaluation of professors by students
2. Questionnaire for the evaluation of professors by the dean
3. Questionnaire for the self-evaluation of academic staff
4. Questionnaire for the evaluation of administration by students
5. Questionnaire for employers of UHZ students
6. Questionnaire for UHZ graduated students (Alumni)

Questionnaires started being implemented and are in the testing/piloting phase until they take the final form and are ready for systematic use in ESMS for evaluation and QA needs.

Despite these above mentioned developments, it is estimated that UHZ needs to develop a quality assurance strategy

Given that quality assurance is highly linked to accreditation, both accreditation of study programs and institutional accreditation, it is expected that UHZ will be mobilized much more in this direction in order to achieve the conditions, standards and criteria for institutional accreditation in 2020. But it is also expected that UHZ will be professionally and financially supported by central state institutions in this regard.

3.4. Scientific research

Scientific research and respective activities related to it have been the focus of UHZ, and in this respect UHZ and its staff have achieved some results and successes, but this field remains very challenging for UHZ, too.

UHZ has made efforts to promote and stimulate scientific and artistic research activity within the university, by supporting its academic staff in various forms to conduct research, make publications and participate in various local and international scientific conferences. As part of these efforts, based on the last three years (2017, 2018 and 2019), UHZ has supported its academic staff for research work, including two full-time assistants at the Faculty of Business: an assistant for scientific research for postdoctoral in the field of financial institutions and risk management and an assistant for international mobility at the University of Malta; two professors were for post-doctoral studies at the University of Graz to conduct their research in their respective fields (with financial support from the HERAS project); and two individuals for mobility. Besides these, the UHZ academic staff has also participated in 6 different research projects in partnership with colleagues from various international universities from Australia, Malta, Bosnia and Herzegovina and Northern Macedonia.

UHZ has also supported its academic staff for scientific publications in international journals. As a result of this support, but more as a result of the commitment itself and the work of the academic staff, over the last three years the academic staff of UHZ has published 177 scientific publications in prestigious international scientific journals/platforms, such as: WEB of Science, SCOPUS, EBSCO, Worldcat and other scientific journals . During this period, UHZ has financially supported its academic staff also for participation in scientific conferences abroad as well, at least 10 academic staff members for participation in various scientific conferences in France, Spain, Bulgaria, Poland, Greece, Croatia and Albania. In the meantime the UHZ academic staff at their own expense have attended 111 international scientific conferences and 9 local scientific conferences within the last 3 years (2017, 2018, and 2019). However, it is evaluated that UHZ and its academic staff can and should do more to increase the scientific and research activity within the institution by increasing the number of research, the number of publications in international scientific journals and the number of academic staff who participate in international scientific conferences. To achieve this, it is evaluated that the academic staff of UHZ should be more committed and cooperate more with each other to discuss ideas and draft research projects, and for that it is necessary to have appropriate training, in particular for the drafting of research projects to apply for international funds such as Horizon 2020 and the like.

Academic staff should also create collaboration relations with colleagues from other local and international universities to conduct joint research and publications, but also to participate in scientific conferences organized by their university colleagues. For all of these, it is expected UHZ academic staff is proficient in foreign languages, especially English, but it is estimated

that some academic staff have difficulties in this regard. Of course, for all these UHZ and academic staff need more budget and support from the Ministry of Education, Science and Technology (MEST) so that, besides for stimulating and rewarding staff for these activities, the staff will have laboratories, adequate equipment and instruments for carrying out research, but also have the means to cover the various direct and indirect costs associated with research, publications and participation in scientific conferences.

Besides the research activity of mainly scientific and academic character, during the same period (2017, 2018 and 2019), UHZ and its academic staff have also implemented 4 research projects of applicative character, which have been implemented in collaboration with businesses and industry such as: LLC "TOTAL BERRY SERVICES" – CONSULTANCY FOR BERRIES, then DBZHR and IADK supported the project "Capacity building of young people in the agricultural sector" and the project with IADK: Traditional food preparation and milk processing has been implemented.

However, given the fact that UHZ operates in a city like Peja where there are many large businesses and developed industries, it is estimated that UHZ needs to work and collaborate more with local businesses and industry in order to conduct more research of such a nature, which could include UHZ students besides the academic staff.

In order to promote and develop research and scientific activity, UHZ has already organized three international scientific conferences presented below:

1. In 2017, UHZ in cooperation with the State University of Tetova organized the first International Scientific Conference with the subject "Government Policies and Economic Development in the Region of Southeastern Europe". The scientific papers presented at this conference have been in the fields of business, economics, tourism and agribusiness.
2. In 2018 the Faculty of Business, MTHE Faculty and Faculty of Agribusiness of UHZ organized the Second International Scientific Conference with the title "Encouraging Sustainable Development in Business, Tourism and Agribusiness in the Balkan Countries", in which 190 local and foreign participants participated, including guests from Austria and Malta. A total of 90 papers from 35 local, regional and international institutions were presented at this conference.
3. Also in 2018, the third international scientific conference on "State-Building in Western Balkan Countries: Justice, Media and Art" was organized by the UHZ Faculty of Law and Faculty of Arts. This conference brought together academics, researchers, experts and civil society representatives from Kosovo and neighboring countries, but also from America and Australia, as well as Turkey. The conference aimed sharing of local, national and international experiences, as well as discussions among the academic community, media experts and artists of the challenges of the state-building process.

However, the small budget that UHZ has for organizing these conferences of international character, makes the quantity and quality of participants and papers in these conferences to be not satisfactory.

Apart from the issues and aspects outlined above, UHZ has also undertaken some other actions in order to promote and develop research and scientific activity within the institution such as the establishment of Research Institutes in 2019 at the Faculty of Business and Faculty of Law, which will deal with the organization of research activities. These institutes are not fully operational yet, as they are in the process of drafting regulations on their work and organization, as well as staffing completion. In addition, such institutes should also be established and operationalized in other faculties.

Whereas, in order to prepare the academic staff for the drafting of research projects, with the support of HERAS organization, last year a training was provided for 2 academic staff of UHZ in Austria, but also 7 academic staff were trained for this target in Kosovo with support from the Erasmus + project. However, it is estimated that such trainings need to be further organized so that all academic staff have the opportunity to be prepared to better draft research projects through which they can secure funding, especially from international research schemes and projects for their researches, as the UHZ and the academic staff of the UHZ were not part of any research project within the largest European project Horizon 2020.

Every year, UHZ organizes a competition to select and award three of the best scientific papers/publications of its academic staff, which have been published in serious international journals, although it is estimated that the selection of only three publications is little and the rewards are more symbolic (300 euro first place, 200 euro second place and 100 euro third place), therefore, the possibility of increasing the number of publications selected and the amount of remuneration for these selected publications should be considered.

UHZ has made efforts to provide its staff and students with free access to journals, platforms and databases of scientific publications such as the agreements with the National Library of Kosovo (NLK) and the Association of Kosovo Electronic Libraries for access of academic staff and students in electronic resources where these institutions have subscriptions. However, it is estimated that staff and students need more subscriptions to journals, research platforms and scientific publications, which should be provided free of charge by UHZ to staff and students.

The great importance for scientific activity has led UHZ to decide on the creation of a special commission at the university level, which will draft the UHZ Strategy for Scientific Research for a five-year period.

As regards artistic activity and creativity, the UHZ Faculty of Arts, especially music branches, is very active with its activities at home and abroad, including students and professors of this faculty.

During the last years the UHZ Faculty of Arts has organized various artistic and cultural events and activities in different cities of Kosovo, Albania, Northern Macedonia, Germany, etc. Apart from the cases when the UHZ Faculty of Arts has been an organizer, in recent years the academic staff and students of this faculty have participated in many different artistic and cultural events and activities organized in different cities of Kosovo, Albania, of Northern Macedonia, Germany, etc.

However, it is estimated that the UHZ Faculty of Arts, respectively the academic staff and students of this faculty, need more professional, infrastructural and financial support in order to be able to organize more different artistic and cultural events and activities at home and abroad, especially of international character, but also for participating in many different artistic and cultural events at home and abroad, especially at important international events.

3.5. International and inter-institutional cooperation

UHZ has paid special attention to international and inter-institutional cooperation, achieving the creation of numerous cooperation agreements with different international, regional and local universities, institutions and businesses, but given that this area has much more space and potential, it is estimated that UHZ should still work in this direction.

In order to better address the responsibility for international cooperation, in 2018 UHZ established the Office for International Cooperation, but unfortunately this office still lacks relevant staff, therefore competent and sufficient staff should be employed with the purpose that this important component of the university develops more and more rapidly.

For the purpose of exchanging academic staff, researchers, experts and students; drafting joint research and scientific projects; promoting joint academic activities, such as seminars and conferences; organizing joint artistic and cultural programs; exchange of publications and other academic materials; as well as collaborating on issues and other aspects of mutual interest, UHZ has cooperation agreements with 37 universities and institutions of higher education from various countries of the region and around the world, such as: Germany, USA, France, Italy, Switzerland, Finland, Turkey, Poland, Romania, Bulgaria, Croatia, Bosnia and Herzegovina, Northern Macedonia, Albania, etc. Within the framework of these international collaborations two individuals from the academic staff of UHZ are doing post-doctoral studies at the University of Graz in Austria. Despite all this, it is estimated that these UHZ collaborations with regional and international universities need to be more numerous and intensive so that UHZ would benefit more from these cooperation agreements.

Besides the regional and international higher education universities and institutions mentioned above, UHZ has cooperation agreements with the five Kosovo public universities, respectively the University of Prishtina "Hasan Prishtina", the University of Gjakova "Fehmi Agani", the University of Prizren "Ukshin Hoti", the University of Gjilan "Kadri Zeka" and University of Mitrovica "Isa Boletini".

In the framework of international cooperation, there have been some cases of mobility of academic staff and students during the last three years (2017, 2018 and 2019), cases where UHZ staff went abroad and cases where foreign professors came to UHZ. During the academic year 2017/2018, 8 UHZ academic staff members went for mobility in Stoke, England, while in the academic year 2018/2019, 3 UHZ academic staff members went for mobility in Poland. In 2019, 3 members of the academic staff of universities from Poland were in UHZ in the frame of academic staff mobility. During this same period, four UHZ students completed mobility at Staffordshire University in the UK. However, it is estimated that this level of mobility of academic staff and students is very low; therefore UHZ needs to be mobilized for more collaboration in order to significantly increase the mobility of academic staff and students. It is worth noting here that indirectly, visa liberalization for Kosovo's citizens contributes to this low mobility of staff and students, especially in European countries, as staff and students have to spend a lot of time and money on visas. There are even cases where they cannot obtain visas

within the appointed timeframes, as a result of the complicated and long process of obtaining a visa.

UHZ over the last three years (2017, 2018 and 2019) has managed to benefit in various forms from several international projects, which will be described briefly below.

From the EUFORIA Project, UHZ has benefited in several ways, including: organizing and participating in several workshops and seminars related to research and curriculum improvement, conducting study visits to the United Kingdom (Staffordshire University), benefiting from a management software program of practical work of students, technological equipment for teaching in the value of 24,500.00 euros, supply of 56 books in English and Albanian in the value of 5,459.00 euros, etc.

From the Erasmus + T2P Project, UHZ has benefited in several forms, including: study visit at NWRC - Northern Ireland by 6-member management staff, study visit at UNWE University - Bulgaria by 4-member management staff, study visit at University of Salzburg - Austria by 3-member management staff, study visit at the University of Geisenheim - Germany by 6-member management (expected to take place during December 2019, mobility at NWRC - Northern Ireland by 4 professors, mobility at University of Salzburg - Austria by 5 professors, IT equipment worth 37,000.00 euros (which are in the procurement phase), student mobility at Geisenheim University - Germany, student mobility at University of Salzburg - Austria, student mobility at UNWE - Bulgaria, the organization of an international conference that took place in October 2019 at UHZ, etc.

From the project The Western Balkans Urban Agriculture Initiative (BUGI) UHZ has benefited in several forms, including: 10 study visits for 42 UHZ staff members in Italy, Germany, Slovenia, Bosnia and Herzegovina, Montenegro, etc., and a grant for a greenhouse located near the Faculty of Agribusiness in the value of 41.807.50 euros.

From the project MSc in Sustainable Food Production Systems (STEPS), UHZ has benefited in several forms, including: participation in study visits in Belgium, Romania and Albania, study visit of project STEPS, and laboratory equipment in the value of 42,000.00 euros (which are in the procurement phase).

Regardless of the many benefits from the four projects mentioned above, it is estimated that the opportunity to benefit from similar European and international projects is much greater, so UHZ and its staff should work harder to bring more such projects at UHZ, from which the university, respectively its staff and students benefit greatly.

Besides the above mentioned international collaborations and projects, which have mainly international, scientific and academic character, UHZ has also established much collaboration with local institutions and businesses. Currently, UHZ has agreements with public, local and central institutions in which around 500 students do internships within a year, as well as over 25 local companies and businesses, in which over 350 do their internships. It is estimated that

with more work and engagement by UHZ staff, cooperation agreements can be achieved with more companies and businesses of different fields and profiles, in which a larger number of UHZ students can do practical work.

The above UHZ collaborations with public institutions and especially with companies and private businesses not only have the function of providing internship opportunities for UHZ students, but also serve to better interconnect and harmonize the degree study programs of UHZ with labor market needs and requirements. Therefore, to address this issue, UHZ in 2017 and 2018 has established and operationalized five Advisory Bodies in each of its faculties. These bodies consist of representatives of the relevant UHZ faculties, labor market representatives, respectively representatives of companies, businesses and related industries, as well as student representatives from the respective faculties. Members of these bodies contribute on a voluntary basis. These bodies conduct discussions and propose specific policies to UHZ so that study programs are in line with the needs and requirements of the labor market, respectively companies, businesses and industries. These bodies also contribute to the monitoring of the performance results of the proposed study programs to graduates in these programs. It is considered that these troops are very important, therefore they should be further strengthened in the future.

In terms of international and inter-institutional cooperation, it is evaluated that there are many other opportunities that could be used in the future by UHZ to benefit as an institution, but at the same time to serve the development of the country and society in general. In the frame of these opportunities can be mentioned various local and international donors and philanthropists who can support UHZ; individual and institutional collaborations with the diaspora; creating and providing services to the community; good geographical position and natural wealth of the Peja region (Rugova, Borea, etc.), including cross-border cooperation; the potential for the development of the tourism and agriculture sectors in the Dukagjini Plains in general and in the Peja Region in particular; request of market and local authorities for new curricula and programs (painting, gastronomy, mountain tourism, etc.); development of peak sports in Peja municipality; the multi-ethnic composition of the Peja region, etc., etc. Of course, to capitalize so many opportunities available, UHZ needs more institutional, professional, infrastructure and financial support from central and local state institutions.

Taking into account the great importance of international cooperation, UHZ has already decided to form a separate university-level commission that will draft the UHZ Strategy for International Cooperation for a five-year period.

3.6. Students

Students and issues related to them are the most important for UHZ. Many topics and issues related to students have already been mentioned and addressed within the above fields of this UHZ situation analysis. However, there are also other aspects included here that are challenging for UHZ.

UHZ has a total of 11254 students, of whom about 40% are female and about 60% are male. As regards the number of students from non-Albanian communities, there are a total of 490 Bosnian students among the UHZ students, or about 4% of UHZ students are from the Bosnian community. Based on these data, it appears that UHZ should take measures to draft certain policies to improve the gender ratio of students so that the number of female students is approximately equal to the number of male. UHZ should also make efforts to offer more of its programs in Bosnian (currently it has only 3 programs in Bosnian), so that students in this community can have more choice of studies in their native language. This could be achieved with greater cooperation with universities from Bosnia and Herzegovina.

The first process which UHZ students face is the admission procedure for studying at this university. It is considered that the admission of new students at UHZ is a professional and transparent process, conducted through a public and merit based competition. The number of people interested in enrolling at UHZ has been relatively high, though vacancies for students have not always been filled. Last year (2018) for a total of 2417 places announced for new students at Bachelor level applied a total of 1115 persons and were admitted 1070 students, while for the Master level for 310 places announced for new students applied a total of 359 people and were admitted 264 students. It is estimated that non-continuation of institutional accreditation in 2019 has damaged the reputation of UHZ, therefore, UHZ should undertake the necessary measures and activities to correct this damage to the image that was caused by the non-accreditation.

UHZ should look for opportunities to expand the programs it offers, but always in line with the staff, infrastructure and budget available, and should target good students and attract them to study at UHZ. More about these programs will include activities in field 2 and field 5 of this document.

As regards the percentage of students who graduate within the UHZ deadline, data based on the last three years show that this percentage is very low, especially in Master level.

In the 2014-2015 academic year in Bachelor level a total of 2110 students were admitted and 256 students graduated on time, consequently the percentage of graduates is 12.13%. In Master level 431 students were admitted, while 9 students graduated on time, consequently the percentage of graduates is 2.09%.

In the 2015-2016 academic year in Bachelor level, a total of 1517 students were admitted and 199 students graduated on time, resulting in a graduation percentage of 13.12%. In Master level, 377 students were admitted, while 7 students graduated on time, consequently the percentage of graduates is 1.86%.

In the 2016-2017 academic year in Bachelor level a total of 1862 students were admitted and 156 students have graduated on time, consequently the percentage of graduates is 8.38%. In Master level 434 students were admitted, while 9 students graduated on time.

Based on the total number of students admitted to the two levels (Bachelor and Master) for three years (2014, 2015 and 2016), which is 6731 students per term, of whom have graduated a total of 636 students, which shows that the percentage of graduates within deadline is 9.45% graduated students.

Students are organized through student organizations, while student interests within the university are represented by the Student Parliament at the university level and the Student Councils at the academic unit level. Students are also represented by members with the right of vote in the UHZ decision-making bodies as well, in the University Senate with 2 members from the Student Parliament and the Faculty Councils with 1 member from the Student Councils of the respective faculty. Besides these, students are also quite involved in the quality assurance process. UHZ student representative bodies are now also part of the Union of Kosovo Students (UKS), as an umbrella organization for all students in the country. It is worth mentioning that UHZ supports students, respectively student representatives and their bodies, with space (offices) and financial resources for their activities. However, it is estimated that UHZ should allocate more funds to support activities and organizations of student bodies, whether in the interests of protecting students' interests and rights or for the various educational, social, sports and recreational organizations they organize for students of UHZ.

In order to acknowledge and reward good and successful students, UHZ awards academic scholarships to students with a high grade average each academic year, respectively 9.5 at the Faculty of Arts and 9.0 at other faculties, including some other criteria, such as: to be a full-time student, to be at least in the second year of studies, to have not repeated a year and have completed all the exams of the previous year of studies in September term. Anyone who meets these criteria wins a scholarship, so the number of scholarships is not limited, but the amount of scholarship is determined by the number of scholarships. This academic year (2019-2020) 72 students received scholarships, while the scholarship amount was 900 euros.

However, besides scholarships, UHZ should take measures to use other methods of stimulating and rewarding good students. Student mobility in different European countries should be further stimulated, as it is estimated that there is little interest from students, but in this respect it is estimated that non-recognition of English by a number of students is a problem. UHZ should also consider addressing the problem that many students come quite unprepared from the previous pre-university education. Another issue that needs to be addressed is the copying

of students during the evaluation, but also while working on the papers of diploma work (Bachelor or Master), which is considered a very harmful phenomenon.

UHZ provides services to students, especially administrative ones which are provided electronically through the ESMS system, e-kiosks, etc., complaint boxes are located at all faculties so that students can address complaints anonymously. UHZ also has a Career Development Center (CDC), which provides counseling sessions (group and individual) for students to identify the appropriate level of engagement in their career planning. This center also organizes business information sessions, organizes various business study visits for students, and organizes a Career Fair. This fair is organized once a year and various institutions/businesses participate that have job offers or internship offers for UHZ students. So far, the CDC has organized five career fairs, two of which (the last ones) have been funded by GIZ/DIMAK. All of this is done to increase the possibility of improving student communication with the job market, finding effective jobs, developing relationships between employers and employees of internship level, enhancing career opportunities and creating a specialized mechanism for this aspect. Students are notified with all career development opportunities. The CDC staff also gives consultations for the preparation of the CV, Motivation Letter and preparation for the job interview. A career development guide is also available to all students. However, it is considered that such services and activities should be organized more frequently for students. It is also evaluated that UHZ should offer other support services to students, especially in function of developing soft skills of its students.

UHZ offers internships to its students at the institution, paid or unpaid, in various local and central government institutions, as well as in private companies and businesses within and outside the country. Currently, UHZ has agreements with public, local and central institutions in which around 500 students do internships, as well as over 25 local companies and businesses, with over 350 students that do their internships. It is estimated that with more work and engagement by UHZ staff, cooperation agreements can be reached with more companies and businesses of different fields and profiles, in which a larger number of UHZ students can do their practical work. Earlier it offered internships for 40 students in its administration.

Besides services that UHZ offers to students, student organizations, their representative bodies and students themselves individually participate and organize many different educational, social, sports and recreational activities for UHZ students with financial and non-financial support from UHZ. A Regional Student Scientific Conference has already been organized by boards consisting of academic staff and students of UHZ, while expenses were covered by UHZ. In this conference the students presented their abstracts and papers that have been reviewed previously by the scientific board. Apart from this, students of the Faculty of Law have been participating in the international competition for simulation of cases in the field of humanitarian law for two years. Also the Career Fair which was mentioned above is organized with the contribution of the students. The Faculty of Arts has started this year with the European Summer Music Academy "ESMA" and the academy participate professors from Europe (France, Lithuania, Germany, etc.), as well as students of Music from Kosovo and Europe. The Faculty of Arts will try to organize this summer academy every year, as well as secure funds

and make it traditional. In addition, UHZ organizes many social, sporting and recreational events for students. Apart from these, UHZ students have already joined the University Sports Federation and participate in the activities of this federation. Despite all this, it is estimated that UHZ students need much more such educational, social, sporting and recreational activities and organizations, but for this there is lack of self-initiative by students and student organizations and there is also lack of adequate infrastructure and necessary budget.

UHZ keeps contacts and follows the professional careers of its graduated students (Alumni). In frame of this, the UHZ requires alumni evaluation and “feedback” on various aspects and also involves them in the commissions for the drafting of UHZ regulations or strategies. Besides these, the Career Development Center, in order to help graduates strengthen ties and collaboration with the university and students, and serve as an opportunity to share their achievements and experiences, organizes a yearly meeting with graduates. Also, all graduates have the opportunity to register online and based on the contacts they provide, they are notified of all activities organized by UHZ/CDC and in which they can participate. However, it is estimated that alumni are generally not very interested and active in keeping contacts and supporting UHZ. Therefore, UHZ needs to develop policies to keep more intensive contacts with its graduates.

3.7. Infrastructure

As regards the infrastructure, UHZ has inherited a good campus and started working well, but as time passed and with the increase in staff and students, challenges and problems have emerged, which need to be addressed.

UHZ develops its activity in 3 different buildings with a total of 5734 m² of usable space. While besides the facilities, within the UHZ university premises, there is also green space and outdoor spaces of about 6 hectares.

UHZ has approximately 0.51 m² of university space per student. Within the frame of these spaces are included: amphitheater (3); classrooms (22); cabinets (14); concert halls (1), informatics cabinets (1); laboratories (4); libraries (2); administration offices (55), student service offices (7), student offices (4), warehouses (6), maintenance offices (4), heat storage spaces (3), etc.

UHZ needs more university space in order to meet the needs of staff and students for adequate and appropriate spaces for their activities. In this regard, there is work being done in this direction, a new building of the Faculty of Arts with a surface of about 5000 m² is under construction, after construction of which students and staff of this faculty will have sufficient and suitable space to carry out their activities, freeing up their existing space for other faculties, which will also influence in the m² student-to-university ratio. UHZ also plans to build the Business Faculty and MTHE Faculty.

UHZ has two libraries which are supplied with over 6500 books for all fields of study and within this frame there are two reading rooms. These libraries need to be enriched with more different titles. UHZ needs more space to serve as reading rooms for students. UHZ students also need access to international electronic libraries and databases, as mentioned in Field 2.

As regards the areas for social, sports and recreational activities, UHZ does not own such spaces, but has an agreement with the municipality of Peja for the use of a sports hall, and is in the process of signing some agreements with some local or private buffets to offer services for students. UHZ also has no dormitories, cafeterias, or canteens for students. The lack of all of these facilities and services affect the impoverishment of student life at UHZ, so UHZ should take measures to create such facilities and services for its students as soon as possible. Of course, for all these it needs more financial support from the Ministry of Education.

Besides facilities, within the UHZ university spaces, there is also green space and outdoor spaces, with a total of about 6 hectares (not including the space occupied by the facilities), but these areas also need to be improved, creating parks, parking and facilities suitable for staff and students.

As for the necessary equipment, supplies and technology, UHZ has internet in staff offices and student reading rooms, but there is still no wireless internet in the entire university area, which could be used free of charge and continuously by all students and staff. As regards computers, UHZ currently has a total of 160 computers available at the university level (another 25 computers are expected to be purchased in December 2019) which when calculated per student capita it comes out that there is one computer for about 70 students. Therefore, the number of computers should be greatly increased in UHZ. In terms of projectors, UHZ has a total of 25 projectors in the lecture rooms and meeting rooms (another 10 projectors are expected to be purchased in December 2019). UHZ has also got 35 printers, 12 multi-function printers, and 23 copiers for staff and student needs.

As regards laboratories, UHZ has 4 laboratories supplied with equipment and reagents, but it also needs other laboratories and other laboratory equipment. UHZ has an informatics cabinet with 16 computers, while there is no room equipped with the right equipment and technology to organize online or distance learning, so there is a need for additional informatics cabinets and a "smart room". The Faculty of Arts is equipped with some requisites and musical instruments, but needs much more equipment and instruments in order to make the quality of studies much more practical, qualitative and attractive for students.

UHZ needs to make infrastructural interventions to create the necessary and appropriate conditions and infrastructure for people with special needs, as there is currently no such infrastructure as recliners, elevators, appropriate baths for these people, etc. Also, UHZ needs to constantly have a set budget for the needs of supplying new inventory, as well as for the maintenance and renovation of external and internal facilities and spaces, as it is estimated that inventory is outdated and insufficient, and it is also known that facilities and external spaces need constant maintenance and renovation.

4. Vision and Mission

Mission

University "Haxhi Zeka" continues its positive academic and artistic tradition, creates environment and transformative academic experiences in order to achieve the full potential of students, implements advanced scientific standards and helps the economic development of Peja region and the country in general.

Vision

A modern and respected university, offering quality teaching, research and artistic creativity, acts as a reliable partner for businesses, the community and local and international higher education institutions, as a promoter of regional development and a supporter of sustainable development of Kosovar society in general.

Values

In order to achieve its vision and fulfill its mission, University "Haxhi Zeka" has incorporated and functions based on academic integrity, transparency, accountability, partnership, diversity and multiethnicity.

For the 2020-24 period the following goals and initiatives will guide the development of UHZ:

- Improve the quality in teaching
 - Establish an advisory board at faculty level consisting of competent and forward-looking professionals and entrepreneurs in the respective fields
 - Revise the existing study programs together with the advisory board to improve employability
 - Invest in academic staff training
 - Ensure the good academic quality of admitted students
- Drive internationalization
 - Push English language as the “door-opener” to the academic world and mobility enhancer among students as well as academic and administrative staff
 - Increase the interaction with foreign universities via exchange agreements, summer universities and visiting professorships
 - Promote and fund the international mobility of students and academic staff
- Move from a “teaching-university” to a stronger research-oriented university
 - Finalize the accreditation of the Ph.D. program that will be offered in close cooperation with other national universities and international partners
 - Establish access to e-journals and e-books/libraries

- Offer academic staff/faculty development programs with regard to state-of-the-art teaching and research methods
- Increase the budget to fund new researcher positions and fund research infrastructure, training and international mobility
- Introduce digitalization as a quality and efficiency driver
 - Upgrade the IT infrastructure to improve administrative processes and student services
 - Improve teaching quality by putting IT labs and smart classrooms in place
 - Buy anti-plagiarism software to check scientific works
- Increase the performance of the administrative personnel and efficiency of processes
 - Meet regulatory demands in quality assurance,
 - Restructure the organization and improve internal communication
 - Invest in staff development and digital services
- Raise additional funding
 - Obtain autonomy in budgeting
 - Increase state funding to finance additional researchers/faculty, academic/administrative staff development, digitalization and infrastructure expansion
 - Raise 3rd party funding through donations, commissioned work with businesses and institutions, and by accessing research funds.

The Strategic Plan 2020-24 offers a clear guideline for the future development of UHZ and contains detailed implementation plans for the different organizational units of UHZ.

5. Strategic Objectives

Based on the situation analysis presented at the beginning of this plan and the fields included in this analysis, in line with the vision and mission of UHZ, the “Strategic Plan of the University “Haxhi Zeka” in Peja 2020-2024” has defined seven strategic objectives, an objective to each of the fields included in the situation analysis, which are then analyzed into expected results, while the expected results are analyzed into specific activities, which are described in detail. All of these are described below.

5.1. Management and Administration

Management and administration is the first field included in the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020-2024". Based on the situation analysis of this field, and in view of fulfilling the vision and mission of the UHZ, the following presents the main challenges, strategic objective, expected results and activities defined for this field.

Main challenges

In the field of management and administration UHZ faces many challenges and problems, but it is impossible for all these challenges and problems to be addressed and resolved within the five year period covered by this plan, only a few of them will be briefly presented below; the most important ones that are intended to be addressed by this strategic plan:

- Lack of new mechanisms and sufficient and trained staff within these mechanisms.
- Incomplete regulation on all issues and aspects.
- Insufficient cooperation, accountability and transparency.
- Insufficient digital services.
- Financial non-independence of UHZ from MEST.

Strategic objective

In order to address the challenges and solve or mitigate the above-mentioned problems in the field of management and administration, the following strategic objective has been set, which is aimed to be fulfilled over the next five-year period:

Strategic Objective 1: Efficient, transparent and accountable management and administration.

Expected results

In order to meet the strategic objective set out in this strategic plan for the field of management and administration, it is foreseen to achieve the following expected results:

- Result 1.1: There are and operate all necessary institutional mechanisms within the University.
- Result 1.2: University regulation is complete.
- Result 1.3: Cooperation, accountability and transparency are at the appropriate level within the university.
- Result 1.4: There are advanced digital services.
- Result 1.5: UHZ has financial independence with a specific budget line in the Law on Budget.

Activities

In order to meet the strategic objective and achieve the expected results set in the field of management and administration, it is foreseen to carry out some activities (grouped according to the expected results), which will be presented below, along with a short description for each activity.

Rezultati 1.1: There are and operate all necessary institutional mechanisms within the University.	
Activity 1.1.1: Establishment and operationalization of new mechanisms within university	Activity description 1.1.1: UHZ will establish and operationalize a range of new institutional mechanisms within the university, through which it will address more directly and more intensively some important issues related to the institution. In this context, the following mechanisms will be established and operationalized: 1. Office for Excellence in Teaching - OET (for more details in this, see related activities on field 2). 2. Office for Quality Assurance - OQA (for more details in this, see relevant activities on field 3). 3. Office for Scientific Research - OSR (for more details in this, see related activities in field 4). 4. Office for International Cooperation - OIC (for more details on this, see the relevant activities in field 5). 5. Center for Innovation and Entrepreneurship in support of businesses (for more details, see related activities in field 5). 6. Center "From Theory to Practice".
Activity 1.1.2: Drafting and approval of new university organogram	Activity description 1.1.2: After the establishment of new institutional mechanisms, the new university organogram in all instances will be drafted and approved, reflecting the new developments and new mechanisms established within the university.

Result

1.2: University regulation is complete..

<p>Aktiviteti 1.2.1:</p> <p>Identification of necessary regulation, which is missing or needs to be complemented</p>	<p>Activity description 1.2.1:</p> <p>UHZ will identify the regulations (regulations, codes, strategies, manuals, etc.) which are missing or need to be complemented in order to complete the regulation on which the university operates.</p> <p>External expertise is engaged or a commission is established to evaluate existing regulation, to evaluate the gaps and to draft/review regulations as needed.</p> <p>Regulation review is based on the legal framework, European experiences and the needs for efficient and effective functioning of the university.</p>
<p>Activity 1.2.2:</p> <p>Drafting/supplementing of university regulations</p>	<p>Activity description 1.2.2:</p> <p>UHZ in accordance with legal procedures and in a transparent manner will establish relevant commissions, with the involvement of all necessary stakeholders, who will draft or supplement the necessary university regulations (regulations, codes, strategies, manuals, etc.), which have been identified as missing or in need of completion. The most important regulation for the university will be drafted first.</p> <p>Documents which have already been identified and will be processed with priority are:</p> <ul style="list-style-type: none"> • Student manual • Code of ethics for administrative staff • Code of Ethics for Academic Staff • Regulation on basic studies • Regulation for master studies • Regulation on the quality assurance and evaluation system at UHZ • Strategy for academic development • Strategy for scientific research • strategy for quality assurance • Manual for evaluating the performance of academic staff • Manual for quality assurance • Regulation on internationalization • Plan for academic development

	<ul style="list-style-type: none"> • Strategy for internationalization and institutional cooperation <p>Besides these, as required, UHZ will evaluate on annual basis the drafting or completion of new regulations in line with new developments in the institution.</p>
Activity 1.2.3: Approval of university regulations	Activity description 1.2.3: UHZ will approve in the competent bodies the necessary university regulations (regulations, codes, strategies, manuals, etc.), which have been drafted or supplemented by the relevant commissions (mentioned in previous activity 1.2.2).
Activity 1.2.4: Information of all stakeholders on the university regulation	Activity description 1.2.4: UHZ will make public all its regulations (regulations, codes, strategies, manuals, etc.) on its official website, so that all stakeholders and the general public can access these documents. Specifically UHZ will inform parties within the university of its own regulations (regulations, codes, strategies, manuals, etc.), including management, academic staff, administrative staff, students, etc.

Rezultati 1.3: Bashkëpunimi, llogaridhënia dhe transparenca janë në nivel të duhur në kuadër të universitetit.	
Aktiviteti 1.3.1: Identification of staff training needs	Activity description 1.3.1: UHZ through data collection, questionnaires and focus groups with students, academic staff, administrative staff and managerial staff, will identify the needs of managerial and administrative staff for relevant trainings in order to increase the professionalism and efficiency of services.
Activity 1.3.2: Organization of trainings	Activity description 1.3.2: UHZ organizes training for managerial and administrative staff in order to increase their professionalism and efficiency of services, depending on the needs identified previously.

	<p>33 (of them 13 Heads of Offices) persons from the managerial staff will be trained by local and international experts for:</p> <ul style="list-style-type: none"> - Leadership - Management - Planning <p>20 persons from the administrative staff will be trained by local and international experts for:</p> <ul style="list-style-type: none"> - Leadership - Management - Planning - Finances
<p>Activity 1.3.3:</p> <p>Promotion of cooperation and teamwork among staff</p>	<p>Activity description 1.3.3:</p> <p>The management staff at the university and faculty level organizes periodic meetings among themselves, between the academic staff and between the administrative staff, in order to promote and foster cooperation and teamwork among the university staff.</p>
<p>Activity 1.3.4:</p> <p>Drafting of annual work plans</p>	<p>Activity description 1.3.4:</p> <p>UHZ will require from all management structures and levels (SC, management at university level, management at faculty level, academic and administrative staff) to draft annual work plans in accordance with and in the function of duties and responsibilities fulfillment that come out to all parties based on the university mission, university strategic plan, university regulation and accreditation requirements.</p>
<p>Activity 1.3.5:</p> <p>Monitoring and accountability for implementation of annual work plans</p>	<p>Activity description 1.3.5:</p> <p>UHZ will monitor the implementation of the annual work plans of all parties (SC, management at university level, management at faculty level, academic and administrative staff) and based on successes or failures in implementation will request accountability from responsible persons or mechanisms that have not implemented annual work plans in accordance with and in function of fulfilling the duties and responsibilities that arise based on the university mission, strategic plan of the university, university regulation and accreditation requirements.</p>

	<p>For this purpose will be drafted Framework for Monitoring and Evaluation of Performance. The high management is responsible for monitoring and reporting on university performance on a periodic (4 times a year) and annual basis. Measures are also being taken to correct processes in line with monitoring results.</p>
<p>Activity 1.3.6:</p> <p>Completing and updating of the official website</p>	<p>Activity description 1.3.6:</p> <p>In order to increase transparency, UHZ will publish on its official website all necessary information and documents that have to be accessible to the public.</p> <p>UHZ will also be constantly updating its official website in accordance with new developments at the university.</p> <p>This is done by the UHZ Information and Communication Office, so all parties must inform this office of any information which is considered important to be published on the official website of the university.</p>

<p>Result 1.4: There are advanced digital services.</p>	
<p>Activity 1.4.1:</p> <p>Enrichment of ESMS with new services</p>	<p>Activity description 1.4.1:</p> <p>UHZ will contract a specialist company to complement and enrich the Electronic Student Management System (ESMS) with the new digital modules:</p> <ul style="list-style-type: none"> • System for Quality Management (SQM) • E-Library • Module of attendance within ESMS (SMVP) • E-Careers & Alumni • Management of electronic files of academic and administrative staff <p>New modules will be tested and completed as required by the contracting company.</p>
<p>Activity 1.4.2:</p> <p>Training of administrative staff on</p>	<p>Activity description 1.4.2:</p> <p>The company that will complement and enrich ESMS with new digital modules will hold training for responsible administrative and IT staff on the use of new ESMS modules.</p>

the use of additional ESMS modules	
Activity 1.4.3: Training of academic staff on the use of additional ESMS modules	Activity description 1.4.3: The university IT office will provide training or information sessions to university academic staff on the use of new ESMS modules, specifically for communicating with students and sending study materials to students.
Activity 1.4.4: Completed ESMS user manual for students and staff	Activity description 1.4.4: The university IT office, in collaboration with the company that will complement and enrich ESMS with new digital modules, will draft an ESMS user manual for students and staff in general.

Result 1.5: UHZ has financial independence with a specific budget line in the Law on Budget.	
Activity 1.5.1: Fulfillment of legal conditions and criteria for financial independence	Activity description 1.5.1: UHZ will make sure that it meets all legal requirements and criteria to be financially independent from the MEST, respectively to exist as a separate budget unit within the Law on Budget. Within this frame UHZ will engage necessary staff, train staff, prepare argumentation and elaboration for financial independence, etc.
Activity 1.5.2: Request addressed to MEST, MF and Assembly of Kosovo for financial independence	Activity description 1.5.2: The UHZ will submit an argumentative request to the MEST and the Ministry of Finance (MF) for the financial independence of the UHZ, respectively to transform UHZ as a separate budget unit under Law on Budget. If necessary, the request will also be sent to the Assembly of Kosovo so that the Assembly may exercise its influence in the fulfillment of this request.
Activity 1.5.3:	Activity description 1.5.3:

Lobbying for financial independence of UHZ	<p>UHZ will commit itself to lobbying in all institutional instances (MEST, MF, Assembly) in order to convince the responsible persons and institutions to approve financial independence for UHZ.</p> <p>If necessary, UHZ will also make public pressure through media appearances.</p>
<p>Activity 1.5.4:</p> <p>Responsible management of financial independence</p>	<p>Activity description 1.5.4:</p> <p>After the approval by the responsible institutions and the conversion of UHZ as a separate budgetary unit under budget law, UHZ will take all necessary measures to manage financial independence as effectively and responsibly as possible. In this context, the Office of Internal Auditor will be operational immediately, which will increase the level of control and financial accountability and will employ one person as Internal Auditor of UHZ.</p>
<p>Activity 1.5.5:</p> <p>Generation of own revenues</p>	<p>Activity description 1.5.5:</p> <p>UHZ will engage each year to provide various services, various researches and projects to stakeholders, from which it will generate own financial revenues, which besides for compensating staff engaged in these activities will also be used for projects and other university activities (this activity is specifically described in specific collaboration activities in Field 5),</p>

Suppositions and risks

The main suppositions to ensure the achievement of Objective 1 foreseen by this document are:

1. The MEST and the Ministry of Finance (MF) support the UHZ for the establishment of new mechanisms, providing the necessary budget and allowing the necessary quota for new staff recruitment, as well as by approving the new UHZ organogram.
2. UHZ management and staff are committed to completing university regulations.
3. Management, academic and administrative staff of UHZ are interested in improving their performance and enhancing collaboration and teamwork within the university.

4. Digital services within ESMS function well and provide all the services needed for students and for managerial, academic and administrative staff.

5. UHZ has full capacity and meets the legal requirements and criteria for financial independence, and the MEST and the Ministry of Finance (MF) support UHZ in achieving UHZ's financial independence.

Factors that may jeopardize the achievement of Objective 1 foreseen by this document are:

1. Lack of budget and non-approval of new employment quotas by MEST and Ministry of Finance (MF) for UHZ for the establishment of new mechanisms, as well as non-approval of the new UHZ organogram.

2. Non-support of UHZ by MEST and Ministry of Finance (MF) for the achievement of UHZ's financial independence.

5.2. Teaching and learning

Teaching and learning is the second field included in the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020-2024". Based on the situation analysis of this field, and in order to fulfill the vision and mission of the UHZ, in the following are presented the main challenges, the strategic objective, the expected results and the activities set for this field.

Main challenges

In the field of teaching and learning UHZ faces with many challenges and problems, but it is impossible for all these challenges and problems to be addressed and resolved within the five year period covered by this plan, only a few will be briefly presented below, the most important ones that are aimed to be addressed by this strategic plan:

- The small number of academic staff in relation to the large number of students.
- Non-implementation of contemporary teaching and evaluation methods.
- Insufficient integration of the practical part in relation to the theory teaching process.
- Lack of university literature.
- Lack of technology for teaching needs.
- Lack of new programs and the need for constant review of existing programs.

Strategic objective

In order to address the challenges and solve or mitigate the above-mentioned problems in the field of teaching and learning, the following strategic objective has been set, which is intended to be fulfilled over the next five year period:

Strategic Objective 2: Quality teaching with modern methods and technologies and attractive programs.

Expected results

To meet the strategic objective set out in this strategic plan for the field of teaching and learning, it is foreseen to achieve the following expected results:

- Result 2.1: The relation academic staff to students has improved.
- Result 2.2: Contemporary teaching and evaluation methods are applied by academic staff.
- Result 2.3: Students have access to contemporary literature and technology.
- Result 2.4: There are sufficient and attractive study programs for students.

Activities

In order to meet the strategic objective and achieve the expected results set for the field of teaching and learning, it is foreseen to carry out some activities (grouped according to the expected results), which will be presented below, along with a short description for each activity.

Result 2.1: The relation academic staff to students has improved	
Activity 2.1.1: Increase of academic staff number	Activity description 2.1.1: UHZ in accordance with legal and statutory procedures and criteria will increase the number of academic staff with full time employment over the next five years to a total of 58 persons, divided by the faculties as following: <ul style="list-style-type: none"> - Faculty of Law 18 - Faculty of Business 8 - Faculty of MTHE 8 - Faculty of Arts 12 - Faculty of Agribusiness 12 All new employings will be based on the number of students and the number of study programs.
Activity 2.1.2: Gender balance among academic staff	Activity description 2.1.2: On the occasion of hiring new academic staff, in accordance with the legislation in force in Kosovo, UHZ will prioritize female candidates until gender balance among UHZ academic staff has been achieved.
Activity 2.1.3: Support of new academic staff	Activity description 2.1.3: UHZ will offer support to new academic staff so that new academic staff can get to know the university, colleagues, students, university work, professional development opportunities, teaching and evaluation methodologies and its rights and obligations. This will be accomplished through: <ul style="list-style-type: none"> • information meetings • Organization of 1 day workshops • Supervision of new staff by experienced staff during the first 1-3 months of work.

Activity 2.1.4:	Activity description 2.1.4:
Advancement of full-time academic staff	<ul style="list-style-type: none"> - UHZ will, in the next five years, in accordance with the legislation in force in Kosovo and in accordance with the regulation on the appointment/reappointment and promotion of academic staff, advance its academic staff with full-time employment with academic titles as the following: - Full-time professors (Prof. Dr.) 31 - Associate professors (Prof. Asoc.) 14 - Assistant professors
Activity 2.1.5:	Activity description 2.1.5:
Scientific advancement of academic staff	<p>UHZ over the next five years will increase the number of full-time academic staff with the highest academic degrees (PhDs), as during this period 29 current assistants from all academic units will get their doctoral title as follows:</p> <ul style="list-style-type: none"> - Faculty of Law 2 - Faculty of Business 16 - Faculty of MTHM 5 <p>Faculty of Agribusiness 6</p>
Activity 2.1.6:	Activity description 2.1.6:
Assurance of academic integrity	<p>To ensure that the scientific work of academic staff and students is not plagiarized and contradictory to the rules of academic integrity, UHZ will:</p> <ul style="list-style-type: none"> - Review the Code of Ethics. - Draft and approve the Regulation for the work of the Ethics Council. - Implement revised Codes of Ethics. - Establish ethics commissions at the academic unit level. - Implement revised Regulations for BA and MA Studies.
Activity 2.1.7:	Activity description 2.1.7:
Publication and respecting of student consultation schedules	<p>UHZ will oblige the academic staff to publish and respect the official student consultation schedule (day and hour) at the door of their office, but also in the ESMS system. At the same time, through complaints and student reporting of non-compliance with this schedule, UHZ will monitor and take</p>

	action to ensure that the student consultation schedule is respected.
Activity 2.1.8: Enrollment of new students in accordance with the number of academic staff	Activity description 2.1.8: Every academic year, when planning the number of students to be enrolled for the first time, UHZ will analyze the number of academic staff in each study program and plan to accept new students in accordance with the number of staff (even accepting fewer students than allowed by the accreditation decision), so that the ratio of academic staff to students is improved and acceptable.

Result 2.2: Contemporary teaching and evaluation methods are applied by academic staff.	
Activity 2.2.1: Creation of Office for Excellence and Teaching	Activity description 2.2.1: UHZ, through the reorganization of the existing offices for teaching, academic affairs and scientific research, will establish an Office for Excellence in Teaching, which will exclusively promote contemporary teaching and evaluation methods, and support academic staff in this regard. through numerous activities.
Activity 2.2.2: Employing staff in the Office for Excellence in Teaching	Activity description 2.2.2: UHZ will employ 2 full-time staff in the Office for Excellence in Teaching, who in collaboration with management, academic units and academic staff will develop plans and conduct training and other activities to promote contemporary teaching and evaluation methods
Activity 2.2.3: Creation of the Team for Professional Development	Activity description 2.2.3: UHZ will create a Team for Professional Development, which in collaboration with the Office for Excellence in Teaching, will provide individual support to academic staff in planning their professional development, respectively in drafting individual development plans for one year.

<p>Activity 2.2.4:</p> <p>Creation of Commissions for Teaching and Learning</p>	<p>Activity description 2.2.4:</p> <p>Each UHZ academic unit will establish Teaching and Learning commissions, which will promote and support academic staff for the implementation of contemporary teaching and evaluation methods.</p>
<p>Activity 2.2.5:</p> <p>Identification of needs and drafting of plans for professional development of academic staff</p>	<p>Activity description 2.2.5:</p> <p>The Office for Excellence in Teaching will annually identify the needs of the academic staff for professional development of the academic staff, respectively for training in the function of mastering and applying contemporary teaching and evaluation methods by the academic staff.</p> <p>Based on the identified needs, the Office for Excellence in Teaching will develop every year an annual plan for the professional development of the academic staff, respectively prepare a training plan for the academic staff in function of mastering and applying contemporary teaching and evaluation methods by them.</p>
<p>Activity 2.2.6:</p> <p>Organization of training for academic staff on contemporary teaching and evaluation methods</p>	<p>Activity description 2.2.6:</p> <p>UHZ will allocate a separate annual training budget, while the UHZ Office Excellence in Teaching will organize trainings annually (in accordance with identified needs and the annual drafted plan) for academic staff in the function of mastery, excellency and implementation of contemporary teaching methods and evaluation by their side. UHZ over the course of five (5) years will train all academic staff on contemporary teaching and evaluation methods according to the following way:</p> <ol style="list-style-type: none"> 1. The existing academic staff (70 professors and assistants) are obliged to attend two two-day trainings in the field of teaching methodology within a 4 year period. 2. Each academic staff (70 existing + 58 new ones planned to be recruited) will give lectures at international universities at least once in 3 years.

	<p>3. Each academic staff (70 existing + 58 new ones planned to be recruited) to attend one day training once in two years for syllabus review.</p> <p>4. Each academic staff (70 existing + 58 new ones planned to be recruited) to attend one-day training on student evaluation forms once in 2 years.</p>
<p>Activity 2.2.7:</p> <p>Monitoring of implementation of contemporary teaching and evaluation methods</p>	<p>Activity description 2.2.7:</p> <p>The Office for Excellence in Teaching, in co-operation with the Vice-Rector for Teaching and the Deans of Faculties, will organize monitoring of the academic staff regarding the implementation of contemporary teaching and evaluation methods.</p> <p>Within this frame will be organized regular monitoring at least once a year for each teacher, "ad-hoc" monitoring in cases of complaints, and monitoring in cases of academic staff advancement.</p> <p>The monitoring commission consists of 3 teachers in the relevant or related field.</p>
<p>Activity 2.2.8:</p> <p>Conduction of study visits in Western universities</p>	<p>Activity description 2.2.8:</p> <p>UHZ will support its academic staff in conducting study visits in Western universities, with which UHZ has cooperation arrangements, to exchange experiences in contemporary teaching and evaluation methods, and to see best practices in implementing these methods in advanced universities.</p> <p>For this purpose UHZ will organize study visits annually and in each academic visit will participate 10 academic staff. A total of 12 visits will be organized for 5 years and a total of 60 academic staff will participate. These visits will last a maximum of 7 days, including trips.</p>
<p>Activity 2.2.9:</p> <p>Invitation of guest lecturers</p>	<p>Activity description 2.2.9:</p> <p>UHZ will invite as guest lecturers professors from local, regional and international universities who are experienced in applying contemporary teaching and evaluation methods so</p>

	<p>that UHZ academic staff benefits as more as possible from these good practices that guest lecturers bring.</p> <p>Guest lecturers will be invited for 5 lectures for one-day lectures and 5 lectures block lectures, for one semester or one academic year.</p>
<p>Activity 2.2.10:</p> <p>Continuing and strengthening of the tutorial system</p>	<p>Activity description 2.2.10:</p> <p>UHZ will continue and reinforce the practice of a "tutorial system" through which students in need will be supported by "tutor students" the principle of "peer to peer" support. In this context, the UHZ will, through the competition, each academic year, select and engage the most successful students in certain areas (courses) where student passing is lower, so that selected students (tutor students) support and help weaker students, and manage in completing courses and studies more successfully. Tutor students will be paid by UHZ from 150 euros per month for 3 months.</p> <p>UHZ will engage a maximum of 15 tutor students for each academic year.</p>

<p>Result 2.3: Students have access to contemporary literature and technology.</p>	
<p>Activity 2.3.1:</p> <p>Enrichment of libraries with necessary university literature</p>	<p>Activity description 2.3.1:</p> <p>Every year UHZ will enrich the University Library and academic unit libraries with new university titles/books, especially in Albanian and Bosnian, but also in English language. This will be done through the purchase of university books, but also through the securing of university books by universities and libraries, with which UHZ has cooperation and partnership.</p> <p>UHZ plans to buy about 350 new titles in total.</p>
<p>Activity 2.3.2:</p>	<p>Activity description 2.3.2:</p>

Publication of university books by UHZ and its staff	UHZ will stimulate and financially support the writing and publishing of 5 university books per year by its academic staff, especially university titles/books in Albanian and Bosnian language which are basic literature for certain courses
Activity 2.3.3: Access in databases and electronic libraries for staff and students	Activity description 2.3.3: UHZ will identify rich electronic databases and libraries (online) in English language in which it will become a member of the institution and, through institutional payment, will provide access to these literature resources to academic staff and students. In the event of membership and paying for these literature resources, UHZ will inform staff and students of these opportunities, as well as provide the necessary guidance for them on how to access and use these databases and libraries.
Activity 2.3.4: Providing technology for organizing distance video-lectures	Activity description 2.3.4: UHZ will adapt a special space within the university premises, which will equip with the right inventory and technology, which can be used to organize distance video-lectures for students from various local and international professors and professionals (for more on this, see related activities in field 7 of this document).
Activity 2.3.5: Organization of distance video-lectures	Activity description 2.3.5: UHZ will continuously organize distance video lectures for students on various topics and subjects related to their field of study. To accomplish this, UHZ will collaborate with various local and international professionals and professors, especially with the universities with which UHZ has cooperation and partnership, but will also provide such lectures by professionals and professors living in the diaspora and are successful in their professional field, whether as experts, entrepreneurs or academic staff at international universities.
Activity 2.3.6: Developing computer and technological skills of academic staff	Activity description 2.3.6: UHZ will draft training curricula for the development of computer and technology skills of the academic staff and based on it the needs of the staff as well, will provide to its academic

	<p>staff in order to enhance their skills for using modern technology in the function of teaching.</p> <p>As part of this, UHZ will train academic staff on the use of new technologies in teaching, evaluation and research. This training will include the use of new technologies such as smart boards, smart rooms, distance learning, and more.</p> <p>There will also be training on the use of applications and programs such as: power-point, excel, SPSS, on-line testing, monkey-survey, kahoot, etc.</p>
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Result 2.4: There are sufficient and attractive study programs for students	
<p>Activity 2.4.1:</p> <p>Offering of new PhD programs</p>	<p>Activity description 2.4.1:</p> <p>UHZ will analyze the internal resources and needs, as well as the requirements and needs of the labor market, and will design PhD programs based on these.</p> <p>To do this, UHZ will ensure that it meets all the requirements and criteria for doctoral studies, will prepare the necessary regulation for this level of studies, undergo accreditation for these programs and then admit students and will begin implementing doctoral studies</p> <p>During the next 5-year period UHZ will accredit 4 doctoral programs in these faculties. Faculty of Business 1 Faculty of Agribusiness 1 Faculty of MTHE 1 Faculty of Law 1</p>
<p>Activity 2.4.2:</p> <p>Offering of new MA programs</p>	<p>Activity description 2.4.2:</p> <p>In accordance with the needs and requirements of the labor market, as well as the preferences and interests of potential students, as well as the professional, infrastructural and financial resources available, UHZ will prepare new study programs for the Master level.</p>

	<p>To achieve this, UHZ will ensure that it meets all the conditions and criteria for offering these programs, will be subject to accreditation of these programs, and then admit students and start implementing of these studies in these new programs.</p> <p>During the next 5-year period, UHZ will accredit 11 new Master programs by faculties: Faculty of Agribusiness 3 Faculty of Arts 1 Faculty of Law 3 Faculty of Business 2 Faculty of MTHE 2</p>
<p>Activity 2.4.3:</p> <p>Offering of new BSc programs</p>	<p>Activity description 2.4.3:</p> <p>In accordance with the needs and requirements of the labor market, as well as the preferences and interests of potential students, as well as the professional, infrastructural and financial resources available, UHZ will prepare new study programs for the Bachelor level.</p> <p>To achieve this, UHZ will ensure that it meets all the conditions and criteria for offering these programs, will be subject to accreditation of these programs, and then admit students and start implementing of these studies in these new programs.</p> <p>During the next 5-year period, UHZ will accredit 8 new Bachelor programs by faculties: Faculty of Business 2 Faculty of Agribusiness 2 Faculty of MTHE 1 Faculty of Law 1 Faculty of Arts 2</p>
<p>Activity 2.4.4:</p> <p>Offering of study programs in Bosnian language</p>	<p>Activity description 2.4.4:</p> <p>UHZ will make all the necessary preparations for some of its accredited Albanian language study programs to be accredited in Bosnian, at both levels Bachelor and Master, so that Bosnian students can have more study programs in their native language.</p>

	<p>For these programs will be engaged existing UHZ academic staff who are fluent in Bosnian, but will also be engaged academic staff from universities of the countries of the region.</p> <p>During the next 5-year period UHZ will accredit 1 bachelor program and 1 master program in Bosnian language at the Faculty of Business.</p>
<p>Activity 2.4.5:</p> <p>Offering of study programs in English language</p>	<p>Activity description 2.4.5:</p> <p>UHZ will make all the necessary preparations to accredit and offer some study programs in English, at both levels Bachelor and Master. For these programs will be engaged academic staff who are fluent in English (by international standards), and in these programs will only be enrolled local students who are fluent in English, but there will also have quotas for international students.</p> <p>During the next 5-year period UHZ will accredit 1 bachelor program and 1 master program in English language at the Faculty of Business.</p>
<p>Activity 2.4.6:</p> <p>Offering of joint study programs with national and international partners</p>	<p>Activity description 2.4.6:</p> <p>UHZ will accredit and offer Bachelor and Master level study programs, which will be joint study programs with local and international partner universities (for more details on this, see related activities in Field 5 of this document).</p>
<p>Activity 2.4.7:</p> <p>Evaluation and review of existing study programs</p>	<p>Activity description 2.4.7:</p> <p>UHZ and its academic units will continuously evaluate and revise existing study programs so that upon re-accreditation of these programs they will be supplemented and improved depending on the evaluations, observations and recommendations of the academic staff, students, alumni, employers and the demands and needs of the labor market.</p> <p>This is done so that study programs are continually as attractive as possible to students and are more in line with the demands and needs of the labor market.</p>
<p>Activity 2.4.8:</p> <p>Evaluation and review of course syllabuses</p>	<p>Activity description 2.4.8:</p> <p>UHZ will require the AU and its academic staff to evaluate and revise course syllabuses on an annual basis, in accordance with</p>

	the evaluation of academic staff, students and other stakeholders, so that the structure, content and organization of courses to be as convenient as possible for students.
Activity 2.4.9: Greater inclusion of practical work within studies	Activity description 2.4.9: On the occasion of evaluating and reviewing study programs, but also evaluating and reviewing course syllabuses, UHZ will take measures which are in accordance with the characteristics of study programs and courses, also based on the requirements and preferences of students, as well as based on the needs and requirements of the labor market, the practical work of students during studies to be more present and a compulsory part of studies, and consequently part of student evaluation. To accomplish this UHZ through collaborations and agreements with different entities will ensure that it provides opportunities for internships for all students for whom internships are obligatory during their studies (for more details, see related activities in Field 5 of this document).

Suppositions and risks

The main suppositions to ensure the achievement of Objective 2 foreseen by this document are:

1. UHZ will have sufficient budget and quotas will be allowed for hiring new planned staff.
2. Academic staff are interested and motivated to master and apply contemporary teaching and evaluation methods.
3. Academic staff and UHZ students will use databases and electronic libraries, which are provided to them free of charge by the university.
4. UHZ will find collaborators to invite as guest lecturers or organize distance video lectures.
5. New study programs of all levels will be accredited by KAA.

Factors that may jeopardize the achievement of Objective 2 foreseen by this document are:

1. Failure to increase the budget and non-allowed quotas for hiring new planned staff.
2. Non-willingness of age-driven academic staff to be trained in contemporary teaching and evaluation methods.
3. Lack of collaborators who are willing to come as guest lecturers or hold distance video lectures for UHZ students.
4. Non-accreditation of new study programs of all levels by KAA.

5.3. Quality assurance

Quality assurance is the third field included in the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020-2024". Based on the situation analysis of this area, and in order to fulfill the vision and mission of the UHZ, in the following are presented the main challenges, the strategic objective, the expected results and the activities set for this field.

The main challenges

In the field of quality assurance UHZ faces with many challenges and problems, but it is impossible for all these challenges and problems to be addressed and resolved within the five year period covered by this plan, only a few of them will be briefly presented below, the most important ones, that are aimed to be addressed by this strategic plan:

- Lack of quality assurance regulation.
- Mechanisms for quality assurance of non-operational and lack of capacities.
- Lack of finalized instruments for quality assurance.
- Not fully integrated and operational quality assurance data collection, processing and reporting system.
- Insufficient preparation for the accreditation process.

Strategic objective

In order to address the challenges and solve or mitigate the above-mentioned problems in the field of quality assurance, the following strategic objective has been set, which is intended to be fulfilled over the next five year period:

Strategic Objective 3: Consolidated quality assurance system in line with international standards.

Expected results

In order to meet the strategic objective set out in this strategic plan in the field of quality assurance, it is foreseen to achieve the following expected results:

- Result 3.1: Regulations and other quality assurance documents are complete and in line with standards.
- Result 3.2: Specific quality assurance mechanisms at university and academic unit level are established and operational.
- Result 3.3: Evaluation and quality assurance instruments are regularly established, finalized and implemented.

- Result 3.4: The system for collecting, processing and reporting quality assurance data is fully integrated and operational.
- Result 3.5: The accreditation process is well-regulated and well-prepared.

Activities

In order to meet the strategic objective and achieve the expected results set in the area of quality assurance, it is foreseen to carry out some activities (grouped according to the expected results), which will be presented below, together with a description of short for each activity.

Result 3.1: Regulations and other quality assurance documents are complete and in accordance with standards	
Activity 3.1.1: Drafting and approval of new Regulation for Quality Assurance (QA)	Activity description 3.1.1: In accordance with the latest national and international standards, UHZ will draft and adopt the Regulation on Quality Assurance (QA), in frame of which will be regulated entirely the processes related to QA, such as: body responsibilities, mechanisms, procedures and the instruments for QA according to national and international standards. After approval of the QA regulation, UHZ will organize an information and training program of staff and students for implementation of provisions.
Activity 3.1.2: Revision and approval of the Strategy for Quality Assurance (QA)	Activity description 3.1.2: Based on new developments in the country and within the university, UHZ will review and supplement the current strategy for Quality Assurance (QA) in order to reflect new developments, needs and requirements and like in this way this document will be in line with the new national and international standards for QA.
Activity 3.1.3: Drafting and publication of guidelines for Quality Assurance (QA)	Activity description 3.1.3: UHZ will draft and publish a Quality Assurance (QA) Guide, where will be included and explained in detail the duties and responsibilities of the university bodies and mechanisms related to QA, the procedures for drafting and implementing

	the quality assessment instruments, and the manner of collecting, processing, and reporting of data for QA needs.
Activity 3.1.4: Drafting of a manual for evaluating the performance of study programs	Activity description 3.1.4: For the purpose of quality assurance, UHZ will draft a Manual for Evaluation of Performance of study programs, by which will be clarified the duties and responsibilities of study program leaders in UHZ and the evaluation and review procedure of the study programs (for more details on this, see related activities in Field 2 of this document).

Result 3.2: Specific quality assurance mechanisms at university and academic unit level are established and operational.	
Activity 3.2.1: Creation of Office for Quality Assurance (OQA) at university level	Activity description 3.2.1: From the existing Department for International Cooperation and Quality Assurance will be separated Office for Quality Assurance (OQA) at university level, which will have primary responsibility for leading all processes related to quality assurance at the university.
Activity 3.2.2: Employing/advancing of staff of the Office for Quality Assurance (OQA)	Activity description 3.2.2: The Office for Quality Assurance (OQA) at the university level will have 3 members of staff of which 1 will be appointed from the current position and 2 will be employed. This office will have: - 1 office director and - 2 Quality Assurance Officers (respectively 1 QA Officer and 1 Accreditation Officer).
Activity 3.2.3: Creation and operationalization of Offices of Quality Coordinators (OQC) at academic unit level	Activity description 3.2.3: In five Academic Units/Faculties of UHZ will be established Offices of Quality Coordinators (OQC) at the academic unit level, which in co-operation and under the leadership of the Office for Quality Assurance (OQA) at the university level will contribute to processes related to university quality assurance.

	<p>The Office of Quality Coordinators (OQC) at the academic unit level will have one person (1 x 5 = 5 persons) engaged from the existing staff (with additional duties and responsibilities)</p>
<p>Activity 3.2.4:</p> <p>Training of responsible staff for Quality Assurance (QA)</p>	<p>Activity description 3.2.4:</p> <p>Staff of Office for Quality Assurance (OQA) at university level and staff of Office of Quality Coordinators (OQC) at academic unit/faculty level will be trained by international/national trainers on quality assurance processes and accreditation process.</p> <p>The main topics of training will be the legal and sub-legal framework, mechanisms, instruments, quality assurance practices at international, national and institutional level.</p> <p>For this purpose, at least two training workshops will be organized during the first year and then one training workshop each year of the strategic plan 2020-2024.</p>
<p>Activity 3.2.5:</p> <p>Organization of activities by the Office for Quality Assurance (OQA)</p>	<p>Activity description 3.2.5:</p> <p>Office for Quality Assurance (OQA) at university level plans and develops regular activities which are related to quality assurance.</p> <p>Beside for regular activities, OQA can initiate and apply other “ad-hoc” activities as well which are in function of quality assurance and for these it is not necessary to have the approval of other bodies of the university.</p> <p>During all its activities, OQA makes sure that within the processes of quality assurance will include all stakeholders within and outside the university.</p> <p>OQA will organize at least one workshop a year with the staff of each academic unit.</p>
<p>Activity 3.2.6:</p>	<p>Activity description 3.2.6:</p>

Transparency during the process of quality assurance	<p>Office for Quality Assurance (OQA) at university level will draft periodical reports on the process of quality assurance within university and will make public the results of these processes.</p> <p>Also, the university management will take into account these reports in the management of university and academic units in UHZ.</p>
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Result 3.3: Instruments for quality assurance are established, finalized and applied regularly	
<p>Activity 3.3.1:</p> <p>Drafting of instruments for quality assurance evaluation</p>	<p>Activity description 3.3.1:</p> <p>Office for Quality Assurance (OQA) at university level will draft and revise some instruments/questionnaires which will be used for evaluation and quality assurance within university and which will be designed to include all important stakeholders. These questionnaires are:</p> <ol style="list-style-type: none"> 1. Questionnaire for the evaluation of professors by the students 2. Questionnaire for the evaluation of professors by the dean 3. Questionnaire for self-evaluation of academic staff 4. Questionnaire for the evaluation of professors by the administration 5. Questionnaire for the evaluation of administration by the students 6. Questionnaire for the employers of UHZ student and 7. Questionnaire for UHZ graduate students (Alumni) 8. Questionnaire for potential employers of UHZ students
<p>Activity 3.3.2:</p> <p>Piloting and finalizing of drafted instruments</p>	<p>Activity description 3.3.2:</p> <p>After drafting these questionnaires, the Office for Quality Assurance (OQA) will pilot these questionnaires to the pairs for whom they have been designed, requesting from them to give comments, remarks and suggestions for amending and complementing of these instruments.</p> <p>Based on these comments, remarks and suggestions from various parties, OQA will amend and supplement these instruments and then finalize them so that they are ready for</p>

	regular and systematic use. The finalized instruments are then approved by the UHZ Senate.
Activity 3.3.3: Regular implementation of the instruments	Activity description 3.3.3: After finalization and approval of the above instruments, the Office for Quality Assurance (OQA), in collaboration with other bodies and mechanisms within the UHZ, will implement and use these instruments on a regular (semester or yearly) basis to collect data for the purpose of quality assurance.

Result 3.4: The quality assurance data collection, processing and reporting system is fully integrated and operational	
Activity 3.4.1: Integration of module for data and statistics within ESMS	Activity description 3.4.1: A special module will be added within the ESMS, which will enable the collection, processing and reporting of data and statistics about the university, either general statistical data, or data and statistics which come during the process of collecting data from questionnaires for evaluation and quality assurance, as well as from other quality assurance processes.
Activity 3.4.2: Administration of questionnaires for quality evaluation and assurance for ESMS	Activity description 3.4.2: The administration of all the questionnaires mentioned in Result 3.3, respectively the collection of data from these questionnaires, will be done electronically through the ESMS system so that the data can be processed and reported faster and easier.
Activity 3.4.3: Processing and use of data and statistics	Activity description 3.4.3: Quality and IT officers, based on needs and requirements of the Office for Quality Assurance (OQA), will process data and statistics, and will generate them into the appropriate format. Also, these data and statistics will be used for decision-making, drafting of policies and staff and institution management.
Activity 3.4.4:	Activity description 3.4.4:

Training of staff for processing and reporting of data and statistics	Quality and IT officers of UHZ will be trained as regards processing and reporting of data and statistics.
Activity 3.4.5: Communication of results to the pairs	Activity description 3.4.5: Council for quality management and evaluation drafts improvement reports based on the data and evaluations received from Office for Quality Assurance (OQA) Parties that have been assessed will be notified on the evaluation results.
Activity 3.4.6: Publication of data and statistics to the public	Activity description 3.4.6: UHZ will regularly publish the most important university data and statistics on its official website, which are or may be of interest to the general public.
Activity 3.4.7: Increase of participation of all parties in the quality assurance process.	Activity description 3.4.7: UHZ through the Office for Quality Assurance (OQA) will take all necessary measures to increase the participation of all parties (staff, students, alumni, employers, industry, etc.) in the quality assurance process. All of these parties will be involved in all evaluation processes (external evaluation, program review, syllabus review, self-evaluation, etc.).

Result 3.5: Accreditation process is well-regulated and well-prepared	
Aktiviteti 3.5.1: Information on accreditation process	Përshkrimi i aktivitetit 3.5.1: UHZ will invite KAA officials and experts in the field of accreditation who, through workshops and information sessions, will inform in detail UHZ's responsible bodies, mechanisms and staff about new local and international criteria and standards of accreditation and deadlines and procedures for accreditation, whether institutional accreditation or accreditation of study programs.

	In this case the parties will also be provided with relevant field documentation such as legislation, guidelines, etc.
Activity 3.5.2: Drafting and approval of manual for evaluation of academic staff performance	Activity description 3.5.2: UHZ will draft and approve by the competent body a separate manual for the evaluation of the performance of the academic staff, which will be in function of quality assurance and accreditation. For this purpose, self-evaluation and evaluation performance forms will be developed. The performance evaluation system will also take into account the data obtained from the quality assurance process. Based on the results of the performance evaluation, individual and group staff development plans will be developed.
Activity 3.5.3: Drafting of plan for academic staff development	Activity description 3.5.3: Based on the results of the performance evaluation on the task of program implementation, and the needs and requirements for accreditation, whether institutional accreditation or study program accreditation, UHZ will develop an Academic Staff Development Plan to ensure that the quality criteria and standards are met continuously. For the implementation of the program there will be staff development events at the academic unit and university level. University-level events are organized by the Rectorate and the OQA
Activity 3.5.4: Drafting and publication of student manual	Activity description 3.5.4: UHZ will draft and publish a manual for students, in which, among other things, the accreditation process will be elaborated and clarified in order to provide the students with good and fair information about the accreditation process in general, their rights and obligations of students in the process, and the implications of the accreditation process for students. For more on this, see the related activities in Field 6 of this document related to the Student Manual

Suppositions and risks

The main suppositions to ensure the achievement of Objective 3 foreseen by this document are:

1. UHZ's management and staff are committed to increasing and ensuring quality at the university.
2. UHZ will have a sufficient budget and will be allowed quotas to employ new staff planned for quality assurance.
3. All parties invited to submit their evaluations through questionnaires in the quality assessment process will be cooperative and objective in their evaluation.
4. The evaluations of the parties will be taken seriously by UHZ and policies will be developed in function of quality assurance.
5. UHZ will have sufficient and competent staff who manage the quality assurance and accreditation process.

Factors that may jeopardize the achievement of Objective 3 foreseen by this document are:

1. Delays in drafting regulations, building mechanisms and instruments that contribute to quality assurance.
2. Failure to increase the budget and non-allowance of quotas for hiring new staff.
3. Non-interest and non-cooperation of the parties to provide their evaluations through questionnaires in the quality evaluation process.
4. Improper training of the responsible officials who manage the quality assurance and accreditation process.

5.4. Scientific research

Scientific research is the fourth field included in the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020-2024". Based on the situation analysis of this area, and in order to fulfill the vision and mission of the UHZ, in the following are presented the main challenges, the strategic objective, the expected results and the activities defined for this field.

The main challenges

In the field of scientific research UHZ faces with many challenges and problems, but it is impossible for all these challenges and problems to be addressed and resolved within the five year period covered by this plan, only a few will be briefly presented below, the most important ones that are aimed to be addressed by this strategic plan:

- Lack of professional and financial resources for research activities.
- Small number of scientific and applied researches.
- Few publications in high quality and credible international scientific journals.
- Lack of university scientific journals.
- Low participation of academic staff at international scientific conferences.
- Rare organization of international scientific conferences by the university.
- Insufficient participation and organization of artistic and cultural activity and creativity.

Strategic objective

In order to address the challenges and solve or mitigate the above-mentioned problems in the field of scientific research, the following strategic objective has been set, which is intended to be fulfilled over the next five year period:

Strategic objective 4: Research activity and quality artistic creativity which contributes to the development of society

Expected results

In order to meet the strategic objective set out in this strategic plan for the field of scientific research it is foreseen to achieve the following expected results:

- Result 4.1: There are sufficient professional and financial resources for research activities.

- Result 4.2: Increase of number of scientific and applied research by university academic staff.
- Result 4.3: The number of publications in international scientific journals is increasing and there is a university scientific journal.
- Result 4.4: High participation of academic staff in international scientific conferences and frequent organization of international scientific conferences by the university.
- Result 4.5: UHZ contributes to the enrichment of artistic and cultural activity at home and abroad.

Activities

In order to meet the strategic objective and achieve the expected results set for the field of scientific research, it is foreseen to carry out some activities (grouped according to the expected results), which will be presented below, along with a short description for each activity.

Rezultati 4.1: There are sufficient professional and financial resources for research activities	
Activity 4.1.1: Creation of the Office for Scientific Research (OSR) at the university level	Activity description 4.1.1: UHZ through the reorganization of the existing Department for teaching, academic affairs and scientific research, will establish a University-level Office for Scientific Research (OSR), which will deal exclusively with promoting scientific research and supporting academic staff to deal with research activities. Within this office will be employed two individuals as permanent staff.
Activity 4.1.2: Establishment and operationalization of Research Institutes at university and academic level	Activity description 4.1.2: UH UHZ will start with the preparation and establishment of research institutes in academic units. These institutes will be led by existing academic staff and will deal with the preparation and implementation of scientific activity according to the characteristics of the academic unit. Efforts will be coordinated in collaboration with the Office for Scientific Research. Institutes will contribute to development by generating their own source revenues.

Activity 4.1.3:	Activity description 4.1.3:
Drafting of strategy for scientific researches	<p>UHZ will draft and approve a five-year Scientific Research Strategy, where will be foresee detailed activities to be carried out by UHZ and its academic staff in the area of research, including the preparation of research projects, carrying out of scientific and applicative research, publications in reliable scientific journals, participation in international scientific conferences, etc. This strategy will be in full coherence with the whole inclusive development strategy of UHZ 2020-2024, respectively with this document.</p>
Activity 4.1.4:	Activity description 4.1.4:
Allocation of specific budget for scientific research	<p>Based on the Strategy for Scientific Research, UHZ will each year allocate a separate budget for research activity, including the preparation of research projects, the implementation of scientific and applicative research, publications in reliable scientific journals, participation in international scientific conferences, etc.</p> <p>Part of the budget will be devoted entirely to supporting student research and integrating scientific research into teaching.</p> <p>Besides, UHZ will also supply the laboratories with the necessary equipment to carry out scientific research (for more on this, see related activities in Field 7 of this document).</p>
Activity 4.1.5:	Activity description 4.1.5:
Training by international experts for drafting of research projects	<p>UHZ through the Office for Scientific Research will select 15 members of the academic staff (from 3 of each academic unit) and 2 officers of the Office for Scientific Research, for whom it will provide training by international experts on the drafting of research projects for funding local and international, through which local and international financial resources can be secured.</p>
Activity 4.1.6:	Activity description 4.1.6:

<p>Organization of trainings by UHZ internal staff</p>	<p>UHZ academic staff trained by international experts (previous activity), each in their own academic unit, will offer training to other UHZ academic staff on the drafting of research projects, through which local and international financial resources can be secured</p> <p>These trainings will include at least 5 academic staff members from each academic unit (25 persons in total).</p> <p>The training process is organized by the Office for Scientific Research.</p> <p>Training topics will be relevant to the drafting, implementation, presentation of results, publication and reporting on scientific research projects.</p>
<p>Activity 4.1.7:</p> <p>Drafting of research projects by academic staff</p>	<p>Activity description 4.1.7:</p> <p>With the support of the University Research Office and the Research Institutes at the academic unit level, each academic unit will each year draft NN research projects, for which it should secure funding for their implementation.</p> <p>As part of these research projects, each academic unit should have at least one joint project with international institutions or colleagues each year.</p> <p>UHZ will provide funding to facilitate project drafting.</p>
<p>Activity 4.1.8:</p> <p>Securing access to international research databases for academic staff</p>	<p>Activity description 4.1.8:</p> <p>UHZ, in accordance with the needs and requirements of its academic staff, will become a member and provide free access to its academic staff in international scientific research and publications journals and databases, either those general or according to the field.</p> <p>Association of Kosovo Electronic Libraries (J-Store, EBSCO, Routledge, Springer, Elsevier etc.)</p>

Result 4.2: Increased number of scientific and applicative research by university academic staff	
Activity 4.2.1: Conducting of research in collaboration with international universities/colleagues	Activity description 4.2.1: Each year UHZ will support the implementation of 10 scientific researches, which will be conducted in collaboration with some UHZ professors and some of their colleagues from international universities. This research, besides for securing funds through the project, will also be financially supported by UHZ's special budget for research.
Activity 4.2.2: Conducting of research in collaboration with local universities/colleagues	Activity description 4.2.2: Each year UHZ will support the implementation of 10 scientific researches, which will be conducted in collaboration with some UHZ professors and some of their colleagues from local universities in Kosovo. This research, besides for providing funds through the project, will also be financially supported by UHZ's separate budget for research (Result 4.1).
Activity 4.2.3: Conducting of research in collaboration with colleagues from UHZ	Activity description 4.2.3: Each year UHZ will support the implementation of 20 scientific researches, which will be conducted by a group of UHZ professors. This research, besides for providing funds through the project, will also be financially supported by UHZ's separate budget for research (Result 4.1).
Activity 4.2.4:	Activity description 4.2.4:

Conducting of individual research	<p>UHZ will require each member of academic staff to carry out at least one scientific research within a period of one year.</p> <p>UHZ will support these researches financially based on availability of funds.</p>
<p>Activity 4.2.5:</p> <p>Conducting of applicative research</p>	<p>Activity description 4.2.5:</p> <p>The Office for Scientific Research, in collaboration with Research Institutes and academic staff, will identify various businesses and companies that are interested in applicative researches and are willing to financially support these researches.</p> <p>UHZ will conduct at least 5 applicative researches each year, which will be funded by interested businesses and companies.</p>
<p>Activity 4.2.6:</p> <p>Inclusion of students in scientific research</p>	<p>Activity description 4.2.6:</p> <p>In accordance with the characteristics and opportunities existing within the scientific and applicative research carried out by the academic staff of UHZ, these studies will also include students in accordance with their professional competence, so that students become familiar as much as possible with scientific research.</p> <p>As part of the learning process, students will engage in small research projects. Besides, student studies for BA and MA diploma will also be supported.</p>
<p>Activity 4.2.7:</p> <p>Inclusion of research into teaching content</p>	<p>Activity description 4.2.7:</p> <p>UHZ will request from academic staff to include their research in teaching contents, within which they will discuss the scientific research that the professors themselves have conducted or they are included.</p>
<p>Activity 4.2.8:</p> <p>Support of staff that is included in research</p>	<p>Activity description 4.2.8:</p> <p>UHZ will support its academic staff involved in research, offering them the opportunity to use the "sabbatical year" and reduction of lecture hours without reducing their payment.</p>

Result 4.3: Increased number of publications in international scientific journals and university scientific journal exists	
Activity 4.3.1: Training of academic staff for preparation of publications	Activity description 4.3.1: The Office for Scientific Research, through the engagement of national and international experts, will provide training to academic staff on preparing scientific papers for publication in serious international scientific journals, in accordance with the criteria and standards of these scientific journals. The staff will also be trained in English language, especially the terminology, style and format of writing of scientific publications. After training publication of results by staff will be supported monitored.
Activity 4.3.2: Support of academic staff for publications in international scientific journals	Activity description 4.3.2: Each year UHZ will support its academic staff who conduct quality scientific research to prepare and publish them in serious and credible international scientific journals. 5 professors will be awarded for best publications UHZ will support at least 10 publications in the journal Web of Science or Scopus. These publications will be financially supported by the separate UHZ budget for scientific researches (Result 4.1)
Activity 4.3.3: Creation of UHZ international scientific journal	Activity description 4.3.3: UHZ will create a multidisciplinary scientific journal of international character, which will be published by UHZ. To accomplish this, the UHZ will appoint commissions that will deal with:

	<ul style="list-style-type: none"> - defining of name - defining of the areas that covered by the journal - identifying the platform where the journal will be registered/indexed - registration/indexing of the journal on a serious international platform <p>Besides this, UHZ will appoint the Board and the Publishing Council of this journal, and will hire competent reviewers. All of these will be composed of local and international researchers and professors.</p> <p>UHZ will also promote this journal inside the country and abroad through collaborations, in order to publish relevant and serious scientific papers by local and international researchers.</p>
Activity 4.3.4: Publication of UHZ scientific journal	Activity description 4.3.4: UHZ will publish an international multidisciplinary scientific journal once a year, in accordance with international rules, procedures, criteria and standards for acceptance, review and publication of scientific papers.

Result 4.4: High participation of academic staff in international scientific conferences and frequent organization of international scientific conferences by the university	
Activity 4.4.1: Support of academic staff for participation in international scientific conferences abroad	Activity description 4.4.1: UHZ will support its academic staff each year to participate in serious international scientific conferences held in different countries around the world, covering staff costs for participating in these conferences. <p>These conferences will be identified by the Office for Scientific Research in collaboration with the academic staff.</p> <p>These participations will be financially supported by the separate UHZ budget for scientific research (Result 4.1).</p>

Activity 4.4.2:	Activity description 4.4.2:
Stimulating the academic staff for participation in international scientific conferences within the country	Every year the Office for Scientific Research will identify scientific conferences of an international nature organized in Kosovo and inform the academic staff of UHZ of these opportunities and at the same time stimulate their participation in these conferences.
Activity 4.4.3:	Activity description 4.4.3:
Organization of international scientific conferences by UHZ	<p>UHZ will organize 3 international scientific conferences every year, respectively one conference per year from each academic unit.</p> <p>Under the organization of the Office for Scientific Research, each academic unit will make the necessary preparations, such as:</p> <ul style="list-style-type: none"> - defining of title - date setting - the appointment of the organizational council - the appointment of the board - setting the deadlines for application - setting the deadline for the selection of presentations - organizational aspects <p>Also, the Office for Scientific Research, in collaboration with academic units and academic staff, will promote these conferences to various national and international colleagues and universities in order to have as more quality participations as possible.</p> <p>These conferences will be financially supported by UHZ's separate budget for scientific researches (Result 4.1).</p>

Result 4.5: UHZ contributes to the enrichment of artistic and cultural activity inside the country and abroad	
Activity 4.5.1:	Activity description 4.5.1:

Allocation of separate budget for artistic and cultural activities and creativity	UHZ will allocate a separate budget line on annual basis, which will be used to promote and support the artistic and cultural activity and creativity of UHZ staff and students inside the country and abroad, organized by the UHZ's Faculty of Arts.
Activity 4.5.2: Organization of the annual international festival by the Faculty of Arts	Activity description 4.5.2: Every year the UHZ's Faculty of Arts will organize an international festival. The organization of the festival will be financially supported by UHZ, the separate budget foreseen for the promotion and support of the artistic and cultural activity and creativity, as well as from various donors as well.
Activity 4.5.3: Participation of staff and students in international festivals	Activity description 4.5.3: Every year UHZ will support at least 2 individuals from the academic staff and 2 students of the UHZ Faculty of Arts to participate in important international festivals. Participation in these festivals will be financially supported by UHZ, the separate budget foreseen for the promotion and support of artistic and cultural activity and creativity, and by various donors as well.
Activity 4.5.4: Organization of local and international concerts	Activity description 4.5.4: . Every year UHZ, respectively the staff and students of the Faculty of Arts will organize at least 5 concerts inside the country and 3 concerts in different countries of the world. In these concerts will perform the staff and students of the Faculty of Arts in accordance with the predefined program. The organization of these concerts will be financially supported by UHZ, the separate budget foreseen for the promotion and support of the artistic and cultural activity and creativity and by various donors as well.

<p>Activity 4.5.5:</p> <p>Organization of Student Artistic Week</p>	<p>Activity description 4.5.5:</p> <p>Every year UHZ, respectively the staff and students of the UHZ Faculty of Arts, will organize the Student Artistic Week, which will offer numerous performances and various artistic and cultural activities prepared by the staff and students of UHZ, but also academic staff and students of other local universities will be invited to participate and present their artistic and cultural work. Participation in student artistic week will also be open to the general public.</p> <p>The organization of this annual event will be financially supported by UHZ, the separate budget for promotion and support of artistic and cultural activity and creativity, by MEST, MCYS, and by various donors as well.</p>
<p>Activity 4.5.6:</p> <p>Organization of semester concert</p>	<p>Activity description 4.5.6:</p> <p>In the frame of the study program of the UHZ Faculty of Arts, the students of this faculty will organize semester concerts at the end of each semester, which will be open to the general public besides the UHZ students.</p>

Suppositions and risks

The main suppositions to ensure the achievement of Objective 4 foreseen by this document are:

1. Secure and separate annual budget for research, artistic and cultural activities.
2. There is a willingness of national and international organizations and partners to support UHZ in all aspects in order to enhance scientific research activity.
3. The UHZ academic staff is interested and committed to engaging in scientific research activity.
4. There are local businesses and companies interested in financing researches of applicative nature.

Factors that may jeopardize the achievement of Objective 4 foreseen by this document are:

1. Lack of budget for research, artistic and cultural activities.
2. Lack of support and cooperation from local and international partners to support UHZ for scientific research activities.
3. Lack of businesses and local companies interested in financing researches of applicative nature.

5.5. International and inter-institutional cooperation

International and inter-institutional cooperation is the fifth field included in the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020-2024". Based on the situation analysis of this field, and in view of fulfilling the vision and mission of the UHZ, the following presents the main challenges, strategic objective, expected results and activities defined for this field.

The main challenges

In the field of International and inter-institutional cooperation, UHZ faces with many challenges and problems, but it is impossible for all these challenges and problems to be addressed and resolved within the five year period covered by this plan, only a few will be briefly presented below, the most important ones that are aimed to be addressed by this strategic plan:

- Lack of proper organization of activities related to international and inter-institutional cooperation.
- Few cooperation agreements with international universities.
- Lack of joint researches with international colleagues.
- Low level of international mobility of staff and students.
- Low participation in joint international projects.
- Lack of joint study programs with international partners.
- Insufficient cooperation with local public universities.
- Insufficient cooperation with public institutions and local private companies.

Strategic Objective

In order to address the challenges and solve or mitigate the above-mentioned problems in the field of International and inter-institutional cooperation, the following strategic objective has been set, which is intended to be fulfilled over the next five year period:

Strategic objective 5: International and inter-institutional intensive cooperation.

Expected results

In order to meet the strategic objective set out in this strategic plan for the field of International and inter-institutional cooperation it is foreseen to achieve the following expected results:

Result 5.1: There is a mechanism, resources and competent staff for organizing international and inter-institutional cooperation.

Result 5.2: Increased and intensified international cooperation on various issues and areas.

Result 5.3: Expanded cooperation and partnership with local universities, institutions and companies.

Activities

In order to meet the strategic objective and achieve the expected results set for the field of International and inter-institutional cooperation, it is foreseen to carry out some activities (grouped according to the expected results), which will be presented below, along with a short description for each activity.

Result 5.1: There is a mechanism, resources and competent staff for organizing international and inter-institutional cooperation.	
Activity 5.1.1: Drafting and approval of Strategy for International Cooperation	Activity description 5.1.1: UHZ will draft and approve the Strategy for International Cooperation for a five-year period, in which will be detailed activities to be carried out by UHZ in order to increase international cooperation and partnership, increase joint projects with international partners, international mobility of academic staff and students, etc.
Activity 5.1.2: Creation of Office for International Cooperation (OIC) at university level	Activity description 5.1.2: From the existing Department for International Cooperation and Quality Assurance will be divided as separate Office for International Cooperation (OIC).
Activity 5.1.3: Employing/advancement of staff in the Office for International Cooperation	Activity description 5.1.3: The Office for International Cooperation will have 3 members of staff, of which 1 will be promoted from the current position and 2 will be employed. This office will have: - 1 office director and - 2 international cooperation officers (respectively one international cooperation officer and one international projects officer).

Activity 5.1.4:	Activity description 5.1.4:
Training of staff for international and inter-institutional cooperation	UHZ through the Office for International Cooperation (OIC) will select 15 academic staff members (3 from each academic unit) and 3 OIC officers (18 in total), for whom it will provide trainings by local and international experts as regards increase of international and inter-institutional co-operation, increase of joint projects with international partners, increase of international mobility of academic staff and students, identification of international and local partners, etc.
Activity 5.1.5:	Activity description 5.1.5:
Creation of Center for Innovation and Business Support (CIBS)	UHZ will create the Center for Innovation and Business Support (CIBS), which will contribute to the generation of UHZ own source revenues through the support of innovative projects, capacity building and business support in various forms, depending on requirements and needs of businesses themselves. This center will have 3 full-time staff and activities will be supported by academic staff and students.
Activity 5.1.6:	Activity description 5.1.6:
Allocation of separate budget for international cooperation	Based on the Strategy for International Cooperation, UHZ will allocate every year a separate budget for international cooperation, which will be used to increase this cooperation, create new international partnerships, participate in joint international projects, capacity building, increase of staff and students mobility, etc.

Result 5.2: Increased and intensified international cooperation on various issues and areas.	
Activity 5.2.1:	Activity description 5.2.1:
Creation of new partnerships with international universities	On purpose of exchanging academic staff, researchers, experts and students; drafting joint research and scientific projects; promoting joint academic activities, such as seminars and

	<p>conferences; organizing joint artistic and cultural programs; exchange of publications and other academic materials; as well as cooperating on issues and other aspects of common interest, UHZ will identify international universities with which wishes to establish international cooperation and partnerships through the signing of cooperation agreements.</p> <p>During the five-year period UHZ will sign cooperation agreements with 25 international universities (there are currently 37 cooperation agreements).</p>
<p>Activity 5.2.2:</p> <p>Joint researches with international colleagues/universities</p>	<p>Activity description 5.2.2:</p> <p>Every year UHZ will support the conducting of scientific research, which will be conducted in collaboration with some UHZ professors and some of their colleagues from international universities. For more details on this, see the related activities in Field 4 of this document.</p>
<p>Activity 5.2.3:</p> <p>International mobility of academic staff (outgoing and incoming)</p>	<p>Activity description 5.2.3:</p> <p>In cooperation with international partner universities, UHZ will support the international mobility of academic staff each year, including the transfer of UHZ academic staff to international universities and the arrival of international university academic staff at UHZ.</p> <p>During an academic year, at least 10 individuals from the academic staff of UHZ will stay at international universities, while at least 2 individuals from the academic staff of international universities will stay at UHZ.</p> <p>As necessary, UHZ will financially support this mobility with a separate budget allocated for this purpose (Result)</p>
<p>Activity 5.2.4:</p> <p>International mobility of students (outgoing and incoming)</p>	<p>Activity description 5.2.4:</p> <p>In cooperation with partner international universities, UHZ will support the international mobility of students every year, including the visits of UHZ students at international universities and the arrival of international university students at UHZ.</p>

	<p>During an academic year, at least 5 UHZ students will stay at international universities, while at least 2 international university students will stay at UHZ.</p> <p>If necessary, UHZ will financially support this mobility with a separate budget allocated for this purpose (Result 5.1).</p>
<p>Activity 5.2.5:</p> <p>Conducting of joint international projects</p>	<p>Activity description 5.2.5:</p> <p>.</p> <p>Through the Office for International Cooperation, during the five-year period UHZ will be the implementing partner of 5 joint projects with international universities, of which 2 projects will be drafted and managed by UHZ, while in the other 3 projects will be the implementing partner. These projects will be of different areas, from which UHZ, its staff and students benefit. The projects will, among others, be related to the design and accreditation of new programs, joint programs and strategic development of the institution.</p> <p>For the implementation of these projects will be secured international donations from existing schemes available, but as needed, UHZ will financially support this collaboration with a separate budget allocated for this purpose (Result 5.1).</p>
<p>Activity 5.2.6:</p> <p>Joint study programs with local and international universities</p>	<p>Activity description 5.2.6:</p> <p>In cooperation with local and international partner universities over a five year period, UHZ will prepare, accredit and start implementing at least 3 joint degree programs with international universities (1 PhD, 1 MA and 1 BA).</p> <p>These study programs will be in English, with academic staff from UHZ and international partner universities, as well as local and international students.</p> <p>For the implementation of these projects will be secured international donations from existing schemes available, but as needed, UHZ will financially support this collaboration with a separate budget allocated for this purpose (Result 5.1).</p>

<p>Activity 5.2.7:</p> <p>Organization of the UHZ international summer university</p>	<p>Activity description 5.2.7:</p> <p>UHZ will make all necessary preparations for the organization of the UHZ International Summer University, which will be organized annually, during summer holidays.</p> <p>Within this summer university will be offered various courses in English by professors from UHZ, other local universities and international universities. The courses that will be organized will be mainly related to current topics from UHZ fields of study and topics that promote the values and tradition of UHZ and Dukagjini region.</p> <p>Also, attending students will also be local and international. Credits earned by students during summer university will be transferable to their respective universities.</p> <p>Also, within the Summer University will be organized numerous social, cultural, sports and recreational activities for all participants.</p>
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<p>Result 5.3: Expanded cooperation and partnership with local universities, institutions and companies</p>	
<p>Activity 5.3.1:</p> <p>Joint study programs with local universities</p>	<p>Activity description 5.3.1:</p> <p>In cooperation with local partner universities over a five year period, UHZ will prepare, accredit and start implementing at least 2 joint degree programs with local universities (1 PHD, 1 MA).</p> <p>These study programs will have academic staff from UHZ and local partner universities, as well as local students.</p> <p>If necessary, UHZ will financially support this collaboration with a separate budget allocated for this purpose (Result 5.1).</p>
<p>Activity 5.3.2:</p> <p>Cooperation with institutions and businesses for student internships</p>	<p>Activity description 5.3.2:</p> <p>UHZ Academic Units in cooperation with academic staff and students, and with the support of members of Advisory Bodies of Academic Units, will identify all public, state, local and central institutions and businesses and private companies that</p>

	<p>are willing and interested to offer opportunities for UHZ students to do their practical work at these institutions and companies.</p> <p>UHZ will sign cooperation agreements with all these institutions and companies, so that the organization of internships for students is as institutionalized and documented as possible, and so that all students are offered the opportunity for internships for the part that is compulsory for them under the study programs.</p> <p>During the five-year period, UHZ will sign cooperation agreements with at least 50 institutions and companies for student practical work.</p>
<p>Activity 5.3.3:</p> <p>Cooperation with institutions and businesses to harmonize programs with labor market demands and needs</p>	<p>Activity description 5.3.3:</p> <p>UHZ, respectively its academic units in cooperation with the Advisory Bodies within the units, will collaborate with as many external parties as possible in the evaluation and review of study programs (but also of syllabuses) so that study programs are interconnected, harmonized and in line with labor market needs and requirements. For more on this, see related activities in Field 2 of this document.</p> <p>To accomplish this, the UHZ academic units will organize every year consultative meetings with representatives of public and state, local and central institutions, with representatives of the labor market, respectively representatives of various companies, businesses and industries, from whom will be required to give remarks and recommendations for modifying and supplementing study programs (and syllabuses) so that study programs are in line with labor market needs and requirements.</p> <p>For more on this, see related activities in Field 2 of this document.</p>

Suppositions and risks

The main suppositions to ensure the achievement of Objective 5 foreseen by this document are:

1. Management and academic staff of UHZ are mobilized to intensify international and inter-institutional cooperation.
2. International partner universities are ready to cooperate, support and involve UHZ in joint international projects and activities.
3. There is interest from international partner universities, their academic staff and students for international mobility with UHZ (outgoing and incoming)
4. There is interest from academic staff and UHZ students for international mobility (outgoing and incoming).
5. Local universities, institutions and companies are interested and ready to cooperate and form partnerships with UHZ.
6. UHZ secures a special budget to promote and support international cooperation.

Factors that may jeopardize the achievement of Objective 5 foreseen by this document are:

1. International universities are reluctant to cooperate and involve UHZ in joint international projects and activities.
2. There is little or no interest from international academic staff and students for international mobility with UHZ.
3. Lack of interest for cooperation and partnership with UHZ from local universities, institutions and companies.
4. Lack of a separate budget to promote and support international cooperation.

5.6. Students

Students is the sixth field included in the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020-2024". Based on the situation analysis of this field, and in view of fulfilling the vision and mission of the UHZ, the following presents the main challenges, strategic objective, expected results and activities defined for this field.

The main challenges

In the field of students, UHZ faces with many challenges and problems, but it is impossible for all these challenges and problems to be addressed and resolved within the five year period covered by this plan, only a few will be briefly presented below, the most important ones that are aimed to be addressed by this strategic plan:

- Damaged image of the university as a result of institutional non-accreditation.
- Non-attraction for good students and girls.
- Insufficient information of students about their rights and obligations.
- Small number of graduates within the deadline of studies.
- Presence of the phenomenon of copying and plagiarism by students.
- Insufficient university services and support for students.
- Few activities organized by/for students.
- Small cooperation with alumni.

Strategic objective

In order to address the challenges and solve or mitigate the above-mentioned problems in the field of students, the following strategic objective has been set, which is intended to be fulfilled over the next five year period:

Strategic objective 6: Numerous quality services and activities for students.

Expected results

In order to meet the strategic objective set out in this strategic plan for the field of students, it is foreseen to achieve the following expected results:

- Result 6.1: Information and promotion systematically and properly organized.
- Result 6.2: The number of graduates increases within the deadline and the phenomenon of plagiarism by students decreases.
- Result 6.3: The University offers all the support and services needed for students.
- Result 6.4: Different activities are organized for/by students on a regular basis.

- Result 6.5: There is collaboration with former students (alumni) and they are involved in university policy-making.

Aktivitetet

In order to meet the strategic objective and achieve the expected results set for the field of students, it is foreseen to carry out some activities (grouped according to the expected results), which will be presented below, along with a short description for each activity.

Result 6.1: Information and promotion systematically and properly organized.	
Activity 6.1.1: Strengthening the UHZ Office for Communication and Information	Activity description 6.1.1: UHZ will strengthen its Office for Communication and Information, employing two additional officials in the office. Also, through this office, UHZ will contract a company specialized in communications and public relations, which will develop a university promotion, communication and public relations plan which will be implemented by the Office for Communications and Information of UHZ.
Activity 6.1.2: Organizing information and promotion campaigns for improving the image of the university	Activity description 6.1.2: UHZ Office for Communication and Information with its capacities and in coordination with staff and students, based on the university promotion plan, communication and public relations, will organize information and promotion activities and campaigns to improve the university image . To accomplish this, necessary information and promotional materials will be prepared, distributed to different parties, there will be meetings with high school students will be organized, staff and students will participate in television programs and other media, promotion of UHZ activities and successes on websites and social networks, etc.
Activity 6.1.3: Cooperation with secondary high schools	Activity description 6.1.3: The Career Development Center (CDC) in cooperation with the UHZ Office for Communication and Information, with the

to attract good students and girls	<p>involvement of UHZ staff and students, will deepen the cooperation with the secondary high schools of the municipalities of the Peja region by organizing meetings with school principals, teachers and students who close to finishing secondary school.</p> <p>During these meetings UHZ will:</p> <ul style="list-style-type: none"> - present the university, study programs, opportunities for students, achievements and successes, etc. - distribute information and promotional materials to all parties - encourage the application of good students at UHZ - encourage the application of girls for study at UHZ.
<p>Activity 6.1.4:</p> <p>Addressing students' weak preparation during pre-school education</p>	<p>Activity description 6.1.4:</p> <p>Based on current experiences with pre-school deficiencies students have when they begin university studies, UHZ will draft a summary document where these deficiencies and weaknesses will be listed.</p> <p>This document will be submitted to MEST, MDEs and all schools of the municipalities of Peja region.</p>
<p>Activity 6.1.5:</p> <p>Organization of "Open Days" for potential students</p>	<p>Activity description 6.1.5:</p> <p>Every year, at the time of enrolling new students, UHZ will organize "Open Days" for potential students, by organizing information visits and delivering promotional materials to the secondary high schools of the municipalities of Peja region, providing information corners in each academic unit, which will provide information to the interested and deliver information and promotional materials to them.</p>
<p>Activity 6.1.6:</p> <p>Information of student on their rights and obligation</p>	<p>Activity description 6.1.6:</p> <p>UHZ will inform its students in detail about their rights and obligations as UHZ students, as well as the opportunities the university offers to them.</p> <p>For this reason UHZ will organize a "Welcome Week" for new students at the beginning of each academic year.</p> <p>UHZ will also draft and publish the Student Manual.</p>

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Result 6.2: The number of graduates increases within the deadline and the phenomenon of plagiarism by students decreases.

<p>Activity 6.2.1:</p> <p>Strengthening the “Tutorial and peer to peer” system</p>	<p>Activity description 6.2.1:</p> <p>UHZ will continue and will strengthen the practice of a "tutorial system", through which students in need will be supported by "tutor students" the principle of "peer to peer" support and thus contribute to increasing the number of students who finish exams and studies on time.</p> <p>For more about this, see Activity 2.2.10 in Field 2 of this document.</p>
<p>Activity 6.2.2:</p> <p>Information of students on deadlines for completion of their studies</p>	<p>Activity description 6.2.2:</p> <p>UHZ students will be notified on the deadlines for completion of studies, information that will be conveyed to students during the "Welcome Week" and in the Student Manual.</p>
<p>Activity 6.2.3:</p> <p>Analyzing exam passing level and graduation</p>	<p>Activity description 6.2.3:</p> <p>For every semester and academic year, the UHZ academic units will analyze the passing of exams and the number of graduates within the deadline of studies.</p> <p>Based on this analysis, these problems will be addressed in collaboration between academic staff and students. Within this framework students who are close to graduation will be encouraged to increase contacts and consultations with academic staff on the topic of diploma and related aspects.</p>
<p>Activity 6.2.4:</p> <p>Application of statutory rules on deadlines for completion of studies</p>	<p>Activity description 6.2.4:</p> <p>All the academic units of UHZ will strictly implement the statutory deadlines for completion of studies so that students are more committed to completing their studies within the</p>

	deadlines and not losing student status and not to be required to pay extra semesters.
Activity 6.2.5: The use of software for identification of plagiarism of thesis topics	Activity description 6.2.5: UHZ will contract a specialized company, which will provide and maintain a special software for identifying plagiarism of student diploma topics of Bachelor and Master Degree. Upon its operationalization, each student diploma paper, Bachelor and Master Degree, before being defended and completed, will be scanned through this software to confirm that it is original work and does not contain plagiarism.
Activity 6.2.6: Application of measures for students who copy	Activity description 6.2.6: All UHZ academic units will strictly apply punishment measures for students who copy during exams or otherwise violate the student's code of ethics.

Result 6.3: The University offers all the support and services needed for students.	
Activity 6.3.1: Strengthening of Career Development Center (CDC)	Activity description 6.3.1: The Career Development Center (CDC) will be strengthened by UHZ, providing to them sufficient available space which is appropriate for their activities. Also, specialized training will be provided to the CDC staff in accordance with the specifics of their work and a study visit will be organized to at least for staff at other national and international universities in order to obtain good practices and exchange experiences with the career centers of these universities.
Activity 6.3.2:	Activity description 6.3.2:

<p>Organization of Career Fair and participation into other fairs</p>	<p>The UHZ Career Development Center (CDC) will continue to organize the Career Fair every year, inviting as many institutions, organizations and businesses as possible to participate that have job opportunity offers or internship offers for UHZ students, so that UHZ students are notified with all career development opportunities.</p> <p>The CDC will also inform UHZ students of other similar fairs being organized in Kosovo and promote student participation in these events..</p>
<p>Activity 6.3.3:</p> <p>Support of student international mobility</p>	<p>Activity description 6.3.3:</p> <p>In cooperation with international partner universities, UHZ will support the international mobility of its students every year, respectively the participation of UHZ students at international universities.</p> <p>For this, UHZ will provide financial support as needed, identify students who speak English well, and inform them on the opportunities and benefits of international mobility in order to encourage good students for international mobility.</p> <p>UHZ will also review student mobility in order to simplify the procedure for transferring student credits achieved outside UHZ. It will also provide technical support through the officer for Credits Transfer for completing mobility files and facilitating the process.</p> <p>For more on this, see Activity 5.2.4 in Field 5 of this document.</p> <p>Also, UHZ through the Office for International Cooperation will create all the necessary regulations and mechanisms for international students to come to UHZ for mobility, and will also provide all the services they need for accommodation, organization of information days for international students, processing of applications and other documents, etc.</p>
<p>Activity 6.3.4:</p>	<p>Activity description 6.3.4:</p>

Providing opportunities for learning English language	<p>On purpose that students learn English as better as possible, UHZ will ensure that each study program has its own English language courses and will revise the syllabuses of these courses as necessary, with the possibility of increasing the number of hours for these courses.</p> <p>Besides this, UHZ will offer advanced English language courses to interested students</p>
<p>Activity 6.3.5:</p> <p>Organization of advisory sessions and trainings for UHZ students</p>	<p>Activity description 6.3.5:</p> <p>The UHZ Career Development Center CMDC) will continue to offer advisory sessions (group and individual) to help students plan their careers.</p> <p>The CDC will also provide training to students before graduation on designing of CV, drafting a Letter of Motivation, and preparing for job interviews.</p> <p>At the same time, the CDC will also provide consultations and information to students interested in pursuing their studies or careers abroad.</p>
<p>Activity 6.3.6:</p> <p>Activities for development of “Soft skills” for UHZ students</p>	<p>Activity description 6.3.6:</p> <p>The UHZ Career Development Center (CDC) will continuously offer various activities for students aiming the development of "Soft skills" of UHZ students.</p> <p>For this, CDC will provide information meetings, lectures, workshops and trainings from various student experts, during which students will be better informed and prepared for teamwork, communication with others and public communication, the use of technology of information, etc..</p>
<p>Activity 6.3.7:</p> <p>Offering of practical work to students through cooperation agreements</p>	<p>Activity description 6.3.7:</p> <p>UHZ will sign cooperation agreements with all institutions and companies interested in offering internships for students, so that the organization of internships is as institutionalized and evidenced as possible for all students, and also in a way that all students are offered the opportunity for internships for the part they are obliged</p>

	<p>within study programs, rather than being forced to seek internships themselves.</p> <p>For more about this, see Activity 5.3.2 in Field 5 of this document.</p>
<p>Activity 6.3.8:</p> <p>Empowering of students in decision-making</p>	<p>Activity description 6.3.8:</p> <p>UHZ Management will give semester information meetings with students, student organizations and student representatives at the academic and university level, and during these meetings will stimulate students, their organizations and representatives to be as active as possible and make use of their decision-making power at the university, either at the academic or university level.</p>

<p>Result 6.4: Different activities are organized for/by students on a regular basis.</p>	
<p>Activity 6.4.1:</p> <p>Providing suitable spaces for student activities</p>	<p>Activity description 6.4.1:</p> <p>UHZ will provide suitable spaces for student joint activities which will be equipped with the necessary technology and inventory and which will be used by students to organize various educational, social, cultural and recreational activities.</p> <p>Besides for indoor spaces, UHZ will also regulate outdoor spaces and build playgrounds and sports halls, which can be used by students for various activities.</p> <p>For more on these, see related activities in field 7 of this document.</p>
<p>Activity 6.4.2:</p> <p>Annual plan and budget for student activities</p>	<p>Activity description 6.4.2:</p> <p>Every year UHZ will require students (student organizations and student representatives) to harmonize and prepare an annual plan of activities to be organized by UHZ students (and for students).</p>

	In accordance with this annual plan, UHZ will every year allocate a separate budget for the implementation of this plan, respectively for the implementation of activities by/for UHZ students.
Activity 6.4.3: Organizing of student Regional Scientific Conference	Activity description 6.4.3: Every year UHZ students, with the financial and professional support of UHZ, will organize the Student Regional Scientific Conference, in which will be treated different topics and will be attended by UHZ students, students from other local universities, as well as students from universities from the countries of the region.
Activity 6.4.4: Participation of students in international competitions	Activity description 6.4.4: Every year UHZ will stimulate and support the participation of its students in important international competitions related to their field of study.
Activity 6.4.5: Organizing educational, artistic, cultural, social, sports and recreational activities for/from UHZ students	Activity description 6.4.5: With the support of UHZ, but also on their own initiative, UHZ students throughout the academic year will organize various educational, artistic, cultural, social, sports and recreational activities in order to enrich student life, creating a better relation between students, creating a sense of belongingness to UHZ, etc.

Result 6.5: There is collaboration with former students (alumni) and they are involved in university policy-making.	
Activity 6.5.1: Creation of the UHZ former graduated students (Alumni) Network	Activity description 6.5.1: Career Development Center (CDC) of UHZ will establish contact with all UHZ Alumni and encourage and support them to establish the UHZ Alumni Network, both as an informal organization, either as an NGO, so that contact and cooperation between them and UHZ is ongoing.

	To accomplish this, the CDC will first update contacts with alumni (phone numbers, e-mail addresses, etc.) in order to consolidate a register of contact information with alumni.
Activity 6.5.2: Involvement of Alumni in evaluating and reviewing programs and syllabuses	Activity description 6.5.2: When evaluating and reviewing study programs and course syllabi, UHZ will always include UHZ alumni in this process in order to have as many remarks and suggestions as possible which will contribute to the improvement of study programs and course syllabuses.
Activity 6.5.3: Involvement of Alumni in the drafting of various university documents	Activity description 6.5.3: When drafting different university documents (strategies, regulations, codes, manuals, etc.) UHZ will always include UHZ alumni in these processes so that there are as many remarks and suggestions as possible from them, which contribute to the drafting of quality documents.
Activity 6.5.4: Organizing the annual meeting with the Alumni	Activity description 6.5.4: The UHZ Career Development Center (CDC) will organize an annual meeting with UHZ alumni every year to maintain UHZ contacts with them, but also the contacts between them, so that they can share information and experiences among them.
Activity 6.5.5: Delivering Acknowledgments to Alumni who contribute to UHZ	Activity description 6.5.5: Every year, on the occasion of its annual Alumni Organization, UHZ will deliver acknowledgements to those alumni who have contributed to the promotion and development of UHZ in various forms.

Suppositions and risks

The main suppositions to ensure the achievement of Objective 6 foreseen by this document are:

1. In 2020 foreseen criteria and standards are met and UHZ institutional accreditation is achieved.

2. There is a willingness to cooperate with UHZ from secondary high schools and municipal education directorates.
3. Staff and students are mobilized and work hard to complete their studies successfully and on time.
4. UHZ students take self-initiative to organize different activities for students.
5. Alumni of UHZ are interested in keeping in touch and promoting and promote and support the university.
6. A separate budget is allocated for student activities and employing staff at the UHZ Office for Information and Communication.

Factors that may jeopardize the achievement of Objective 6 foreseen by this document are:

1. Institutional non-accreditation of UHZ in 2020 as well.
2. Lack of co-operation with secondary high schools and municipal directorates of education with UHZ.
3. There is no interest and willingness of UHZ alumni to maintain contact and support and promote the university.
4. There is no budget for student activities and employing staff at the UHZ Office for Information and Communication.

5.7. Infrastructure

Infrastructure is the seventh field included in the "Strategic Plan of the University "Haxhi Zeka" in Peja 2020-2024". Based on the situation analysis of this area, and in order to fulfill the vision and mission of the UHZ, in the following are presented the main challenges, the strategic objective, the expected results and the activities defined for this field.

The main challenges

- In the field of infrastructure UHZ faces with many challenges and problems, but it is impossible for all these challenges and problems to be addressed and resolved within the five year period covered by this plan, only a few will be briefly presented below, the most important ones that are aimed to be addressed by this strategic plan:
- Insufficient space for staff and students.
- Lack of proper infrastructure for people with special needs.
- Insufficient technology, technological equipment and supplies.
- Old and insufficient inventory and supplies.
- Lack of spaces for student life and for social and recreational activities for students.

Strategic objective

Strategic objective 7: Sufficient, contemporary and well-equipped infrastructure.

Expected results

In order to meet the strategic objective set out in this strategic plan for the field of infrastructure it is foreseen to achieve the following expected results:

- Result 7.1: There is sufficient and appropriate space for staff and students.
- Result 7.2: The university premises are equipped with the necessary technology, inventory and supplies.
- Result 7.3: Students have spaces for organizing student life and for social and recreational activities.

Activities

In order to meet the strategic objective and achieve the expected results set for the field of infrastructure, it is foreseen to carry out some activities (grouped according to the expected results), which will be presented below, along with a short description for each activity.

Result 7.1: There is sufficient and appropriate space for staff and students.	
Activity 7.1.1: Completion of the construction of the Faculty of Arts (FA)	Activity description 7.1.1: During the year 2020, the fourth and final phase of the Faculty of Arts construction will be completed. This year it is expected to be complete the construction of this faculty and conducting of the building's technical acceptance in order that the facility can be used by staff and students.
Activity 7.1.2: Construction of Faculty of Business (FB)	Activity description 7.1.2: UHZ will also build a new facility for the Faculty of Business, which will have about 5000 m2 of surface and where the faculty will carry out its activity. For the completion of this project, UHZ will request from the Government-MEST to allocate the necessary budget for this project, while following all legal procedures for achievement and completion of this project.
Activity 7.1.3: Construction of Faculty of Management in Tourism, Hospitality and Environment (FMTHE)	Activity description 7.1.3: UHZ will also build a new facility for the Faculty of Management in Tourism, Hospitality and Environment (FMTHE) which will have about 5000 m2 of space and where the faculty will carry out this activity. For the completion of this project, UHZ will request from the Government-MEST to allocate the necessary budget for this project, while following all legal procedures for achievement and completion of this project.
Activity 7.1.4: Creation of other spaces for staff and students	Activity description 7.1.4: Upon completion of the construction of the new Faculty of Arts facility (and two other faculties) and the transfer of staff and students of this faculty to the new facility, UHZ will use the available free spaces and will adapt them for use of staff and student needs.

	<p>In this context, UHZ will expand the premises of the Faculty of Agribusiness and the Faculty of Law.</p> <p>Besides, UHZ will also create the following spaces:</p> <ul style="list-style-type: none"> - Reading room for students (at least 2) - Offices for Academic Staff (at least 5) - Offices for administrative staff (at least 3) - Rooms/spaces for student activities (at least 3) - Laboratory rooms (at least 2) - Informatics Cabinet Room (at least 2) - Room for "smart room" (1) <p>All of these spaces will be adapted to the needs of the new use and provided with the necessary items (described in the following activities).</p>
<p>Activity 7.1.5:</p> <p>Construction of suitable infrastructure for people with special needs</p>	<p>Activity description 7.1.5:</p> <p>UHZ will build all the necessary infrastructure for people with special needs, in all UHZ buildings, in order to create the conditions and infrastructure needed and suitable for people with special needs so that they can access in all UHZ internal spaces.</p> <p>Within this infrastructure will be built the recliners at the entrance of the buildings, will be installed elevators in multi-storey buildings, will be built the appropriate baths for these persons, will be provided the appropriate technology for assisting in teaching, studying and evaluation for people with special needs in sight, in hearing, in dyslexia, etc.</p>
<p>Activity 7.1.6:</p> <p>Regulation of external spaces</p>	<p>Activity description 7.1.6:</p> <p>UHZ will intervene and regulate the university's external spaces to create parks, car parks and green spaces suitable for its staff and students.</p>
<p>Activity 7.1.7:</p> <p>Continuous renovation of facilities and spaces</p>	<p>Activity description 7.1.7:</p> <p>UHZ will annually plan and allocate special budgets for the needs of maintenance and renovation of external and internal</p>

	facilities and spaces, so that they are continuously maintained and attractive.
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Result 7.2: The university premises are equipped with the necessary technology, inventory and supplies.	
Activity 7.2.1: Offering of internet access in the whole university space	Activity description 7.2.1: UHZ will install and maintain wireless internet in all university spaces, so that all UHZ staff and students will have free internet access while on campus. UHZ will also install and maintain cable internet in all areas with computers. Better quality internet will be provided especially for rooms with modern technology and equipment
Activity 7.2.2: Equipment of informatics cabinets	Activity description 7.2.2: UHZ will equip 4 informatics cabinets with 25 computers and 25 desks with chairs, so that each academic unit has one (currently there is one), which will be available for lectures, evaluation, research, online communication, organizing lectures by staff and students.
Activity 7.2.3: Equipment of “smart room” for distance video-lectures	Activity description 7.2.3: UHZ will equip a "smart room" with the technology needed to organize distance video lectures, apply new technologies in teaching and develop new approaches in teaching and student evaluation (e.g. testing online), which will be available to staff and students. The “smart room” will have computers, professional software, professional projectors, sound, smart boards, high speed internet, and desks and chairs for participants (about 25).
Activity 7.2.4: Equipment of staff offices	Activity description 7.2.4: UHZ will equip each office of the academic and administrative staff with the necessary equipment, including a desk, a shelf, a computer and a printer. Where possible, a desk will be set up for consultations with students and colleagues.

Activity 7.2.5:	Activity description 7.2.5:
Equipment of lecture rooms and rearrangement of inventory	<p>UHZ will equip each hall/classroom with 1 projector and sound (where needed) in order to facilitate the implementation of contemporary teaching methods.</p> <p>Also, when possible, the classrooms will be organized in a way that is more suitable for lectures as interactive as possible between staff and students during the lectures.</p>
Activity 7.2.6:	Activity description 7.2.6:
Equipment of joint student rooms and halls/corridors	<p>UHZ will equip with the necessary technology and inventory for the student rooms/spaces for student activities that will be used by students to organize various educational, social, cultural and recreational activities.</p> <p>Also, the corridors of the academic units will be equipped with computers with internet, in order to be available for students.</p> <p>Within this frame, 15 computers, 15 desks / desks and 15 chairs will be purchased</p>
Activity 7.2.7:	Activity description 7.2.7:
Equipment of labs	UHZ will provide its laboratories with inventory and other necessary materials.
Activity 7.2.8:	Activity description 7.2.8:
Equipment with tools and instruments of the Faculty of Arts (FA)	<p>UHZ will equip the Faculty of Arts with the necessary equipment and tools</p> <p>This will include 1 piano (grand), 15 pianos, 4 violins, 2 violas, 1 contrabass and equipment of wind instruments.</p>
Activity 7.2.9:	Activity description 7.2.9:
Replacing old student and staff inventory	In annual basis, UHZ will replace the old inventory with new inventory, including the inventory used by staff and students.

Result 7.3: Students have spaces for organizing student life and for social and recreational activities.	
Activity 7.3.1: Construction of sports grounds (playgrounds)	Activity description 7.3.1: Within the external spaces of university campus, UHZ will build sports grounds, including football pitch, basketball hall and tennis court. These spaces will be equipped with the necessary sports equipment. These playgrounds will be available to students and UHZ staff for sports activities. Sports spaces will also be given to commercial use by various schools and organizations outside the university.
Activity 7.3.2: Construction of sports hall	Activity description 7.3.2: In order to have suitable space for sports and recreation activities during the cold period of the year, UHZ will build an indoor sports hall, in which various sports activities such as football, basketball, table tennis, athletics, gymnastics, etc. can be carried out by students and staff. The hall can also be used for organizing various social and recreational activities by students. The hall will be equipped with the necessary sports equipment.
Activity 7.3.3: Opening of the canteen/buffet	Activity description 7.3.3: UHZ will open a canteen within the university premises, which will provide cheaper food products and services for staff and students. UHZ will allocate an appropriate space for this, which through legal procedures will be managed by a private company.
Activity 7.3.4: Construction of the dormitory	Activity description 7.3.4: UHZ will build a dormitory with a capacity of 30 persons, which will be equipped with all necessary equipment and inventory.

	<p>This dormitory will be available to UHZ students who travel from larger distance and have difficult economic conditions.</p> <p>But the dormitory will also be available to international professors and students who come to UHZ in the context of international mobility, study visits, or even within the UHZ international summer university.</p> <p>This dormitory will be within the new premises of the Faculty of Management in Tourism, Hospitality and Environment (FMTHE) described in Activity 7.1.3.</p> <p>Until the dormitories are built and operational, UHZ will continue to provide accommodation for international staff and students in hotels.</p>
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Suppositions and risks

The main suppositions to ensure the achievement of Objective 7 foreseen by this document are:

1. The Government and the Ministry of Education allocate sufficient budget for the expansion and modernization of the UHZ infrastructure.
2. UHZ does all preparations in terms of documentation so that there are no delays in the implementation of infrastructure projects.
3. Companies contracted for the extension and modernization of UHZ infrastructure will perform the work in a timely and appropriate manner.

Factors that may jeopardize the achievement of Objective 7 foreseen by this document are:

1. Non-allocation of sufficient budget for expansion and modernization of UHZ infrastructure by the Government and Ministry of Education.
2. Unsatisfactory quality of works and unplanned delays by contracted companies for expansion and modernization of UHZ infrastructure.

6. Total budget

The Strategic Plan of University “Haxhi Zeka” in Peja 2020 - 2024 foresees that for the five-year implementation period (January 2020 - December 2024) to have a total budget of 15,062,524.00 €, out of which 11,206,924.00 € have been foreseen to be covered by the regular UHZ budget , whereas 3,855,600.00 € have been foreseen to be covered by various donors and/or central Kosovo institutions.

The following is the overall budget for the five years of this strategic plan, divided according to fields, by years and by funding sources (expressed in Euro), while the following chapter, together with the implementation plan, is shown the detailed budget for each of the activities.

Field	Source of finance	Year					Total
		2020	2021	2022	2023	2024	
1. Management and administration	UHZ budget	53000.00	53000.00	53000.00	12800.00	12800.00	184600.00
	Donors and/or Central institutions	3000.00	3000.00	3000.00	3000.00	3000.00	15000.00
	Total Field 1	56000.00	56000.00	56000.00	15800.00	15800.00	199600.00
2. Teaching and learning	UHZ budget	273246.00	306066.00	294270.00	277178.00	270814.00	1421574.00
	Donors and/or Central institutions	14000.00	38400.00	38400.00	38400.00	38400.00	167600.00
	Total Field 2	287246.00	344466.00	332670.00	315578.00	309214.00	1589174.00
3. Quality assurance	UHZ budget	13400.00	14100.00	15000.00	14100.00	14400.00	71000.00
	Donors and/or Central institutions	0.00	0.00	0.00	0.00	0.00	0.00
	Total Field 3	13400.00	14100.00	15000.00	14100.00	14400.00	71000.00
4. Scientific research	UHZ budget	181000.00	249400.00	257000.00	249000.00	249000.00	1185400.00
	Donors and/or Central institutions	56000.00	56000.00	56000.00	56000.00	56000.00	280000.00
	Total Field 4	237000.00	305400.00	313000.00	305000.00	305000.00	1465400.00
5. International and inter-institutional cooperation	UHZ budget	94500.00	98000.00	98000.00	98000.00	98000.00	486500.00
	Donors and/or Central institutions	152000.00	145000.00	145000.00	145000.00	145000.00	732000.00
	Total Field 5	246500.00	243000.00	243000.00	243000.00	243000.00	1218500.00
6. Students	UHZ budget	41570.00	48570.00	48570.00	48570.00	48570.00	235850.00
	Donors and/or Central institutions	4000.00	8000.00	4000.00	4000.00	4000.00	24000.00
	Total Field 6	45570.00	56570.00	52570.00	52570.00	52570.00	259850.00
7. Infrastructure	UHZ budget	1574000.00	1112000.00	1112000.00	162000.00	3662000.00	7622000.00
	Donors and/or Central institutions	37000.00	900000.00	1400000.00	0.00	300000.00	2637000.00
	Total Field 7	1611000.00	2012000.00	2512000.00	162000.00	3962000.00	10259000.00
Totali budget for all fields	UHZ budget	2230716.00	1881136.00	1877840.00	861648.00	4355584.00	11206924.00
	Donors and/or Central institutions	266000.00	1150400.00	1646400.00	246400.00	546400.00	3855600.00
	Total of all fields 1-7	2496716.00	3031536.00	3524240.00	1108048.00	4901984.00	15062524.00

It is important to note that not the entire budget of this strategic plan envisaged to be covered by the UHZ budget will be a new cost to the budget of this university, since some of the activities included in this action plan have already been implemented in previous years, therefore, these activities will continue in the years to come and are that is why they are included in the activities and budget of this strategic plan, but will not really be a new burden on the UHZ budget.

Also, it should be mentioned that the budget of this strategic plan foreseen to be covered by different donors and/or central institutions of Kosovo is based on the practices of donor financing and central institutions so far.

7. Implementation plan and detailed budget

FIELD 1: Management and administration

STRATEGIC OBJECTIVE 1: Efficient, transparent and accountable management and administration.

Rezultati 1.1: There are and operate all necessary institutional mechanisms within the University.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.1.1: Establishment and operationalization of new mechanisms within university	Activity description 1.1.1: UHZ will establish and operationalize a range of new institutional mechanisms within the university, through which it will address more directly and more intensively some important issues related to the institution. In this context, the following mechanisms will be established and operationalized: 1. Office for Excellence in Teaching - OET (for more details in this, see related activities on field 2). 2. Office for Quality Assurance - OQA (for more details in this, see relevant activities on field 3). 3. Office for Scientific Research - OSR (for more details in this, see related activities in field 4). 4. Office for International Cooperation - OIC (for more details on this, see the relevant activities in field 5).	January 2020 - The Rector proposes the establishment of a commission to amend the Regulation for Internal Organization. January 2020 - The SC approves the commission. February 2020 - Commission completes regulation. February 2020 the regulation is approved by the SC and all mechanisms are in place	SC Rectorate Faculties	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	5. Center for Innovation and Entrepreneurship in support of businesses (for more details, see related activities in field 5). 6. Center "From Theory to Practice".											
Total budget for activities(euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.1.2: Drafting and approval of the new organogram of the university	Activity description 1.1.2: After the establishment of the new institutional mechanisms, the new university organogram in all instances will be drafted and adopted, reflecting on the new developments and new mechanisms created within the university.	New organogram finalized in February 2020 (along with the regulation). February 2020 – Organogram sent for approval to the MF. March 2020 – New organogram approved.	Secretary General	MF MEST	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00

Result 1.2: University regulation is complete.

Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro						
							2020	2021	2022	2023	2024	Total	
Activity 1.2.1: Identification of necessary regulation, which is missing or needs to be complemented	Activity description 1.2.1: UHZ will identify the regulations (regulations, codes, strategies, manuals, etc.) which are missing or need to be complemented in order to complete the regulation on which the university operates. External expertise is engaged or a commission is established to evaluate existing regulation, to evaluate the gaps and to draft/review regulations as needed. Regulation review is based on the legal framework, European experiences and the needs for efficient and effective functioning of the university.	All priority documents will be identified during January-February 2020.	UHZ Management	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00	
Total budget for activities(euro):							0.00	0.00	0.00	0.00	0.00	0.00	
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro						
							2020	2021	2022	2023	2024	Total	

Activity 1.2.2:	Activity description 1.2.2:											
Drafting/supplementing of university regulations	<p>UHZ in accordance with legal procedures and in a transparent manner will establish relevant commissions, with the involvement of all necessary stakeholders, who will draft or supplement the necessary university regulations (regulations, codes, strategies, manuals, etc.), which have been identified as missing or in need of completion. The most important regulation for the university will be drafted first.</p> <p>Documents which have already been identified and will be processed with priority are:</p> <ul style="list-style-type: none"> • Student manual • Code of ethics for administrative staff • Code of Ethics for Academic Staff • Regulation on basic studies • Regulation for master studies • Regulation on the quality assurance and evaluation system at UHZ • Strategy for academic development • Strategy for scientific research • strategy for quality assurance • Manual for evaluating the performance of academic staff • Manual for quality assurance 	<p>All the above mentioned documents are prioritized and will be drafted within January-February 2020 by: Central Commission for Quality Supervision and Evaluation and Commission for Strategy Monitoring.</p> <p>The two above mentioned commissions draft quarterly reports.</p> <p>As needed, UHZ will evaluate on annual basis the drafting or supplementing of new regulations in line with new developments in the institution.</p>	<p>UHZ management</p> <p>Commissions</p>	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	<ul style="list-style-type: none">Regulation on internationalizationPlan for academic developmentStrategy for internationalization and institutional cooperation <p>Besides these, as required, UHZ will evaluate on annual basis the drafting or completion of new regulations in line with new developments in the institution.</p>											
Total budget for activities(euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.2.3: Approval of university regulations	Activity description 1.2.3: UHZ will approve in the competent bodies the necessary university regulations (regulations, codes, strategies, manuals, etc.), which have been drafted or supplemented by the relevant commissions (mentioned in previous activity 1.2.2).	All the above mentioned documents are of high priority and will be approved by the SC and the Senate in February 2020.	UHZ	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities(euro):							0.00	0.00	0.00	0.00	0.00	0.00

Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.2.4: Information of all stakeholders on the university regulation	Activity description 1.2.4: UHZ will make public all its regulations (regulations, codes, strategies, manuals, etc.) on its official website, so that all stakeholders and the general public can access these documents. Specifically UHZ will inform parties within the university of its own regulations (regulations, codes, strategies, manuals, etc.), including management, academic staff, administrative staff, students, etc.	March 2020 - approved documents published in Albanian.	UHZ	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
		They will be published in other languages by December 2020.										
		March-April 2020 - Academic units organize an information meeting with staff.			Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00

Rezultati 1.3: Bashkëpunimi, llogaridhënia dhe transparenca janë në nivel të duhur në kuadër të universitetit.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Aktiviteti 1.3.1: Identification of staff training needs	Activity description 1.3.1: UHZ through data collection, questionnaires and focus groups with students, academic staff, administrative staff and managerial staff, will identify the needs of managerial and administrative staff for relevant trainings in order to increase the professionalism and efficiency of services.	January - March of each year, training needs will be identified by the UHZ Management and the Secretary General.	Rectorate CAO	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.3.2: Organization of trainings	Activity description 1.3.2: UHZ organizes training for managerial and administrative staff in order to increase their professionalism and efficiency of services, depending on the needs identified previously.	During the period 2020-2024, trainings for management and administrative staff are organized annually. During the first quarter, training providers are identified. Trainings are organized annually during the	Rectorate Secretary General	N/A	UHZ budget	2 training groups x 3 field x 4 days = 24 days x 150 euro per day 1 training group x 4 fields x 4 days = 16 days x 150 euro per day	3000.00	3000.00	3000.00	3000.00	3000.00	15000.00

	33 (of them 13 Heads of Offices) persons from the managerial staff will be trained by local and international experts for: - Leadership - Management - Planning 20 persons from the administrative staff will be trained by local and international experts for: - Leadership - Management - Planning - Finances	second quarter of the year.			Donors and/or Central institutions		3000.00	3000.00	3000.00	3000.00	3000.00	15000.00
Total budget for activities (euro):							6000.00	6000.00	6000.00	6000.00	6000.00	30000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.3.3: Promotion of cooperation and teamwork among staff	Activity description 1.3.3: The management staff at the university and faculty level organizes periodic meetings among themselves, between the academic staff and between the administrative staff, in order to promote and foster cooperation and teamwork among the university staff.	Academic units hold monthly meetings with academic and administrative staff. Academic units every year prior to the start of the academic year organize two-day retreats with staff in open spaces.	Rectorate AU	N/A	UHZ budget	100 persona x 50 euro	5000.00	5000.00	5000.00	5000.00	5000.00	25000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):							5000.00	5000.00	5000.00	5000.00	5000.00	25000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.3.4:	Activity description 1.3.4:	At the end of each year a work report and an annual work plan for the following year are prepared.	All UHZ bodies	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Drafting of annual work plans	UHZ will require from all management structures and levels (SC, management at university level, management at faculty level, academic and administrative staff) to draft annual work plans in accordance with and in the function of duties and responsibilities fulfillment that come out to all parties based on the university mission, university strategic plan, university regulation and accreditation requirements.				Donors and/or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total

Activity 1.3.5:	Activity description 1.3.5:											
Monitoring and accountability for implementation of annual work plans	UHZ will monitor the implementation of the annual work plans of all parties (SC, management at university level, management at faculty level, academic and administrative staff) and based on successes or failures in implementation will request accountability from responsible persons or mechanisms that have not implemented annual work plans in accordance with and in function of fulfilling the duties and responsibilities that arise based on the university mission, strategic plan of the university, university regulation and accreditation requirements. For this purpose will be drafted Framework for Monitoring and Evaluation of Performance. The high management is responsible for monitoring and reporting on university performance on a periodic (4 times a year) and annual basis. Measures are also being taken to correct processes in line with monitoring results.	Monitoring is done on a quarterly, six-month, nine-month and annual basis.	UHZ bodies	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.3.6:	Activity description 1.3.6:	Regularly		N/A		N/A	0.00	0.00	0.00	0.00	0.00	0.00

Completing and updating of the official website	In order to increase transparency, UHZ will publish on its official website all necessary information and documents that have to be accessible to the public.		Office for Communication with the Public		UHZ budget							
	UHZ will also be constantly updating its official website in accordance with new developments at the university.		IT Office									
	This is done by the UHZ Information and Communication Office, so all parties must inform this office of any information which is considered important to be published on the official website of the university.		AU		Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00

Result 1.4: There are advanced digital services.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.4.1: Enrichment of ESMS with new services	Activity description 1.4.1: UHZ will contract a specialist company to complement and enrich the Electronic Student Management System (ESMS) with the new digital modules: <ul style="list-style-type: none">• System for Quality Management (SQM• E-Library• Module of attendance within ESMS (SMVP)• E-Careers & Alumni• Management of electronic files of academic and administrative staff New modules will be tested and completed as required by the contracting company.	There is a contractual agreement with EO (December 2019)	Procurement department IT office	UHZ	UHZ budget	120600 për tri vite 2020-2022	40200.00	40200.00	40200.00	0.00	0.00	120600.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							40200.00	40200.00	40200.00	0.00	0.00	120600.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.4.2: Training of administrative staff on the use	Activity description 1.4.2: The company that will complement and enrich ESMS with new digital modules will hold training for	January - February 2020, 15 members of administrative and IT staff will be trained by the company.	ZKA OE	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

of additional ESMS modules	responsible administrative and IT staff on the use of new ESMS modules.											
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.4.3: Training of academic staff on the use of additional ESMS modules	Activity description 1.4.3: The university IT office will provide training or information sessions to university academic staff on the use of new ESMS modules, specifically for communicating with students and sending study materials to students.	March 2020 will be trained 74 academic staff.	IT office	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.4.4:	Activity description 1.4.4:		IT office	EO		N/A	0.00	0.00	0.00	0.00	0.00	0.00

Completed ESMS user manual for students and staff	The university IT office, in collaboration with the company that will complement and enrich ESMS with new digital modules, will draft an ESMS user manual for students and staff in general.	Completion/amendment of the manual is done by the EO during the period January - March 2020.	EO		UHZ budget							
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):						0.00	0.00	0.00	0.00	0.00	0.00	

Result 1.5: UHZ has financial independence with a specific budget line in the Law on Budget.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.5.1:	Activity description 1.5.1:	In January-February is confirmed that the criteria for financial independence from MEST have been met	UHZ High Management	MEST MF Kosovo Government	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Fulfillment of legal conditions and criteria for financial independence	UHZ will make sure that it meets all legal requirements and criteria to be financially independent from the MEST, respectively to exist as a separate budget unit within the Law on Budget. Within this frame UHZ will engage necessary staff, train staff, prepare argumentation and elaboration for financial independence, etc.				Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.5.2:	Activity description 1.5.2:	February 2020.	UHZ High Management	MEST MF Kosovo Government	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Request addressed to MEST, MF and Assembly of Kosovo for financial independence	The UHZ will submit an argumentative request to the MEST and the Ministry of Finance (MF) for the financial independence of the UHZ, respectively to transform UHZ as a separate budget unit under Law on Budget. If necessary, the request will also be sent to the Assembly of				Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	Kosovo so that the Assembly may exercise its influence in the fulfillment of this request.											
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.5.3: Lobbying for financial independence of UHZ	Activity description 1.5.3: UHZ will commit itself to lobbying in all institutional instances (MEST, MF, Assembly) in order to convince the responsible persons and institutions to approve financial independence for UHZ. If necessary, UHZ will also make public pressure through media appearances.	January 2020 – ongoing (as needed).	UHZ High Management	MEST	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
				MF Kosovo Government Kosovo Assembly		N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.5.4: Responsible management of	Activity description 1.5.4: After the approval by the responsible institutions and the conversion of UHZ as a separate	At the time of receipt of the financial independence notice, UHZ will operationalize an	High Management CAO	Audit Committee	UHZ budget	Transfer and filling of the job position	4800.00	4800.00	4800.00	4800.00	4800.00	24000.00

financial independence	budgetary unit under budget law, UHZ will take all necessary measures to manage financial independence as effectively and responsibly as possible. In this context, the Office of Internal Auditor will be operational immediately, which will increase the level of control and financial accountability and will employ one person as Internal Auditor of UHZ.	internal audit unit due to the possession of certified human resources.										
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							4800.00	4800.00	4800.00	4800.00	4800.00	24000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 1.5.5:	Activity description 1.5.5:	Specific activities on self- generation incomes will begin to be implemented during 2021 to 2024.	Academic units and Research institutes	Stakeholders	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Generation of own revenues	UHZ will engage each year to provide various services, various researches and projects to stakeholders, from which it will generate own financial revenues, which besides for compensating staff engaged in these activities will also be used for projects and other university activities (this activity is specifically described in specific collaboration activities in Field 5),				Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00

Year:	2020	2021	2022	2023	2024	Total
Total objective/field budget from UHZ budget (Euro):	53000.00	53000.00	53000.00	12800.00	12800.00	184600.00
Total objective/field budget from donors and/or central institutions (euro):	3000.00	3000.00	3000.00	3000.00	3000.00	15000.00
Total objective/field budget from all funding sources (Euro):	56000.00	56000.00	56000.00	15800.00	15800.00	199600.00

STRATEGIC OBJECTIVE 2: Quality teaching with modern methods and technologies and attractive programs.

Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.1.1:	Activity description 2.1.1:					2020 9 new staff (9 x1200 euro)						
Increase of academic staff number	UHZ in accordance with legal and statutory procedures and criteria will increase the number of academic staff with full time employment over the next five years to a total of 58 persons, divided by the faculties as following: - Faculty of Law 18 - Faculty of Business 8 - Faculty of MTHE 8 - Faculty of Arts 12 - Faculty of Agribusiness 12	During 2020 (9).				2021 12 new staff (9 professors x1200 euro and 3 assistants x 803 euro)						
		During 2021 (12).	Senate			2022 12 new staff (8 professors x1200 euro and 4 assistants x 803 euro)						
	All new employings will be based on the number of students and the number of study programs.	During 2022 (12).	Rectorate	N/A	UHZ budget		129600.00	158508.00	153744.00	153744.00	172908.00	768504.00
		During 2023 (12).	AU									
		During 2024 (13).				2023 12 new staff (8 professors x1200 euro and 4 assistants x 803 euro) 2024 13 new staff (10 professors						

						x1200 euro and 3 assistants x 803 euro)						
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							129600.00	158508.00	153744.00	153744.00	172908.00	768504.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.1.2: Gender balance among academic staff	Activity description 2.1.2: On the occasion of employing new academic staff, in accordance with the legislation in force in Kosovo, UHZ will prioritize female candidates until gender balance among UHZ academic staff has been achieved.	Whenever there is competition (open call) during the period 2020 – 2024 UHZ will act in accordance with laws in power.	AU UHZ Senate	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total

Activity 2.1.3:	Activity description 2.1.3: UHZ will offer support to new academic staff so that new academic staff can get to know the university, colleagues, students, university work, professional development opportunities, teaching and evaluation methodologies and its rights and obligations. This will be accomplished through: <ul style="list-style-type: none">information meetingsOrganization of 1 day workshopsSupervision of new staff by experienced staff during the first 1-3 months of work.	2020-2024: Introducing of new staff to the University campus. September 2020 - 2024: 1-day information workshop. October-December 2020-2024 Supervision of new staff.	NJA	N/A	UHZ budget	Për çdo vit nga 100 euro	100.00	100.00	100.00	100.00	100.00	500.00	
Support of new academic staff					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00	
Total budget for activities (euro):								100.00	100.00	100.00	100.00	100.00	500.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro						
							2020	2021	2022	2023	2024	Total	
Activity 2.1.4:	Activity description 2.1.4:	June 2020				2020							
Advancement of full-time academic staff	<ul style="list-style-type: none">UHZ will, in the next five years, in accordance with the legislation in force in Kosovo and in accordance with the regulation on the appointment/reappointment and promotion of academic staff, advance its academic staff with full-time employment with academic titles as the following:	11 Associate Professors are promoted to Full Professors. 8 Assistant Professors are promoted to Associate Professors.	Rektorati			11 Full Professors (11x152x12 months) Assoc. Professors (8x152x12 months)	34656.00	12768.00	7296.00	10944.00	16416.00	82080.00	
	<ul style="list-style-type: none">Full-time professors (Prof. Dr.) 31	June 2021	NJA	N/A	UHZ budget	2021							
		3 Associate Professors are	Senati			3 Full Professors							

	<div><div>- Associate professors (Prof. Asoc.) 14</div><div>- Assistant professors</div></div>	<div><div>promoted to Full Professors.</div><div>4 Assistant Professors are promoted to Associate Professors.</div><div>June 2022</div><div>4 Associate Professors are promoted to Full Professors.</div><div>2023 - 6 Associate Professors are promoted to Full Professors.</div><div>June 2024</div><div>7 Associate Professors are promoted to Full Professors.</div><div>2 Assistant Professors are promoted to Associate Professors.</div></div>				<div>(3x152x12 months)</div> <div>4 Assoc. Professors (4x152x12 months)</div> <div>2022</div> <div>4 Full Professors (4x152x12 months)</div> <div>2023</div> <div>6 Full Professors (6x152x12 months)</div> <div>2024</div> <div>7 Full Professors (7 x152x12 months)</div> <div>2 Assoc Professors (2x152x12 months)</div>						
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							34656.00	12768.00	7296.00	10944.00	16416.00	82080.00
Activity	Activity description						Budget according to year in euro					

		Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	2020	2021	2022	2023	2024	Total
Activity 2.1.5: Scientific advancement of academic staff	Activity description 2.1.5: UHZ over the next five years will increase the number of full-time academic staff with the highest academic degrees (PhDs), as during this period 29 current assistants from all academic units will get their doctoral title as follows: <div><div>- Faculty of Law 2</div><div>- Faculty of Business 16</div><div>- Faculty of MTHM 5</div><div>- Faculty of Agribusiness 6</div></div>	2020: 4 Assistants promoted to Assistant Professors			UHZ budget	29 Assistants are promoted to Assistant Professors during the years (29x 380 euro x 12 months)	18240.00	41040.00	36480.00	18240.00	18240.00	132240.00
		2021: 9 assistants promoted to Assistant Professors.				Rectorate						
		2022: 8 assistants promoted to Assistant Professors	AU	N/A								
		2023: 4 assistants promoted to Assistant Professors	Senate		Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
		2024: 4 assistants promoted to Assistant Professors										
Total budget for activities (euro):							18240.00	41040.00	36480.00	18240.00	18240.00	132240.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.1.6:	Activity description 2.1.6:		UHZ Ethics Council	MEST		N/A	0.00	0.00	0.00	0.00	0.00	0.00
				KAA								

Assurance of academic integrity	To ensure that the scientific work of academic staff and students is not plagiarized and contradictory to the rules of academic integrity, UHZ will: - Review the Code of Ethics. - Draft and approve the Regulation for the work of the Ethics Council. - Implement revised Codes of Ethics. - Establish ethics commissions at the academic unit level. - Implement revised Regulations for BA and MA Studies.	Documents are drafted during January –February 2020 period. Regularly applied	AU Senate		UHZ budget							
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.1.7: Publication and respecting of student consultation schedules	Activity description 2.1.7: UHZ will oblige the academic staff to publish and respect the official student consultation schedule (day and hour) at the door of their office, but also in the ESMS system. At the same time, through complaints and student reporting of non-compliance with this schedule, UHZ will monitor and take action to ensure that the student consultation schedule is respected.	Regularly 2020-2024.	AU	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.1.8: Enrollment of new students in accordance with the number of academic staff	Activity description 2.1.8: Every academic year, when planning the number of students to be enrolled for the first time, UHZ will analyze the number of academic staff in each study program and plan to accept new students in accordance with the number of staff (even accepting fewer students than allowed by the accreditation decision), so that the ratio of academic staff to students is improved and acceptable.	Every year during the period May-June for BA studies and September-October for MA studies, UHZ submits a request to MEST for the number of students. Every year there is a competition (open call) for admission of new students, BA and MA.	AU Rectorate	MEST	UHZ budget	Every year the expenses of competition	400.00	400.00	400.00	400.00	400.00	2000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							400.00	400.00	400.00	400.00	400.00	2000.00

Result 2.2: Contemporary teaching and evaluation methods are applied by academic staff.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.2.1:	Activity description 2.2.1:	June 2020.	Rectorate	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Creation of Office for Excellence and Teaching	UHZ, through the reorganization of the existing offices for teaching, academic affairs and scientific research, will establish an Office for Excellence in Teaching, which will exclusively promote contemporary teaching and evaluation methods, and support academic staff in this regard. through numerous activities.				Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.2.2:	Activity description 2.2.2:	June 2020: Recruiting of two (2) officers.	Rectorate Secretary General	N/A	UHZ budget	Payment for two officers	7000.00	12000.00	12000.00	12000.00	12000.00	55000.00
Employing staff in the Office for Excellence in Teaching	UHZ will employ 2 full-time staff in the Office for Excellence in Teaching, who in collaboration with management, academic units and academic staff will develop plans and conduct	July 2020: Creation of the working team for identification of training needs				N/A	0.00	0.00	0.00	0.00	0.00	0.00

	training and other activities to promote. contemporary teaching and evaluation methods	August 2020: Approval of the Training Plan.			Donors and/or Central institutions							
Total budget for activities (euro):							7000.00	12000.00	12000.00	12000.00	12000.00	55000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.2.3: Creation of the Team for Professional Development	Activity description 2.2.3: UHZ will create a Team for Professional Development, which in collaboration with the Office for Excellence in Teaching, will provide individual support to academic staff in planning their professional development, respectively in drafting individual development plans for one year.	January-February 2020.	Senate AU	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.2.4:	Activity description 2.2.4:	February-March 2020.	Academic Unit Councils	N/A		N/A	0.00	0.00	0.00	0.00	0.00	0.00

Creation of commissions for teaching and learning	Each UHZ academic unit will establish Teaching and Learning commissions, which will promote and support academic staff for the implementation of contemporary teaching and evaluation methods.				UHZ budget							
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.2.5: Identification of needs and drafting of plans for professional development of academic staff	Activity description 2.2.5: The Office for Excellence in Teaching will annually identify the needs of the academic staff for professional development of the academic staff, respectively for training in the function of mastering and applying contemporary teaching and evaluation methods by the academic staff. Based on the identified needs, the Office for Excellence in Teaching will develop every year an annual plan for the professional development of the academic staff, respectively prepare a	June of every year 2021-2024: Identification of needs. July of every year 2021-2024: Approval of training plan.	Rectorate Office for Excellence in Teaching	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	training plan for the academic staff in function of mastering and applying contemporary teaching and evaluation methods by them.											
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.2.6: Organization of training for academic staff on contemporary teaching and evaluation methods	Activity description 2.2.6: UHZ will allocate a separate annual training budget, while the UHZ Office Excellence in Teaching will organize trainings annually (in accordance with identified needs and the annual drafted plan) for academic staff in the function of mastery, excellency and implementation of contemporary teaching methods and evaluation by their side. UHZ over the course of five (5) years will train all academic staff on contemporary teaching and evaluation methods according to the following way: 1. The existing academic staff (70 professors and assistants) are obliged to attend two two-day trainings in the field of	Every year 2021-2024 during the period July-October are organized trainings for academic staff.	Rectorate Office for Excellence in Teaching	Different donors	UHZ budget	Trainer per-diems and other training expenses	0.00	1000.00	1000.00	1000.00	1000.00	4000.00
					Donors and/or Central institutions	Trainer per-diems and other training expenses	0.00	24400.00	24400.00	24400.00	24400.00	97600.00

	<p>teaching methodology within a 4 year period.</p> <p>2. Each academic staff (70 existing + 58 new ones planned to be recruited) will give lectures at international universities at least once in 3 years.</p> <p>3. Each academic staff (70 existing + 58 new ones planned to be recruited) to attend one day training once in two years for syllabus review.</p> <p>4. Each academic staff (70 existing + 58 new ones planned to be recruited) to attend one-day training on student evaluation forms once in 2 years.</p>											
Total budget for activities (euro):							0.00	25400.00	25400.00	25400.00	25400.00	101600.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.2.7:	Activity description 2.2.7:		Vice Rector for Teaching									
Monitoring of implementation of contemporary teaching and evaluation methods	The Office for Excellence in Teaching, in co-operation with the Vice-Rector for Teaching and the Deans of Faculties, will organize monitoring of the academic	Regularly 2020-2024.	Deans & Office for Excellence in Teaching	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
						N/A	0.00	0.00	0.00	0.00	0.00	0.00

	<p>staff regarding the implementation of contemporary teaching and evaluation methods.</p> <p>Within this frame will be organized regular monitoring at least once a year for each teacher, "ad-hoc" monitoring in cases of complaints, and monitoring in cases of academic staff advancement.</p> <p>The monitoring commission consists of 3 teachers in the relevant or related field.</p>		Commissions of academic units for teaching		Donors and/or Central institutions							
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.2.8:	Activity description 2.2.8:											
Conduction of study visits in Western universities	UHZ will support its academic staff in conducting study visits in Western universities, with which UHZ has cooperation arrangements, to exchange experiences in contemporary teaching and evaluation methods, and to see best practices in implementing these methods in advanced universities.	Every year 2020-2022 are conducted 3 visits with 10 participants.	Rectorate Steering Committee Academic Units	Donors	UHZ budget	Expenses for 1 participant in study visits = 1000 euro.	30000.00	30000.00	30000.00	20000.00	10000.00	120000.00
		<p>In 2023 are conducted 2 visits with 10 participants.</p> <p>In 2024 is conducted 1 visit with 10 participants.</p>			Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	For this purpose UHZ will organize study visits annually and in each academic visit will participate 10 academic staff. A total of 12 visits will be organized for 5 years and a total of 60 academic staff will participate. These visits will last a maximum of 7 days, including trips.											
Total budget for activities (euro):							30000.00	30000.00	30000.00	20000.00	10000.00	120000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.2.9: Invitation of guest lecturers	Activity description 2.2.9: UHZ will invite as guest lecturers professors from local, regional and international universities who are experienced in applying contemporary teaching and evaluation methods so that UHZ academic staff benefits as more as possible from these good practices that guest lecturers bring. Guest lecturers will be invited for 5 lectures for one-day lectures and 5 lectures block lectures, for one semester or one academic year.	Every year 2020-2024.	AU Rectorate Steering Committee Senate	Different donors (Erasmus+, University of Roma Sapienza FullBright, etc.)	UHZ budget	5 one-day lectures x 300 euro (1500 euro/year)	1500.00	1500.00	1500.00	1500.00	1500.00	7500.00
					Donors and/or Central institutions	5 lecturers for block lectures x 2800 euro (14000 euro/year)	14000.00	14000.00	14000.00	14000.00	14000.00	70000.00

Total budget for activities (euro):							15500.00	15500.00	15500.00	15500.00	15500.00	77500.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.2.10: Continuing and strengthening of the tutorial system	Activity description 2.2.10: UHZ will continue and reinforce the practice of a "tutorial system" through which students in need will be supported by "tutor students" the principle of "peer to peer" support. In this context, the UHZ will, through the competition, each academic year, select and engage the most successful students in certain areas (courses) where student passing is lower, so that selected students (tutor students) support and help weaker students, and manage in completing courses and studies more successfully. Tutor students will be paid by UHZ from 150 euros per month for 3 months. UHZ will engage a maximum of 15 tutor students for each academic year.	January – May every year 2020-2024.	Rectorate Steering Committee AU	N/A	UHZ budget	15 tutorë x 450 euro për vit	6750.00	6750.00	6750.00	6750.00	6750.00	33750.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							6750.00	6750.00	6750.00	6750.00	6750.00	33750.00



Result 2.3: Students have access to contemporary literature and technology.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.3.1:	Activity description 2.3.1:	Every year 2020-2024 are bought university books	Steering Committee Academic units	N/A	UHZ budget	Every year 3000 euro for purchase of university books	3000.00	3000.00	3000.00	3000.00	3000.00	15000.00
Enrichment of libraries with necessary university literature	Every year UHZ will enrich the University Library and academic unit libraries with new university titles/books, especially in Albanian and Bosnian, but also in English language. This will be done through the purchase of university books, but also through the securing of university books by universities and libraries, with which UHZ has cooperation and partnership. UHZ plans to buy about 350 new titles in total.				Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):						3000.00	3000.00	3000.00	3000.00	3000.00	15000.00	
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.3.2:	Activity description 2.3.2:	Every year 2021-2024 publication of 5 university books by UHZ staff will be supported.	Rectorate	N/A	UHZ budget	Every year 3000 euro for publication of university books.	3000.00	3000.00	3000.00	3000.00	3000.00	15000.00
Publication of university	UHZ will stimulate and financially support the writing and publishing of 5 university		SC									
			AU									

books by UHZ and its staff	books per year by its academic staff, especially university titles/books in Albanian and Bosnian language which are basic literature for certain courses											
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							3000.00	3000.00	3000.00	3000.00	3000.00	15000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.3.3: Access in databases and electronic libraries for staff and students	Activity description 2.3.3: UHZ will identify rich electronic databases and libraries (online) in English language in which it will become a member of the institution and, through institutional payment, will provide access to these literature resources to academic staff and students. In the event of membership and paying for these literature resources, UHZ will inform staff and students of these opportunities, as well as provide the necessary guidance for them on how to access and use these databases and libraries.	Every year 2020 – 2024.	UHZ	N/A	UHZ budget	5 years x 15000 euro per year	15000.00	15000.00	15000.00	15000.00	15000.00	75000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):							15000.00	15000.00	15000.00	15000.00	15000.00	75000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.3.4: Providing technology for organizing distance video-lectures	Activity description 2.3.4: UHZ will adapt a special space within the university premises, which will equip with the right inventory and technology, which can be used to organize distance video-lectures for students from various local and international professors and professionals (for more on this, see related activities in field 7 of this document).	See respective activities on Field 7.	N/A	N/A	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.3.5: Organization of distance video-lectures	Activity description 2.3.5: UHZ will continuously organize distance video lectures for students on various topics and subjects related to their field of study.	Summer semester & Winter semester 2021-2024.	AU	Partner universities	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
						N/A	0.00	0.00	0.00	0.00	0.00	0.00

	To accomplish this, UHZ will collaborate with various local and international professionals and professors, especially with the universities with which UHZ has cooperation and partnership, but will also provide such lectures by professionals and professors living in the diaspora and are successful in their professional field, whether as experts, entrepreneurs or academic staff at international universities.				Donors and/or Central institutions							
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.3.6: Developing computer and technological skills of academic staff	Activity description 2.3.6: UHZ will draft training curricula for the development of computer and technology skills of the academic staff and based on it the needs of the staff as well, will provide to its academic staff in order to enhance their skills for using modern technology in the function of teaching. As part of this, UHZ will train academic staff on the use of new technologies in teaching.	March- June 2020: Drafting of training curricula. June-October 2020: Training of academic staff. June-October 2022: Training of academic staff. January 2021-2024: Application of new teaching technology.	Rektorati NJA Zyra e IT-së	N/A	UHZ budget	Trainer per-diems and other training expenses	10000.00	0.00	10000.00	0.00	0.00	20000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	evaluation and research. This training will include the use of new technologies such as smart boards, smart rooms, distance learning, and more. There will also be training on the use of applications and programs such as: power-point, excel, SPSS, on-line testing, monkey-survey, kahoot, etc.											
Total budget for activities (euro):							10000.00	0.00	10000.00	0.00	0.00	20000.00

Result 2.4: There are sufficient and attractive study programs for students												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.4.1: Offering of new PhD programs	Activity description 2.4.1: UHZ will analyze the internal resources and needs, as well as the requirements and needs of the labor market, and will design PhD programs based on these. To do this, UHZ will ensure that it meets all the requirements and criteria for doctoral studies, will prepare the necessary regulation for this level of studies, undergo accreditation for these programs and then admit students and will begin implementing doctoral studies During the next 5-year period UHZ will accredit 4 doctoral programs in these faculties. Faculty of Business 1 Faculty of Agribusiness 1 Faculty of MTHE 1 Faculty of Law 1	Organization of PHD program for Faculty of Business - 2020. Organization of PHD program for Faculty Law – 2023. Organization of PHD program for Faculty MTHE – 2023. Organization of PHD program for Faculty Agribusiness – 2024.	Senate Academic units	MEST	UHZ budget	Expnses of program accreditation. 1 program x 3500 euro	3500.00	0.00	0.00	7000.00	3500.00	14000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):							3500.00	0.00	0.00	7000.00	3500.00	14000.00	
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro						
							2020	2021	2022	2023	2024	Total	
Activity 2.4.2: Offering of new MA programs	Activity description 2.4.2: In accordance with the needs and requirements of the labor market, as well as the preferences and interests of potential students, as well as the professional, infrastructural and financial resources available, UHZ will prepare new study programs for the Master level. To achieve this, UHZ will ensure that it meets all the conditions and criteria for offering these programs, will be subject to accreditation of these programs, and then admit students and start implementing of these studies in these new programs. During the next 5-year period, UHZ will	Faculty of MTHE 2020. Faculty of Agribusiness2020-2021. Faculty of Arts 2021. Faculty of Business 2022. Faculty of Law 2023.	Senate Academic units	MEST	UHZ budget	Expnses of program accreditation. 1 program x 3500 euro (1 program has already been paid)	10500.00	7000.00	7000.00	10500.00	0.00	35.000.00	
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00	

	accredit 11 new Master programs by faculties: Faculty of Agribusiness 3 Faculty of Arts 1 Faculty of Law 3 Faculty of Business 2 Faculty of MTHE 2											
Total budget for activities (euro):							10500.00	7000.00	7000.00	10500.00	0.00	35.000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.4.3: Offering new BSc programs	Activity description 2.4.3: In accordance with the needs and requirements of the labor market, as well as the preferences and interests of potential students, as well as the professional, infrastructural and financial resources available, UHZ will prepare new study programs for the Bachelor level. To achieve this, UHZ will ensure that it meets all the conditions and criteria for offering these programs, will be subject to accreditation of these programs, and	Faculty of Law 2021. Faculty of MTHE 2021. Faculty of Arts 2021 & 2022. Faculty of Agribusiness 2021 & 2023. Faculty of Business 2022 & 2023.	Senate Academic units	MEST	UHZ budget	Expnses of program accreditation. 1 program x 3500 euro	0.00	14000.00	7000.00	7000.00	0.00	28000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	<p>then admit students and start implementing of these studies in these new programs.</p> <p>During the next 5-year period, UHZ will accredit 8 new Bachelor programs by faculties: Faculty of Business 2 Faculty of Agribusiness 2 Faculty of MTHE 1 Faculty of Law 1 Faculty of Arts 2</p>											
Total budget for activities (euro):							0.00	14000.00	7000.00	7000.00	0.00	28000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.4.4: Offering study programs in Bosnian language	Activity description 2.4.4: UHZ will make all the necessary preparations for some of its accredited Albanian language study programs to be accredited in Bosnian, at both levels Bachelor and Master, so that Bosnian students can have more study programs in their native language.	Faculty of Business one BA program and one MA program in Bosnian language – 2023.	Senate FB	MEST	UHZ budget	Expnses of program accreditation. 1 program x 3500 euro	0.00	0.00	0.00	7000.00	0.00	7000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	<p>For these programs will be engaged existing UHZ academic staff who are fluent in Bosnian, but will also be engaged academic staff from universities of the countries of the region.</p> <p>During the next 5-year period UHZ will accredit 1 bachelor program and 1 master program in Bosnian language at the Faculty of Business.</p>											
Total budget for activities (euro):							0.00	0.00	0.00	7000.00	0.00	7000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.4.5:	Description of activity 2.4.5:											
Offering study programs in English	UHZ will make all the necessary preparations to accredit and offer some degree programs in English, Bachelor and Master degrees. These programs will engage academic staff who are fluent in English (by international standards), and will only enroll local students who are fluent in English, but will also have quotas for international students.	Faculty of Business a BA program and an MA program in English - 2023.	Senate FB	MEST	UHZ Budget	Program Accreditation Costs. 1 program x 3500 Euros	0.00	0.00	0.00	0.00	7000.00	7000.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	During the next 5-year period, UHZ will accredit 1 bachelor's and 1 master's program in English at the Faculty of Business.											
Total budget for activities (euro):							0.00	0.00	0.00	0.00	7000.00	7000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.4.6: Offering joint programs with local and international partners	Description of activity 2.4.6: UHZ will accredit and offer Bachelor and Master level study programs, which will be joint study programs with local and international partner universities (for more details on this, see related Area 5 activities in this document).	See Related Activities in Field 5.	N/A	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.4.7: Evaluation and review of	Description of activity 2.4.7: UHZ and its academic units will continuously evaluate and revise existing study	Each year 2020-2024 programs will be reviewed in academic	NJA Rectorate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

existing study programs	programs so that upon re-accreditation of these programs they will be supplemented and improved depending on the evaluations, observations and recommendations of the academic staff., students, alumni, employers and labor market needs and requirements. This is done so that study programs are continually as attractive as possible to students and are more in line with the demands and needs of the labor market.	units in reassessment and accreditation. For this purpose commissions are formed for the design of study programs.										
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.4.8: Course syllabus evaluation and review	Description of activity 2.4.8: UHZ will require the AU and its academic staff to evaluate and revise course syllabi on an annual basis, in accordance with the evaluation of academic staff, students and other stakeholders, so that the structure, content and organization of courses is as convenient as possible for students.	Every year 2020-2024.	Academic Units Academic Staff	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 2.4.9: Greater inclusion of practical work within studies	Description of activity 2.4.9: When evaluating and reviewing study programs, but also evaluating and reviewing course syllabi, UHZ will take measures that are consistent with the characteristics of study programs and courses, also based on the requirements and preferences of students, as well as based on the needs and requirements of the labor market, the practical work of students during studies should more present and a compulsory part of studies, and consequently part of student evaluation. To accomplish this, through collaborations and agreements with different entities, UHZ will ensure that it provides opportunities for internships for all students for whom internships are mandatory (for more details, see related field 5 activities of this document).	See Related Activities in Field 5.	N/A	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):	0.00	0.00	0.00	0.00	0.00	0.00

Year:	2020	2021	2022	2023	2024	Total
Total objective/field budget from UHZ budget (Euro):	273246.00	306066.00	294270.00	277178.00	270814.00	1421574.00
Total objective/field budget from donors and/or central institutions (euro):	14000.00	38400.00	38400.00	38400.00	38400.00	167600.00
Total objective/field budget from all funding sources (Euro):	287246.00	344466.00	332670.00	315578.00	309214.00	1589174.00

FIELD 3: Quality Assurance

STRATEGIC OBJECTIVE 3: Consolidated quality assurance system in accordance with international standards

Result 3.1: Regulations and other quality assurance documents are complete and in line with standards.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.1.1:	Description of activity 3.1.1:	January 2020 - Regulation is drafted and adopted.	Senate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Draft and approve the new Regulation on Quality Assurance (QA)	In accordance with the latest national and international standards, UHZ will draft and adopt the Regulation on Quality Assurance (QA), which will regulate in full the processes related to QA, such as: body responsibilities, mechanisms, procedures and the instruments required for QA by national and international standards.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	Following the adoption of the QA regulation, UHZ will organize a program for informing and training the staff and students to implement the provisions.											
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.1.2:	Description of activity 3.1.2:	February 2020 - Senate approved the strategy.	Senate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Review and approval of the	Based on new developments in the country and within the university, UHZ											

Strategy for Quality Assurance (QA)	will review and supplement the current Quality Assurance (QA) strategy in order to reflect new developments, needs and requirements in this document, and thus be consistent. with the new national and international standards for QA.											
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total activity budget (Euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.1.3:	Description of activity 3.1.3:	January 2020 - Senate approved the Guide.	Senate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Drafting and publishing the Quality Assurance (QA) guide	UHZ will develop and publish a Quality Assurance (QA) Guide, which will include and explain in detail the duties and responsibilities of the university bodies and mechanisms related to QA, the procedures for designing and implementing the QA instruments. quality assessment, as well as how to collect, process, and report QA data.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.1.4:	Description of activity 3.1.4:	2020 - Manual completed.	Committee for Evaluation and Management of Quality at Rectorate level	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Development of a manual for evaluating the	For the purpose of quality assurance, UHZ will develop a Performance Evaluation Manual of study programs,											

performance of study programs	which will clarify the duties and responsibilities of study program leaders at UHZ and the evaluation and review procedure of the study programs. study (for more details on this, see related activities in Field 2 of this document).		Senate								
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):						0.00	0.00	0.00	0.00	0.00	0.00

Result 3.2: Specific quality assurance mechanisms at the university and at the academic level are established and operational.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.2.1:	Description of activity 3.2.1:	March 2020 - OQA is created.	Rectorate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Creation of the Office for Quality Assurance (OQA) at the University level	From the existing Department for International Cooperation and Quality Assurance, a separate office will branch out for Office for Quality Assurance (OQA) at the university level, which will have the primary responsibility for leading all processes related to quality assurance at the university.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.2.2:	Description of activity 3.2.2:	March 2020 - Appointment of office director. March 2020 - Preparation of the call for two officials. April 2020 - Selection of two officials.	Human resources unit CAO	N/A	UHZ Budget	Two people x 500 Euros x 12 month	9000.00	12000.00	12000.00	12000.00	12000.00	57000.00
Recruitment/promotion of staff in the Office for Quality Assurance (OQA)	The Office for Quality Assurance (OQA) at the university level will have 3 staff members, of which 1 will be appointed from the current position and 2 new members will be employed. This office will have: - 1 office director and - 2 Quality Assurance Officers (1 QA Officer and 1 Accreditation Officer).				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total activity budget (Euro):							9000.00	12000.00	12000.00	12000.00	12000.00	57000.00

Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.2.3: Creation and operationalization of Offices of Quality Coordinators (OQC) at academic unit level	Activity description 3.2.3: In five Academic Units/Faculties of UHZ will be established Offices of Quality Coordinators (OQC) at the academic unit level, which in co-operation and under the leadership of the Office for Quality Assurance (OQA) at the university level will contribute to processes related to university quality assurance. The Office of Quality Coordinators (OQC) at the academic unit level will have one person (1 x 5 = 5 persons) engaged from the existing staff (with additional duties and responsibilities)	2020 - Created and functional quality coordinator offices	Rectorate	NB/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
			AU			Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.2.4: Training of the staff responsible for Quality Assurance (QA)	Description of activity 3.2.4: The staff of Office for Quality Assurance (OQA) at university level and the staff of the Offices of Quality Coordinators (OQC) at academic/faculty level will be	April 2020 Selection of the local trainers Office director + 2 officials + 5 officials from academic units	Human Resources Unit ZKA	N/A	UHZ Budget	2020 Two trainings 8 people x 2x 4 days of training x 150 Euros	2800.00	1400.00	1400.00	1400.00	1400.00	8400.00

	<p>trained by international/national trainers on quality assurance processes and the accreditation process.</p> <p>The main topics of training will be the legal and sub-legal framework, mechanisms, instruments, quality assurance practices at international, national and institutional level.</p> <p>To this end, at least two training workshops will be organized during the first year and then one training workshop each year of the 2020-2024 strategic plan.</p>	<p>During May 2020 and during May 2022</p> <p>8 people from UHZ are trained/retrained for: legal and sub-legal frameworks, mechanisms, instruments, quality assurance practices at international, national and institutional level.</p>				<p>Transport and accommodation of trainers 2x800 2021-24 4 trainings 8 people x 1x 4 days of training x 150 Euros Transport and accommodation of trainers 4 x800</p>						
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							2800.00	1400.00	1400.00	1400.00	1400.00	8400.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.2.5: Organization of the activities by the Office for Quality Assurance (OQA)	Description of activity 3.2.5: The university's Office for Quality Assurance (OQA) plans and conducts regular quality assurance activities. In addition to regular activities, the OQA may also initiate and implement "ad-hoc" quality assurance activities and there is no	Every year 2020-2024 semestral and annual activities are organized. Assessments through questionnaires. There will also be other ad-hoc and focus group assessments as needed.	QAO	N/A	UHZ Budget	Costs of organizing the workshop	200.00	200.00	200.00	200.00	200.00	1000.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	<p>need for the approval from the other university bodies.</p> <p>In all its activities, the OQA ensures that it will involve all stakeholders inside and outside the university in the quality assurance processes.</p> <p>The OQA will organize at least one training workshop per year with the staff of each academic unit.</p>	Workshops are organized every year during June.										
Total budget for activities (euro):							200.00	200.00	200.00	200.00	200.00	1000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.2.6: Transparency during the quality assurance process	Description of activity 3.2.6: The Office for Quality Assurance (OQA) at the university level will produce periodic reports on the quality assurance process within the university and will publish the results of these processes. University management will also consider these reports in the management of the university and academic units at UHZ.	Every year 2020-2024. Evaluation reports from the data of assessment and quality assurance instruments are made on a semester and yearly basis (based on instrument type).	Quality Management and Evaluation Council. OQA	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00

Result 3.3: Evaluation and quality assurance instruments are regularly established, finalized and implemented.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.3.1:	Description of activity 3.3.1:											
Design of instruments for evaluation and quality assurance	The Office for Quality Assurance (OQA) at the University level will design and review some instruments/questionnaires, which will be used for the university's quality assessment and assurance and designed to include all relevant stakeholders. These questionnaires are: 1. Questionnaire for the assessment of professors by students 2. Dean's Assessment Questionnaire for Professors 3. Self-assessment questionnaire for the academic staff 4. Questionnaire for the assessment of professors by the administration 5. Questionnaire for administration assessment by students 6. Questionnaire for UHZ student employers 7. UHZ Alumni Questionnaire 8. Questionnaire for potential employers of UHZ students	January 2020 - Approved questionnaires for initial use.	Senate Quality Management and Evaluation Council OQA	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.3.2:	Description of activity 3.3.2:											
Piloting and finalizing the	Following the development of the above-mentioned questionnaires, the	December 2020 - Instruments finalized	OQA Senate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

designed instruments	Office for Quality Assurance (OQA) will pilot these questionnaires to the parties for whom they were designed, asking them to provide comments, observations, and suggestions for changes and additions to these instruments. Based on these comments, remarks and suggestions from various parties, OQA will amend and supplement these instruments and then finalize them so that they are ready for regular and systematic use. The finalized instruments are then approved by the UHZ Senate.	and approved in final version.										
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.3.3:	Description of activity 3.3.3:											
Regular implementation of the instruments	Following the finalization and approval of the above instruments, the Office for Quality Assurance (OQA), in cooperation with other bodies and mechanisms within the UHZ, will implement and use these instruments on a regular (semester or yearly) basis to collect data for the purpose of quality assurance.	Every year 2020-2024 on a semester or yearly basis. The evaluation process started in January 2020.	OQA Quality Management and Evaluation Council	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00

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Result 3.4: The system for collecting, processing and reporting quality assurance data is fully integrated and operational												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.4.1:	Description of activity 3.4.1:	January 2020 - Integration of module for data and statistics into ESMS.	IT Office Economic Operator	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Integration of module for data and statistics within ESMS	A special module will be added within the ESMS, which will enable the collection, processing, and reporting of data and statistics about the university, both general data and statistics and statistics that would come during the process of collecting data from questionnaires for evaluation and quality assurance, as well as from other quality assurance processes.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.4.2:	Description of activity 3.4.2:	Second quarter 2020 (through ESMS). Every year on a semester and yearly basis. Realization of the process through ESMS.	OQA Quality Management and Evaluation Council	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Administration of ESMS evaluation and quality assurance questionnaires	The administration of all the questionnaires mentioned in the Result 3.3, namely the collection of data from these questionnaires, will be done electronically through the ESMS system so that the data can be processed and reported faster and easier.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.4.3: Processing and use of data and statistics	Description of activity 3.4.3: Quality and IT officials will process the data and statistics, as well as generate them in the appropriate format, according to the needs and requirements of the Office for Quality Assurance (OQA). Also, this data and statistics will be used for decision making, policy making and staff and institution management.	Every year on a semester and yearly basis.	OQA IT office in technical support	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.4.4: Training of staff for data processing and reporting and statistics	Description of activity 3.4.4: UHZ Quality and IT officers will be trained in data processing and reporting.	February 2020: 8 staff members from quality offices and 5 staff members from IT will be trained in data processing and reporting.	Human Resources Unit CAO	N/A	UHZ Budget	13 people x 4 training days x 150 Euros	600.00	0.00	600.00	0.00	0.00	1200.00
						N/A	0.00	0.00	0.00	0.00	0.00	0.00

		Selection of local trainers. Training will also be provided in 2022.			Donors and / or Central Institutions							
Total budget for activities (euro):							600.00	0.00	600.00	0.00	0.00	1200.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organizatio n	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.4.5: Communication of results to parties	Description of activity 3.4.5: The Quality Management and Evaluation Council compiles improvement reports based on data and evaluations received from the Office for Quality Assurance (OQA). The results of the evaluation shall be communicated to the evaluated parties.	Every year on a semester and yearly basis, improvement reports are compiled and results communicated to the parties. Upon receipt of the report by the management, the Rector will seek its implementation by the managing authorities at the University level, and at the level of the academic units according to the time frame set by the Council.	Quality Management and Evaluation Council OQA	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total

				Organization								
Activity 3.4.6: Publication of data and statistics to the general public	Description of activity 3.4.6: UHZ will regularly publish the most important university data and statistics on its official website, which are or may be of interest to the general public.	Every year on a semester and yearly basis. Publication of data on the web site, after each evaluation. Summaries of evaluations in the form of reports will be published through the UHZ official website or through other internal university information channels.	OQA IT	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.4.7: Increase the participation of all parties in the quality assurance process	Description of activity 3.4.7: UHZ through the Office for Quality Assurance (OQA) will take all the necessary measures to increase the participation of all stakeholders (staff, students, alumni, employers, industry, etc.) in the quality assurance process. All of these parties will be involved in all evaluation processes (external evaluation, program review, syllabus review, self-assessment, etc.).	Every year on a semester and yearly basis. OQA, through evaluation questionnaires, will involve all parties in the quality assurance processes.	OQA	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00

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Result 3.5: The accreditation process is well-regulated and well-prepared												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.5.1:	Activity description 3.5.1:											
Information about the accreditation process	UHZ will invite KAA officials and experts in the field of accreditation who, through workshops and briefings, will inform in detail UHZ's responsible bodies, mechanisms and staff about new local and international criteria and standards. accreditation and deadlines and procedures for accreditation, be it for the institutional accreditation or for the accreditation of study programs. In this case, the parties will also be provided with relevant field documentation such as legislation, guidelines, etc.	In 2020, 2022 and 2024 - informative meetings will be organized with the academic and administrative staff from engaged experts in the field.	Rectorate	MEST KAA	UHZ Budget	2020 1x 300 Euros (1 day preparation and 1 day presentation to the UHZ staff) 2022 1x 300 Euros (1 day preparation and 1 day presentation to the UHZ staff) 2024 1x 300 Euros (1 day preparation and 1 day presentation to the UHZ staff)	300.00	0.00	300.00	0.00	300.00	900.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							300.00	0.00	300.00	0.00	300.00	900.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.5.2:	Description of activity 3.5.2:											
Development and approval of a manual for evaluating the	UHZ will draft and approve by the competent body a separate manual for the evaluation of the performance of the academic staff,	2020 - Completed and Approved Manual	Rectorate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

performance of the academic staff	which will be in function of quality assurance and accreditation.											
	To this end, self-assessment and performance appraisal forms will be developed. The performance appraisal system will also take into account the data obtained from the quality assurance process.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	Based on the results of the performance appraisal, individual and group staff development plans will be developed.											
Total activity budget (Euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.5.3:	Description of activity 3.5.3:	2020 - Plan developed and approved.	Rectorate Academic Units	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Drafting of the Academic Staff Development Plan	Based on the results of the performance appraisal, the quality of program implementation, and the needs and requirements for accreditation, be it institutional accreditation or study program accreditation, UHZ will develop an Academic Staff Development Plan to ensure that it will contiuniously meet the quality criteria and standards.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	Implementation of the program will include staff development events at the academic and university level. University-level events are organized by the Rectorate and the QAO.											

Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 3.5.4: Drafting and publishing the student manual	Description of activity 3.5.4: UHZ will develop and publish a manual for students, in which, among other things, the accreditation process will be elaborated and clarified in order to provide the students with good and fair information about the accreditation process in general, their rights and obligations. students in the process, and the implications of the accreditation process for students. For more on this, see related activities in Field 6 of this document related to the Student Manual.	2020 - Manual drafted and approved (revised throughout each academic year).	Rectorate	N/A	UHZ Budget	Printing of manuals Every year 500 Euros 5x500	500.00	500.00	500.00	500.00	500.00	2500.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							500.00	500.00	500.00	500.00	500.00	2500.00

Year:	2020	2021	2022	2023	2024	Total
Total objective/field budget from UHZ budget (Euro):	13400.00	14100.00	15000.00	14100.00	14400.00	71000.00

Total objective/field budget from donors and/or central institutions (euro):	0.00	0.00	0.00	0.00	0.00	0.00
Total objective/field budget from all funding sources (Euro):	13400.00	14100.00	15000.00	14100.00	14400.00	71000.00

FIELD 4: Scientific research

STRATEGIC OBJECTIVE 4: Quality research and artistic activity that contributes to the development of society

Result 4.1: There are sufficient professional and financial resources for research activities												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.1.1: Establishment of the Office for Scientific Research (OSR) at the university level	Description of activity 4.1.1: UHZ through the reorganization of the existing Department of Teaching, Academic Affairs and Research, will establish a University-level Office for Scientific Research (OSR), which will deal exclusively with promoting scientific research and supporting academic staff to deal with research activities. This office will employ two people as permanent staff.	January-February 2020.	Rectorate SC	N/A	UHZ Budget	2 people x 500 Euros x12 months	12000.00	12000.00	12000.00	12000.00	12000.00	60000.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							12000.00	12000.00	12000.00	12000.00	12000.00	60000.00
Activity	Activity description	Period of implementation and operationalization of the activity	Institution / body responsible for implementation	Supporting Institution / Organization	Funding Source	Cost Description	Budget by years in Euros					
							2020	2021	2022	2023	2024	Total
Activity 4.1.2: Establishment and	Description of activity 4.1.2: UHZ will start with the preparation and establishment	During the years 2020-2024 3 institutes will be operational:	Academic Units SC	MEST Donors	UHZ Budget	Institute director 500 Euros x 12 months	4800.00	19200.00	28800.00	28800.00	28800.00	110400.00

operationalization of Research Institutes at university and Academic Unit level	of research institutes in academic units. These institutes will be led by existing academic staff and will deal with the preparation and implementation of scientific activity according to the characteristics of the academic unit. Efforts will be coordinated in collaboration with the Office for Scientific Research. The institutes will contribute to the development by generating own-source revenues.	1. Institute of Business and Tourism (2020) 2. Law Institute (2021) 3. Institute of Agriculture and Environment (2022)	Senate			Institute officer 300 Euros x 12 months						
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							4800.00	19200.00	28800.00	28800.00	28800.00	110400.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.1.3: Drafting the Strategy for Scientific Research	Description of activity 4.1.3: UHZ will develop and approve a five-year Scientific Research Strategy, detailing the activities to be carried out by UHZ and its academic staff in the area of research, including the preparation of research projects, the conduct of scientific research. applicable, publications in reliable scientific journals, participation in international scientific conferences, etc. This strategy will be in full coherence with the comprehensive	2020 - Strategy for scientific research developed and approved.	Rectorate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
			Senate SC		Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	development strategy of UHZ 2020-2024, respectively with this document.											
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.1.4: Allocation of a separate budget for scientific research	Description of activity 4.1.4: Based on the Strategy for Scientific Research, UHZ will allocate each year a separate budget for research activities, including the preparation of research projects, the implementation of scientific and applied research, publications in reliable scientific journals, participation in international scientific conferences, etc. Part of the tools will be devoted entirely to supporting student research and integrating scientific research into teaching. In addition, UHZ will also supply the laboratories with the necessary equipment and equipment to carry out scientific research (for more on this, see related activities in Field 7 of this document).	Every year 2020-2024: Publication of the journal within the Faculty. Organization of Student Conference Seminars / Think Tanks / Different Masterclasses (of 5 Faculties). Student support. Organizing international conferences with other universities.	Rectorate AU	Erasmus MEST Stakeholders	UHZ Budget	1x1000=1000 1x1000=1000 20x200=4000 30x100=3000 1x5000=5000 •	14000.00	14000.00	14000.00	14000.00	14000.00	70000.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							14000.00	14000.00	14000.00	14000.00	14000.00	70000.00

Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.1.5:	Description of activity 4.1.5:	Every year 2020-2024.	Rectorate	N/A	UHZ Budget	5 trainings x 1500 Euros	1500.00	1500.00	1500.00	1500.00	1500.00	7500.00
Training by international experts in designing research projects	UHZ through the Office for Scientific Research will select 15 members of the academic staff (from 3 of each academic unit) and 2 officers of the Office for Scientific Research, for whom it will provide training by international experts on the design of research projects for local and international funding, through which local and international financial resources can be provided.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							1500.00	1500.00	1500.00	1500.00	1500.00	7500.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.1.6:	Description of activity 4.1.6:	Every year 2020-2024.	Rectorate AU	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Organize trainings by UHZ internal staff	UHZ academic staff trained by international experts (prior activity), each in their own academic unit, will provide training to other UHZ academic staff on the design of research projects, whereby domestic and international				N/A	0.00	0.00	0.00	0.00	0.00	0.00	

	<p>financial funds can be provided.</p> <p>These trainings will include at least 5 members of the academic staff from each academic unit (25 persons in total).</p> <p>The training process is organized by the Office for Scientific Research.</p> <p>Training topics will be relevant to the design, implementation, presentation of results, publication and reporting on scientific research projects.</p>				Donors and / or Central Institutions							
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organizatio n	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.1.7:	Description of activity 4.1.7:											
Design of research projects by the academic staff	<p>With the support of the University Research Office and the Research Institutes at the academic unit level, each academic unit will design NN research projects each year, for which it should secure funding for their implementation.</p> <p>As part of these research projects, each academic unit should have at least one joint project with international institutions or colleagues each year.</p>	On an annual basis, during each year 2020- 2024.	Rectorate AU	N/A	UHZ Budget	5 projects x 2000 Euros	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	UHZ will provide funding to facilitate project design.											
Total budget for activities (euro):							10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.1.8:	Description of activity 4.1.8:	Every year 2020-2024.	Rectorate AU	N/A	UHZ Budget	1x10000	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
Providing access to international research databases for the academic staff	UHZ will, in accordance with the needs and requirements of its academic staff, become a member and provide free access to its academic staff to journals and databases of international scientific research and publications, both general and by field.				Donors and / or Central Institutions	1x10000	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
	Kosovo Association of Electronic Libraries (J-Store, EBSCO, Routledge, Springer, Elsevier etc.)											
Total budget for activities (euro):							20000.00	20000.00	20000.00	20000.00	20000.00	100000.00

Result 4.2: Increase of number of scientific and applied research by university academic staff.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.2.1: Conducting research in cooperation with international universities/colleagues	Description of activity 4.2.1: Each year UHZ will support the realization of 10 scientific researches, which will be conducted in collaboration with some UHZ professors and some of their colleagues from international universities. This research, in addition to providing funding through the project, will also be financially supported by UHZ's special budget for research.	Every year Four projects per year, (one project from each academic unit): FB, FMTHE, FJ, FAG)	Academic Units/Rectorate	MEST (Research fund) Donors	UHZ Budget	Operating expenses for carrying out research projects	20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
					Donors and / or Central Institutions	Operating expenses for carrying out research projects	20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
Total budget for activities (euro):							40000.00	40000.00	40000.00	40000.00	40000.00	200000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.2.2: Conducting research in cooperation with local universities/colleagues	Description of activity 4.2.2: Each year UHZ will support the implementation of 10	Each year 2020-2024 10 such research will be conducted.	Rectorate AU	N/A	UHZ Budget	10x300=3000	3000.00	3000.00	3000.00	3000.00	3000.00	15000.00

	scientific researches, which will be conducted in cooperation with some UHZ professors and some of their colleagues from local universities in Kosovo.											
	This research, in addition to providing funding through the project, will also be financially supported by UHZ's separate budget for research (Result 4.1).				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							3000.00	3000.00	3000.00	3000.00	3000.00	15000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.2.3: Conduct research in cooperation with colleagues from UHZ	Description of activity 4.2.3: Every year UHZ will support the implementation of 20 scientific researches, which will be conducted by a group of UHZ professors. This research, in addition to providing funding through the project, will also be financially supported by UHZ's separate budget for research (Result 4.1).	Every year 2020-2024.	Rectorate AU	N/A	UHZ Budget	20x500=1000	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):							10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.2.4: Conducting individual research	Description of activity 4.2.4: UHZ will require each member of its academic staff to carry out at least one scientific research within a period of one year. UHZ will support these researches financially if possible.	Every year 2021-2024.	Rectorate AU	N/A	UHZ Budget	70x600=42000	0.00	42000.00	42000.00	42000.00	42000.00	168000.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	42000.00	42000.00	42000.00	42000.00	168000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.2.5: Conducting applied research	Description of activity 4.2.5: The Office for Scientific Research, in cooperation with Research Institutes and the academic staff, will identify various	Every year 2020-2024.	Rectorate AU	Stakeholders	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	businesses and companies that are interested in applied research and are willing to financially support this research. UHZ will conduct at least 5 applied researches each year, which will be funded by interested businesses and companies.				Donors and / or Central Institutions	Costs of applied research 5 x 2000 Euros	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
Total budget for activities (euro):							10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.2.6: Involvement of students in scientific research	Description of activity 4.2.6: In accordance with the characteristics and opportunities existing within the scientific and applied research carried out by the academic staff of UHZ, these studies will also include students in accordance with their professional competence, so that students are familiarized as much as possible. with scientific research. As part of the learning process, students will engage in small research projects. In addition, BA	Every year 2020-2024.	Rectorate AU	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	and MA studies will also be supported.											
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.2.7: Incorporating research into teaching contents	Description of activity 4.2.7: UHZ will ask the academic staff to include their research in their teaching contents, within which they will discuss the scientific research that the professors themselves have conducted or included.	Every year 2020-2024.	Rectorate AU	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.2.8: Support staff involved in research	Description of activity 4.2.8: UHZ will support its academic staff involved in research, offering them	Every year 2020-2024.	Rectorate AU	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	the opportunity to use the "sabbatical year" and reduce lecture hours without reducing their pay.											
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00

Result 4.3: The number of publications in international scientific journals is increasing and there is university scientific journal														
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro							
							2020	2021	2022	2023	2024	Total		
Activity 4.3.1: Training of the academic staff for the preparation of publications	Description of activity 4.3.1: The Office for Scientific Research, through the engagement of national and international experts, will provide trainings to the academic staff on preparing scientific papers for publication in serious international scientific journals, in accordance with the criteria and standards of these journals. The staff will also be trained in English, especially the terminology, style and format of writing of scientific publications. Post-training will support and monitor the publication of results by staff.	During 2020 and 2022.	Rectorate AU	N/A	UHZ Budget	International / local expert on: research methodology publication in credible journals ethics	8000.00	0.00	8000.00	0.00	0.00	16000.00		
Total budget for activities (euro):							8000.00	0.00	8000.00	0.00	0.00	16000.00		
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro							
							2020	2021	2022	2023	2024	Total		
Activity 4.3.2: Support the academic staff for publications in international	Description of activity 4.3.2: Every year UHZ will support its academic staff who conduct quality scientific research to prepare and publish them in	Every year 2020-2024.	Rectorate AU	N/A	UHZ Budget	Payment for publications in Web of science or Scopus journals. 10x500	6500.00	6500.00	6500.00	6500.00	6500.00	32500.00		

scientific journals	serious and credible international scientific journals. Award 5 professors for best publications UHZ will support at least 10 publications in Web of science or Scopus. These publications will be financially supported by the separate UHZ budget for research (Result 4.1).					The 5 best papers published on the Web of science or Scopus First paper: 500 Second paper: 400 Third paper: 300 Fourth paper: 200 Fifth Paper: 100						
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							6500.00	6500.00	6500.00	6500.00	6500.00	32500.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.3.3: Creation of UHZ international scientific journal	Description of activity 4.3.3: UHZ will create an international multidisciplinary scientific journal to be published by UHZ. To accomplish this, the UHZ will designate commissions that will deal with: - name assignment - defining the areas that the magazine will cover - identify the platform where the journal will be registered / indexed - registration / indexing of the journal on a serious international platform	During 2021 the journal is created and registered.	Rectorate	N/A	UHZ Budget	Journal registration 1x10000	0.00	10000.00	0.00	0.00	0.00	10000.00
			AU		Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):							0.00	10000.00	0.00	0.00	0.00	10000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.3.4:	Description of activity 4.3.4:	Every year 2021-2024	Rectorate AU	N/A	UHZ Budget	Costs of preparing and publishing the magazine	0.00	10000.00	10000.00	10000.00	10000.00	40000.00
Publication of the UHZ scientific journal	UHZ will publish an international multidisciplinary scientific journal once a year, in accordance with international rules, procedures, criteria and standards for acceptance, review and publication of scientific papers.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	10000.00	10000.00	10000.00	10000.00	40000.00

Result 4.4: High participation of academic staff in international scientific conferences and frequent organization of international scientific conferences by the university.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.4.1:	Description of activity 4.4.1:	Every year 2020-2024.	Rectorate AU	N/A	UHZ Budget	60 visits x 500 Euros	30000.00	30000.00	30000.00	30000.00	30000.00	150000.00
Support the academic staff for participating in international scientific conferences abroad	These conferences will be identified by the Office for Scientific Research in collaboration with the academic staff.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	These contributions will be financially supported by the separate UHZ budget for research (Result 4.1).											
Total budget for activities (euro):							30000.00	30000.00	30000.00	30000.00	30000.00	150000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.4.2:	Description of activity 4.4.2:	Every year 2020-2024.	Rectorate AU	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Stimulation of the academic staff for participation in international	The Office for Scientific Research will annually identify scientific conferences of an international nature organized in Kosovo and inform the											

scientific conferences within the country	academic staff of UHZ of these opportunities and at the same time stimulate their participation in these conferences.											
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.4.3: Organization of international scientific conferences by UHZ	Description of acitvity 4.4.3: UHZ will organize 3 international scientific conferences each year, respectively one conference per year from each academic unit. Under the organization of the Office for Scientific Research, each academic unit will make the appropriate preparations, such as: - assignment of title - date setting - the appointment of the organizational council - the appointment of the board - setting deadlines for application - setting the deadline for the selection of presentations - organizational aspects In addition, the Office for Scientific Research, in collaboration with the academic units and the academic staff, will promote these conferences	Every year 2020-2024.	Rectorate AU	N/A	UHZ Budget	3 conferences x 6000 Euros	18000.00	18000.00	18000.00	18000.00	18000.00	90000.00
					Donors and / or Central Institutions	3 conferences x 1000 Euros	3000.00	3000.00	3000.00	3000.00	3000.00	15000.00

	<p>to various national and international colleagues and universities in order to have a participation of high quantity and quality.</p> <p>These conferences will be financially supported by UHZ's separate budget for research (Result 4.1).</p>											
Total budget for activities (euro):							21000.00	21000.00	21000.00	21000.00	21000.00	105000.00

Result 4.5: UHZ contributes to the enrichment of artistic and cultural activity at home and abroad												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.5.1: Allocation of a special budget for artistic and cultural creative activities	Description of activity 4.5.1: UHZ will allocate a separate budget line on an annual basis, which will be used to promote and support the artistic and cultural activity and creativity of UHZ staff and students at home and abroad, organized by the Faculty of Arts of UHZ.	Each year 2020-2024 an artistic and creative activity is supported.	Faculty of Arts Rectorate	MEST	UHZ Budget	1 activity and 1 art creation per year x 3000 Euros	3000.00	3000.00	3000.00	3000.00	3000.00	15000.00
				MCYS								
				MDE-Peja	Donors	Donors and / or Central Institutions	Concert hall, accommodation of participants x 1000 Euros	1000.00	1000.00	1000.00	1000.00	1000.00
Total budget for activities (euro):							4000.00	4000.00	4000.00	4000.00	4000.00	20000.00
Activity	Activity description	Period of implementation and operationalization of the activity	Institution / body responsible for implementation	Supporting Institution / Organization	Funding Source	Cost Description	Budget by years in Euros					
							2020	2021	2022	2023	2024	Total
Activity 4.5.2: Organization of the annual international festival by the Faculty of Arts	Description of activity 4.5.2: Each year the UHZ Faculty of Arts will organize an international festival. The organization of the festival will be financially supported by UHZ, the special budget provided for the promotion and support	An international festival will be organized every year. The beginning will be with the Choir Festival, and later with other directions opening. The implementation period will be in	Faculty of Arts Rectorate	MEST	UHZ Budget	Scenes, lighting, invitations, t-shirts, cocktails, accommodation, etc. x 7000 Euros	7000.00	7000.00	7000.00	7000.00	7000.00	35000.00
				MCYS								
				MDE-Peja	Donors		Concert Hall, participants	3000.00	3000.00	3000.00	3000.00	3000.00

	of the artistic and cultural activity and creativity, as well as from various donors.	September of each year. The festival will last 3 days.			Donors and / or Central Institutions	accommodation x 3000 Euros						
Total budget for activities (euro):							10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.5.3: Participation of staff and students in international festivals	Description of activity 4.5.3: Each year UHZ will support at least 2 people from the academic staff and 2 students of the UHZ Faculty of Arts to participate in important international festivals. Participation in these festivals will be financially supported by UHZ, the special budget provided for the promotion and support of artistic and cultural activity and creativity, and by various donors.	Each year 2020-2024, 2 staff and 2 students attend international festivals.	Faculty of Arts Rectorate	MEST	UHZ Budget	Travel, Accommodation, other expenses x 4000 Euros	4000.00	4000.00	4000.00	4000.00	4000.00	20000.00
				MCYS MDE-Peja Donors	Donors and / or Central Institutions	Travel, Accommodation, other expenses x 2000 Euros	2000.00	2000.00	2000.00	2000.00	2000.00	10000.00
Total budget for activities (euro):							6000.00	6000.00	6000.00	6000.00	6000.00	30000.00
Activity	Activity description	Implementation period and	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total

		operationalization of the activity										
Activity 4.5.4: Organization of local and international concerts	Description of activity 4.5.4: Each year UHZ, respectively the staff and students of the Faculty of Arts, will perform at least 5 concerts domestically and 3 concerts in different countries of the world. These concerts will reinforce the staff and students of the Faculty of Arts in accordance with the predetermined program. The organization of these concerts will be financially supported by UHZ, the special budget provided for the promotion and support of the artistic and cultural activity and creativity, as well as from various donors.	The Faculty of Arts plans to organize at least 3 international concerts and 5 national concerts within a year.	Faculty of Arts Rectorate	MEST MCYS MDE-Peja Donors	UHZ Budget	Travel, accommodation, halls x 15000 Euros	15000.00	15000.00	15000.00	15000.00	15000.00	75000.00
					Donors and / or Central Institutions	Travel, accommodation, halls x 5000 euros	5000.00	5000.00	5000.00	5000.00	5000.00	25000.00
Total budget for activities (euro):							20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.5.5: Organizing Student Art Week	Description of activity 4.5.5: Every year UHZ, respectively the staff and students of the UHZ	The activity will be held annually 2020-2024 at the end of the academic year.	Faculty of Arts Rectorate	MEST MCYS MDE-Peja	UHZ Budget	Scenes, lighting, invitations, t-shirts, cocktails, accommodation of professors from other regional	3000.00	3000.00	3000.00	3000.00	3000.00	15000.00

	Faculty of Arts, will organize the Student Art Week, which will offer numerous performances and various artistic and cultural activities prepared by the staff and students of UHZ. UHZ, but also he academic staff and students of other local universities will be invited to participate and present their artistic and cultural work. Participation in student art week will also be open to the general public. The organization of this annual event will be financially supported by UHZ, the special budget for promotion and support of artistic and cultural activity and creativity, by MASHT, MRKS, and various donors.	The activity will last 3 to 5 days. In this event there will be concerts and master classes and on the final night there will be an gratitude awards for the work and commitment for the academic year. The preparation period is March-May of each year.		Donors		universities and students x 3000 Euros						
					Donors and / or Central Institutions	Concert Hall, professors from abroad (masterclass), accommodation x 2000 Euros	2000.00	2000.00	2000.00	2000.00	2000.00	10000.00
Total budget for activities (euro):							5000.00	5000.00	5000.00	5000.00	5000.00	25000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 4.5.6: Organization of the Semester Concert	Description of activity 4.5.6: In the framework of the study program of the UHZ Faculty of Arts, students of this faculty will organize	At the end of the winter semester the semestral concert will be held and in the framework of the end-of-the-year holidays.	Faculty of Arts Rectorate	MDE-Peja	UHZ Budget	End-of-the-year cocktail x 1200 Euros	1200.00	1200.00	1200.00	1200.00	1200.00	6000.00

	semestral concerts at the end of each semester, which will be open to the general public in addition to UHZ students.											
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							1200.00	1200.00	1200.00	1200.00	1200.00	6000.00

Year:	2020	2021	2022	2023	2024	Total
Total objective/field budget from UHZ budget (Euro):	181000.00	249400.00	257000.00	249000.00	249000.00	1185400.00
Total objective/field budget from donors and/or central institutions (euro):	56000.00	56000.00	56000.00	56000.00	56000.00	280000.00
Total objective/field budget from all funding sources (Euro):	237000.00	305400.00	313000.00	305000.00	305000.00	1465400.00

FIELD 5: International and inter-institutional cooperation

STRATEGIC OBJECTIVE 5: Intensive international and inter-institutional cooperation

Result 5.1: There is a mechanism, resources and competent staff for organizing international and inter-institutional cooperation.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.1.1:	Description of activity 5.1.1:	February 2020 - The strategy is drafted and approved.	Senate SC Rector	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Drafting and adoption of the Strategy for International Cooperation	UHZ will draft and approve the International Cooperation Strategy for a five-year period, which will detail the activities to be carried out by UHZ in order to increase international cooperation and partnership, increase joint projects with international partners, international mobility of the academic staff and students, etc.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.1.2:	Description of activity 5.1.2:	March 2020 – OIC is created.	UHZ	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Establishment of the Office for International Cooperation (OIC)	Office for International Cooperation (OIC) will be separated from the existing Department for International											

at the university level	Cooperation and Quality Assurance				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.1.3: Recruitment/promotion of staff in the Office for International Cooperation	Description of activity 5.1.3: The Office for International Cooperation will have 3 staff members, of which 1 will be promoted from the current position and 2 will be employed. This office will have: - 1 office director and - 2 international cooperation officers (one international cooperation officer and one international projects officer).	During the first quarter of 2020.	Recreate CAO	N/A	UHZ Budget	Two persons x 500 Euros x 12 months One person x 800 x 12 months	21600.00	21600.00	21600.00	21600.00	21600.00	108000.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							21600.00	21600.00	21600.00	21600.00	21600.00	108000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.1.4: Training of staff for international and inter-	Description of activity 5.1.4: UHZ through the Office for International Cooperation (OIC) will select 15 academic	May 2020 first training. Similar trainings for each year 2021-2024.	Human Resources Unit CAO	N/A	UHZ Budget	2 training days x 150 Euros	300.00	300.00	300.00	300.00	300.00	1500.00

institutional cooperation	staff members (3 from each academic unit) and 3 OIC officers (18 in total), for whom it will provide training by local and international experts in links to increased international and inter-institutional co-operation, increased joint projects with international partners, increased international mobility of the academic staff and students, identification of international and local partners, etc.											
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							300.00	300.00	300.00	300.00	300.00	1500.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.1.5: Establishment of the Center for Innovation and Business Support (CIBS)	Description of activity 5.1.5: UHZ will establish the Center for Innovation and Business Support (CIBS), which will contribute to the generation of UHZ own-source revenues through the support of innovative projects, capacity building and business support in various forms, depending on of the requirements and needs of the businesses themselves. This center will have 3 full-time staff members, and the activities will be supported by the academic staff and students.	In the first part of 2020 - development of the Center. The center conducts regular activities 2020-2024.	Faculty of Business/Rectorate	Ministry of Innovation	UHZ Budget	Two persons x 500 Euros x 12 months One person x 800 x 12 months	21600.00	21600.00	21600.00	21600.00	21600.00	108000.00
					Donors and / or Central Institutions	Revenue from the Ministry of Innovation / Businesses	10000.00	3000.00	3000.00	3000.00	3000.00	22000.00

Total activity budget (Euro):							31600.00	24600.00	24600.00	24600.00	24600.00	130000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/O rganization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.1.6:	Description of activity 5.1.6:	The international cooperation budget for the five year period will be around 500,000.00 - 100,000.00 Euros each year.	Rectorate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Allocation of a special budget for international cooperation	Based on the Strategy for International Cooperation, UHZ will allocate a separate budget each year for international cooperation, which will be used to increase this cooperation, create new international partnerships, participate in joint international projects, build capacity, increasing the mobility of staff and students, etc.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00

Result 5.2: Increased and intensified international cooperation on various issues and areas.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.2.1: Creating new partnerships with international universities	Description of activity 5.2.1: For the purpose of exchanging academic staff, researchers, experts and students; designing joint research and scientific projects; promoting joint academic activities, such as seminars and conferences; organizing joint artistic and cultural programs; exchanging publications and other academic materials; as well as collaborating on issues and other aspects of common interest, UHZ will identify international universities with which to establish international cooperation and partnerships through the signing of cooperation agreements. During the five-year period UHZ will sign cooperation agreements with 25 international universities (there are currently 37 cooperation agreements).	Ongoing 2020-2024. 25 new agreements will be signed (5 within the year), and renewal of current agreements.	Rectorate OIC	MEST Erasmus + USAID Hungarian Embassy Fulbright Heras	UHZ Budget	Travel expenses (round trip), accommodation expenses etc. for the realization of agreements	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
					Donors and / or Central Institutions	Travel expenses (round trip), accommodation expenses etc. for the realization of agreements	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00

Total budget for activities (euro):							20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.2.2: Joint research with international colleagues/universities	Description of activity 5.2.2: Every year UHZ will support the realization of scientific research, which will be conducted in collaboration with some UHZ professors and some of their colleagues from international universities. For more details on this, see the related activities in Field 4 of this document.	See Field 4.	N/A	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.2.3: International mobility of academic staff (going/coming)	Description of activity 5.2.3: In cooperation with international partner universities, UHZ will	Within 5 years, 50 academic staff members from UHZ conduct international	Rectorate OIC	Partner universities Donors	UHZ Budget	Travel expenses (round trip), accommodation expenses, etc.	20000.00	20000.00	20000.00	20000.00	20000.00	100000.00

	support the international mobility of the academic staff each year, including the transfer of UHZ academic staff to international universities and the arrival of the international university academic staff at UHZ. During one academic year, at least 10 members from the academic staff of UHZ will stay at international universities, while at least 2 members from the academic staff of international universities will stay at UHZ. Where appropriate, UHZ will financially support this mobility with a separate budget allocated for this purpose (Result)	mobility (up to 10 members each year). Within 5 years, 10 academic staff members from foreign universities conduct mobility at UHZ (2 members per year).										
					Donors and / or Central Institutions	Travel expenses (round trip), accommodation expenses, etc.	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
Total budget for activities (euro):							30000.00	30000.00	30000.00	30000.00	30000.00	150000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.2.4: International student mobility (going/coming)	Description of activity 5.2.4: In cooperation with partner international universities, UHZ will	Within 5 years, 25 students from UHZ conduct international mobility (5 people each year).	Rectorate OIC	Partner Universities Donors	UHZ Budget	Travel expenses (round trip), accommodation expenses etc.	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00

	support the international mobility of students every year, including the attendance of UHZ students at international universities and the arrival of international university students at UHZ. During one academic year, at least 5 UHZ students will stay at international universities, while at least 2 international university students will stay at UHZ. Where appropriate, UHZ will financially support this mobility with a separate budget allocated for this purpose (Result 5.1).	Within 5 years, 10 students from foreign universities make mobility at UHZ (2 persons per year).										
					Donors and / or Central Institutions	Travel expenses (round trip), accommodation expenses etc.	20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
Total budget for activities (euro):							30000.00	30000.00	30000.00	30000.00	30000.00	150000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.2.5: Implementation of joint international projects	Description of activity 5.2.5: Through the Office for International Cooperation, during the five-year period UHZ will be the	5 joint projects during the period 2020-2024. 2 projects will be designed and managed by UHZ, while in the other 3	Academic staff AU OIC	BE USAID MEST	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	<p>implementing partner of 5 joint projects with international universities, of which 2 projects will be designed and managed by UHZ, while in the other 3 projects, it will be the implementing partner. These projects will be of different areas, benefiting UHZ, its staff and students. The projects will, inter alia, be related to the design and accreditation of new programs, joint programs and strategic development of the institution.</p> <p>Implementation of these projects will provide international donations from existing schemes available, but as needed, UHZ will financially support this collaboration with a separate budget allocated for this purpose (Result 5.1).</p>	<p>projects, UHZ will be an implementing partners.</p> <p>2020 project partner. 2021 project partner. 2022 project partner. 2023 project coordinator. 2024 project coordinator.</p>			Donors and / or Central Institutions	Costs for joint international projects	100000.00	100000.00	100000.00	100000.00	100000.00	500000.00
Total budget for activities (euro):							100000.00	100000.00	100000.00	100000.00	100000.00	500000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.2.6:	Description of activity 5.2.6:	2020 - Joint Master Program FAG (with	Academic Units Rectorate	Partner Universities		Costs for applying to KAA	0.00	3500.00	3500.00	0.00	0.00	7000.00

Joint study programs with local and international universities	In cooperation with local and international partner universities over a five year period, UHZ will prepare, accredit and start implementing at least 3 joint degree programs with international universities (1 PhD, 1 MA and 1 BA). These study programs will be in English, with academic staff from UHZ and international partner universities, as well as local and international students. Implementation of these programs will provide international donations from existing schemes available, but as needed, UHZ will financially support this collaboration with a separate budget allocated for this purpose (Result 5.1).	University of Prishtina). 2021 - Joint Bachelor Program FB (with University of Sarajevo) 2022 - Joint PhD FB Program (With University of Malta, University of Zagreb and University of Tetova).			UHZ Budget	3 programs x 3500 Euros Expenses for the joint FAG program are covered by UP						
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	3500.00	3500.00	0.00	0.00	7000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.2.7:	Description of activity 5.2.7:	Every year 2020-2024 the UHZ	Rectorate OIC	Partner Unviersities Donors		Operating expenses for summer	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00

Organization of UHZ International Summer University	UHZ will make all necessary preparations for the organization of the UHZ International Summer University, which will be organized annually, during summer break. This summer university will offer various courses in English by professors from UHZ, other local universities and international universities. The courses that will be organized will be mainly related to current topics from the fields of study at UHZ and topics that promote the values and traditions of UHZ and the Dukagjini region. Enrolled students will be local and international. Credits earned by students during the summer university will be transferable to their respective universities. Also, within the Summer University numerous social, cultural, sports and recreational activities will be organized for all participants.	International Summer University is organized. Each year at least 3 international professors attend. Each year at least 10 international students attend.			UHZ Budget	university maintenance						
					Donors and / or Central Institutions	Operating expenses for summer university maintenance	2000.00	2000.00	2000.00	2000.00	2000.00	10000.00
Total budget for activities (euro):							12000.00	12000.00	12000.00	12000.00	12000.00	60000.00

Result 5.3: Expanded cooperation and partnership with local universities, institutions and companies

Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.3.1:	Description of activity 5.3.1:											
Joint study programs with local universities	In collaboration with local partner universities over a five year period, UHZ will prepare, accredit, and start implementing at least 2 joint degree programs with local universities (1 PHD, 1 MA).				UHZ Budget	Accreditation costs 2 programs x 3500 Euros	0.00	0.00	0.00	3500.00	3500.00	7000.00
	These study programs will be staffed by the academic staff from UHZ and local partner universities, as well as local students.	2023 joint Master program.	Academic Units	Partner Unviersities								
	Where appropriate, UHZ will financially support this collaboration with a separate budget allocated for this purpose (Result 5.1).	2024 shared PHD program.	Rectorate		Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	3500.00	3500.00	7000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.3.2:	Description of activity 5.3.2:	50 cooperation agreements with institutions and businesses for student internships (each academic unit with 2 agreements per year).										
Collaboration with institutions and businesses for student internships	UHZ Academic Units in collaboration with the academic staff and students, and with the support of members of the Academic Units Advisory Bodies,		Academic Units Advisory Bodies	Partner institutions and businesses	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	<p>will identify all public, state, local and central institutions and businesses and private companies that are willing and interested to provide opportunities for UHZ students to do internships at these institutions and companies.</p> <p>UHZ will sign cooperation agreements with all these institutions and companies, so that the organization of internships for students is as institutionalized and documented as possible, and so that all students are offered the opportunity for internships the part they are required under the study programs.</p> <p>During the five-year period, UHZ will sign cooperation agreements with at least 50 institutions and companies for student internships.</p>				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 5.3.3:	Description of activity 5.3.3:	Every year 2020-2024.										
Cooperation with institutions and businesses to harmonize programs with labor market demands and needs	UHZ, namely its academic units, in collaboration with the Advisory Bodies within the units, will collaborate with as many external parties as possible in the evaluation and review of study programs (but also of syllabi) so that study programs are as interconnected, harmonized, and in line with labor market needs	5 meetings with institutions and businesses to align programs with labor market requirements and needs within the year (each academic unit 1 meeting per year).	Academic Units Advisory Bodies	Partner institutions and businesses	UHZ Budget	Operating expenses	1000.00	1000.00	1000.00	1000.00	1000.00	5000.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	<p>and requirements. For more on this, see related activities in Field 2 of this document.</p> <p>To accomplish this, the UHZ academic units will organize each year consultative meetings with representatives of public and state institutions, local and central institutions, with representatives of the labor market, respectively representatives of various companies, businesses and industries, from who they will require remarks and recommendations for modifying and supplementing study programs (and syllabi) so that study programs are in line with labor market needs and requirements.</p> <p>For more on this, see related activities in Field 2 of this document.</p>											
Total budget for activities (euro):							1000.00	1000.00	1000.00	1000.00	1000.00	5000.00

Year:	2020	2021	2022	2023	2024	Total
Total objective/field budget from UHZ budget (Euro):	94500.00	98000.00	98000.00	98000.00	98000.00	486500.00
Total objective/field budget from donors and/or central institutions (euro):	152000.00	145000.00	145000.00	145000.00	145000.00	732000.00

Total objective/field budget from all funding sources (Euro):	246500.00	243000.00	243000.00	243000.00	243000.00	1218500.00
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FIELD 6: Students

STRATEGIC OBJECTIVE 6: Numerous quality services and activities for students

Result 6.1: Information and promotion systematically and properly organized.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.1.1: Strengthening the UHZ Office for Communication and Information	Description of activity 6.1.1: UHZ will strengthen its Office of Communication and Information, employing two additional officials in the office. Also, through this office, UHZ will contract a company specializing in communications and public relations, which will develop a university promotion, communication and public relations plan to be implemented by the UHZ Office for Communication and Information	June-September 2020: Hiring 2 Communications and Information Officers. September 2020 - March 2021: Contracting the company and drafting a Communication and Public Relations Plan. April 2021-2024: Implementation of the Communication and Public Relations Plan.	Rectorate CAO	N/A	UHZ Budget	2 officials x 500 Euros x 12 months	12000.00	12000.00	12000.00	12000.00	12000.00	60000.00
					Donors and / or Central Institutions	Contracting a Public Relations Company 2021-2024 4,000.00	0.00	4000.00	0.00	0.00	0.00	4000.00
Total budget for activities (euro):							12000.00	16000.00	12000.00	12000.00	12000.00	64000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total

Activity 6.1.2:	Description of activity 6.1.2:												
Organization of information and promotion campaigns for improving the image of the university	UHZ Office for Communication and Information in its capacity and in coordination with staff and students, based on the university promotion plan, communication and public relations, will organize information and promotion activities and campaigns to improve the university’s image. To accomplish this, necessary information and promotional materials will be prepared, distributed to different parties, meetings with high school students will be organized, staff and students will participate in television programs and other media, promotion of UHZ activities and successes on websites and social networks, etc.	Every year 2020-2024: realization of promotional activities. February-April: preparation and printing of UHZ promotional material.	Office of Communication and Information	Media	UHZ Budget	Designing and printing promotional materials will cost 5000 Euros per year	5000.00	5000.00	5000.00	5000.00	5000.00	25000.00	
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00	
Total budget for activities (euro):							5000.00	5000.00	5000.00	5000.00	5000.00	25000.00	
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro						
							2020	2021	2022	2023	2024	Total	
Activity 6.1.3:	Description of activity 6.1.3:		Academic Units										
Cooperation with secondary high schools to attract	The Career Development Center (CDC) in cooperation with the UHZ Office of	Every year 2020-2024 during the period April-May.	Office of Communication and Information	SHS	UHZ Budget	Coverage of costs for stakeholder meetings (drinks)	150.00	150.00	150.00	150.00	150.00	750.00	

good students and girls	Communication and Information, with the involvement of UHZ's staff and students, will deepen the cooperation with the higher secondary schools of the municipalities of the Peja region. by organizing meetings with school principals, teachers and students who are finishing high school. During these meetings UHZ will: - present the university, study programs, opportunities for students, achievements and successes, etc. - distribute information and promotional materials to all parties - promote the application of good students to UHZ - promote the application of girls for studying at UHZ.					x 150 Euros per year						
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							150.00	150.00	150.00	150.00	150.00	750.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.1.4: Addressing students' underperformance	Description of activity 6.1.4: Based on current experiences with pre-school deficiencies that students have when they begin university studies, UHZ	Every year 2020-2024 during the period October-March.	Academic Units Rectorate	MEST MDE SHS	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

during pre-school education	will develop a summary document listing these deficiencies and weaknesses.											
	Donors and / or Central Institutions				N/A	0.00	0.00	0.00	0.00	0.00	0.00	
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.1.5: Organization of “Open Days” for potential students	Description of activity 6.1.5: Each year, at the time of enrolling new students, UHZ will organize "Open Days" for potential students, by organizing outreach visits and disseminating promotional materials to the upper secondary schools of the municipalities of Peja region, offering information corners in each academic unit, which will provide information to stakeholders and disseminate information and promotional materials to them.	Each year 2020-2024 during the period April - June.	Academic Units Office of Communication and Information	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description						Budget according to year in euro					

		Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	2020	2021	2022	2023	2024	Total
Activity 6.1.6:	Description of activity 6.1.6:	Every year 2020-2024 organize the Welcome Week of August - September.	Academic Units Office for Communication and Information CDC	N/A	UHZ Budget	The costs for a one welcome week for a year will be 1000 euros	1000.00	1000.00	1000.00	1000.00	1000.00	5000.00
Informing students of their rights and obligations	For this reason UHZ will organize a "Welcome Week" for new students at the beginning of each academic year.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	UHZ will also develop and publish the Student Manual.											
Total budget for activities (euro):							1000.00	1000.00	1000.00	1000.00	1000.00	5000.00

Result 6.2: The number of graduates increases within the deadline and the phenomenon of plagiarism by students decreases.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.2.1:	Description of activity 6.2.1:	see Activity 2.2.10 in Field 2.	N/A	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Strengthening the “Tutorial and Peer-to-Peer” system	UHZ will continue and reinforce the practice of a "tutorial system", whereby students in need will be supported by "tutor students" the principle of "peer to peer" support and thus contribute to increasing the number of students who conduct exams and studies on time.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	For more about this, see Activity 2.2.10 in Field 2 of this document.											
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.2.2:	Description of activity 6.2.2:	Every year 2020-2024.	AU	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Informing students about the deadlines for completing their studies	UHZ students will be notified of the deadlines for completion of studies, information that will be conveyed to students during the "Welcome Week" and in the Student Manual.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.2.3: Analyzing examinations and graduation	Description of activity 6.2.3: For each semester and academic year, the UHZ academic units will analyze the passing of exams and the number of graduates within the temrs of study.	Each year 2020-2024 during the period January - July.	Academic Units Office for Quality Assurance	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	Donors and / or Central Institutions				N/A	0.00	0.00	0.00	0.00	0.00	0.00	
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.2.4: Application of statutory rules on deadlines for completion of studies	Description of activity 6.2.4: All UHZ academic units will strictly adhere to the statutory completion times so that students are more committed to completing their studies within the deadlines and not losing	Every year 2020-2024.	Academic Units	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	student status or be required to pay extra semesters.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.2.5: Usage of plagiarism identification software for thesis topics	Description of activity 6.2.5: UHZ will contract a specialized company, which will provide and maintain a special software for identifying plagiarism for thesis of Bachelor and Master Degree students.	See Field 7.	Rectorate MDE	EO	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	Donors and / or Central Institutions				N/A	0.00	0.00	0.00	0.00	0.00	0.00	
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.2.6:	Description of activity 6.2.6: All UHZ academic units will strictly enforce punitive measures for	Every year 2020-2024.	Academic Units Rectorate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Implementation of measures for cheating students	students who cheat during exams or otherwise violate the student's code of ethics.		Senate									
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):						0.00	0.00	0.00	0.00	0.00	0.00	0.00

Result 6.3: The University offers all the support and services needed for students.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.3.1:	Description of activity 6.3.1:											
Empowering the Career Development Center (CDC)	The Career Development Center (CDC) will be empowered by UHZ, providing them with ample space available for their activities. In addition, specialized training will be provided to the CDC staff in accordance with the specifics of their work and a study visit will be organized to at least staff at other national and international universities in order to obtain good practices and exchange experiences with the career centers of these universities.	June - December 2020: creation of the CDC space December 2020: Staff training. January 2021 - January 2024: Staff study visits.	Rectorate CDC	Donors GIZ	UHZ Budget	Trainings and study visits	500.00	500.00	500.00	500.00	500.00	2500.00
					Donors and / or Central Institutions	Trainings and study visits	500.00	500.00	500.00	500.00	500.00	2500.00
Total budget for activities (euro):							1000.00	1000.00	1000.00	1000.00	1000.00	5000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.3.2:	Description of activity 6.3.2:											
Organizaion of a Career Fair and participation in other fairs	The UHZ Career Development Center (CDC) will continue to organize the Career Fair every year, inviting as many	November 2020. Every year 2021-2024 during May.	CDC	GIZ	UHZ Budget	Expenses for organizing the fair	500.00	500.00	500.00	500.00	500.00	2500.00

	institutions, organizations, and businesses as possible to take part in job opportunities. internship offers for UHZ students, so that UHZ students are familiarized with all career development opportunities.											
	The CDC will also inform UHZ students for other similar fairs being organized in Kosovo and promote student participation in these events.				Donors and / or Central Institutions	Expenses for organizing the fair	500.00	500.00	500.00	500.00	500.00	2500.00
Total budget for activities (euro):							1000.00	1000.00	1000.00	1000.00	1000.00	5000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.3.3: Supporting international student mobility	Description of activity 6.3.3: In collaboration with international partner universities, UHZ will support the international mobility of its students each year, namely the UHZ students' attendance at international universities. UHZ will provide financial support as needed, identify students who speak English well, and inform them of the opportunities and benefits of international mobility in order to promote good international mobility students.	Every year 2020-2024. See Activity 5.2.4 in Field 5 of this document.	CDC	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	<p>UHZ will also review for student mobility in order to simplify the procedure for transferring student credits outside UHZ. It will also provide technical support through the Credit Transfer Officer for completing mobility files and facilitating the process.</p> <p>For more about this, see Activity 5.2.4 in Field 5 of this document.</p> <p>Also, UHZ through the Office for International Cooperation will create all the necessary regulations and mechanisms for international students to come to UHZ for mobility, and will also provide all the services they need for accommodation, organizing information days for international students, processing applications and other documents, etc.</p>											
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.3.4: Providing opportunities for learning English	Description of activity 6.3.4: In order for students to be proficient in English, UHZ will ensure that each study program has its own English language	Every year 2021-2024.	Academic Units	N/A	UHZ Budget	Organizing English courses for the years 2021-2024 7 x 1000 euro	0.00	7000.00	7000.00	7000.00	7000.00	28000.00

	courses and will revise the syllabui of these courses as necessary, with the possibility of increasing the number of hours. for these courses. In addition, UHZ will offer advanced English language courses to interested students.											
Total budget for activities (euro):							0.00	7000.00	7000.00	7000.00	7000.00	28000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.3.5: Organizing counseling sessions and trainings for UHZ students	Description of activity 6.3.5: The UHZ Career Development Center (CDC) will continue to offer counseling sessions (group and individual) to assist students in planning their careers. The CDC will also provide pre-graduation training to students on CV, drafting a Letter of Motivation, and preparing for job interviews. At the same time, the CDC will also provide consultations and information to students interested in pursuing their studies or careers abroad.	Every year 2020-2024.	CDC	Donors	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00

Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.3.6: Activities for developing “Soft skills” for UHZ students	Description of activity 6.3.6: The UHZ Career Development Center (CDC) will continuously provide various activities for students aimed at developing the "Soft skills" of UHZ students. For this, CDC will organize information meetings, lectures, workshops and trainings by various student experts, during which students will be better informed and prepared for teamwork, communication with others and public communication, the use of information technology, etc ..	Every year 2020-2024.	CDC	Donors	UHZ Budget	The CDC will publish student handouts	500.00	500.00	500.00	500.00	500.00	2500.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							500.00	500.00	500.00	500.00	500.00	2500.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.3.7: Offering internships for students through collaboration agreements	Description of activity 6.3.7: UHZ will sign cooperation agreements with all institutions and companies interested in providing internships for students, so that the organization of internships is as	See Activity 5.3.2 in Field 5 of this document.	AU	Different institutions and companies	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	institutionalized and well-documented as possible for all students, as well as ensuring that students are offered the opportunity for internships for the part they are required under study programs, rather than having to look for internships themselves. For more about this, see Activity 5.3.2 in Field 5 of this document.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.3.8: Empowering students in decision making	Description of activity 6.3.8: UHZ Management will hold semester information meetings with students, student organizations and student representatives at the academic and university level, and during these meetings will stimulate students, their organizations and representatives to be as active as possible and make the most of their decision-making power at the university, either at the academic unit or university level.	Each year 2020-2024 will be organized by two outreach meetings, one in September and one in February.	Rectorate Student organizations	N/A	UHZ Budget	Expenses for 10 meetings x 200 Euros per meeting	400.00	400.00	400.00	400.00	400.00	2000.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							400.00	400.00	400.00	400.00	400.00	2000.00



Result 6.4: Different activities are organized for/by students on a regular basis.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.4.1: Providing suitable spaces for student activities	Description of activity 6.4.1: UHZ will provide suitable spaces for student collaborative activities that will equip them with the necessary technology and inventory and which will be used by students to organize various educational, social, cultural and recreational activities. In addition to indoor spaces, UHZ will also regulate outdoor spaces and build playgrounds and halls that can be used by students for various activities. For more on these, see related activities in Field 7 of this document.	See related activities in Field 7 of this document.	Academic Units Rectorate	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.4.2:	Description of activity 6.4.2:	January-February 2020-2024: Annual	Student councils	N/A		Appropriation of € 10,000 per year	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00

Annual plan and budget for student activities	UHZ every year will require students (student organizations and student representatives) to harmonize and prepare an annual plan of activities to be organized by UHZ students (and for students).	Student Activities Plan Drafted.	Student Parliament SC		UHZ Budget	for the implementation of the student plan						
	Donors and / or Central Institutions				N/A	0.00	0.00	0.00	0.00	0.00	0.00	
Total budget for activities (euro):							10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.4.3: Organizing the Regional Student Scientific Conference	Description of activity 6.4.3: Every year UHZ students, with the financial and professional support of UHZ, will organize the Regional Student Scientific Conference, which will cover different topics and will be attended by UHZ students, students from other universities, as well as students from universities in the region.	Each year 2020-2024 during the period January - May.	Rectorate Academic Units Student Parliament	Donors	UHZ Budget	To cover annual conference expenses	2500.00	2500.00	2500.00	2500.00	2500.00	12500.00
					Donors and / or Central Institutions	To cover annual conference expenses	3000.00	3000.00	3000.00	3000.00	3000.00	15000.00
Total budget for activities (euro):							5500.00	5500.00	5500.00	5500.00	5500.00	27500.00

Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.4.4:	Description of activity 6.4.4:	Every year 2020-2024.	Academic Units Rectorate Student Parliament	Partner unviersities	UHZ Budget	Covering a part of daily expenses for 5 students and 2 professors in the amount of 5000 Eeuros per year	5000.00	5000.00	5000.00	5000.00	5000.00	25000.00
Student participation in international competitions	Each year UHZ will stimulate and support the participation of its students in important international competitions related to their field of study.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							5000.00	5000.00	5000.00	5000.00	5000.00	25000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.4.5:	Description of activity 6.4.5:	Every year 2020-2024.	Academic Units Students CDC	N/A	UHZ Budget	Student activities	2000.00	2000.00	2000.00	2000.00	2000.00	10000.00
Organizing educational, artistic, cultural, social, sports, and recreational activities for/from UHZ students	With the support of UHZ, but also on its own initiative, UHZ students throughout the academic year will organize various educational, artistic, cultural, social, sports, and recreational activities by UHZ students in order to enrich themselves. student life,				N/A	0.00	0.00	0.00	0.00	0.00	0.00	

	creating a better bond between students, creating a sense of belonging to UHZ, etc.				Donors and / or Central Institutions							
Total budget for activities (euro):							2000.00	2000.00	2000.00	2000.00	2000.00	10000.00

Result 6.5: There is collaboration with former students (alumni) and they are involved in university policy-making.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.5.1:	Description of activity 6.5.1:	January-September 2020.	CDC	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Creation of the UHZ Alumni Network	UHZ's Career Development Center (CDC) will establish contact with all UHZ Alumni and encourage and support them to establish the UHZ Alumni Network, both as an informal organization and as an NGO, so that contact and cooperation between them and UHZ is ongoing.				Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	To accomplish this, the CDC will first update contacts with alumni (phone numbers, e-mail addresses, etc.) in order to consolidate a database of contact information with alumni.											
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.5.2:	Description of activity 6.5.2:	Every year 2020-2024.	Academic Units	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Alumni involvement in evaluating and reviewing	When evaluating and reviewing study programs and course syllabi, UHZ will always include UHZ alumni in this process so		Alumni									

programs and syllabi	that there are as many observations and suggestions as possible from them, which contribute to the improvement of study programs and course syllabi.											
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 6.5.3:	Description of activity 6.5.3:	Every year 2020-2024.	Rectorate Steering Council Academic units Administration	N/A	UHZ Budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Alumni involvement in the compilation of various university documents	When designing different university documents (strategies, regulations, codes, manuals, etc.) UHZ will always include UHZ alumni in these processes so that there are as many more remarks and suggestions from them, which contribute to the drafting of quality documents.					N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	0.00	0.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total

Activity 6.5.4:	Description of activity 6.5.4:												
Organizing the annual meeting with the Alumni	The UHZ Career Development Center (CDC) will organize an annual meeting with UHZ alumni each year to maintain UHZ contacts with them, but also the contacts between them, and so that they can share information and experiences.	Every year 2020-2024.	CDC	N/A	UHZ Budget	The costs of organizing the meeting	2000.00	2000.00	2000.00	2000.00	2000.00	10000.00	
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00	
Total budget for activities (euro):							2000.00	2000.00	2000.00	2000.00	2000.00	10000.00	
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro						
							2020	2021	2022	2023	2024	Total	
Activity 6.5.5:	Activity description 6.5.5:				UHZ Budget	Covering the costs of printing acknowledgments	20.00	20.00	20.00	20.00	20.00	100.00	
					Donors and / or Central Institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00	
Total budget for activities (euro):							20.00	20.00	20.00	20.00	20.00	100.00	

Year:	2020	2021	2022	2023	2024	Total
Total objective/area budget from UHZ budget (Euro):	41570.00	48570.00	48570.00	48570.00	48570.00	235850.00
Total objective/area budget from donors and/or central institutions (Euro):	4000.00	8000.00	4000.00	4000.00	4000.00	24000.00
Total objective/area budget from all funding sources (Euro):	45570.00	56570.00	52570.00	52570.00	52570.00	259850.00

FIELD 7: Infrastructure

STRAREGIC OBJECTIVE 7: Sufficient, contemporary and well-equipped infrastructure.

Result 7.1: There is sufficient and appropriate space for staff and students.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.1.1: Completion of the construction of the Faculty of Arts (FA)	Activity description 7.1.1: During the year 2020, the fourth and final phase of the Faculty of Arts construction will be completed. This year it is expected to be complete the construction of this faculty and conducting of the building's technical acceptance in order that the facility can be used by staff and students.	September – December 2020 completion of construction of Faculty of Arts	Procurement Department Construction Supervision Office	N/A	UHZ budget	For the fourth phase (final) have been foreseen 900000.00)	900000.00	0.00	0.00	0.00	0.00	900000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							900000.00	0.00	0.00	0.00	0.00	900000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.1.2:	Activity description 7.1.2:	September 2020 Starts construction of	Procurement Department	Donors		Facility construction	400000.00	900000.00	900000.00	0.00	0.00	2200000.00

Construction of Faculty of Business (FB)	UHZ will also build a new facility for the Faculty of Business, which will have about 5000 m2 of surface and where the faculty will carry out its activity.	facility of Faculty of Business. Ends in 2022.	Construction Supervision Office		UHZ budget							
	Donors and/or Central institutions				Facility construction	0.00	900000.00	900000.00	0.00	0.00	1800000.00	
Total budget for activities (euro):							400000.00	1800000.00	1800000.00	0.00	0.00	4000000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.1.3: Construction of Faculty of Management in Tourism, Hospitality and Environment (FMTHE)	Activity description 7.1.3: UHZ will also build a new facility for the Faculty of Management in Tourism, Hospitality and Environment (FMTHE) which will have about 5000 m2 of space and where the faculty will carry out this activity.	2024 – Starts construction of FMTHE.			UHZ budget	Facility construction	0.00	0.00	0.00	0.00	3500000.00	3500000.00
	Donors and/or Central institutions				N/A	0.00	0.00	0.00	0.00	0.00	0.00	

	for achievement and completion of this project.											
Total budget for activities (euro):							0.00	0.00	0.00	0.00	3500000.00	3500000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.1.4: Creation of other spaces for staff and students	Activity description 7.1.4: Upon completion of the construction of the new Faculty of Arts facility (and two other faculties) and the transfer of staff and students of this faculty to the new facility, UHZ will use the available free spaces and will adapt them for use of staff and student needs. In this context, UHZ will expand the premises of the Faculty of Agribusiness and the Faculty of Law. Besides, UHZ will also create the following spaces: - Reading room for students (at least 2) - Offices for Academic Staff (at least 5) - Offices for administrative staff (at least 3) - Rooms/spaces for student activities (at least 3) - Laboratory rooms (at least 2)	Septemberr 2020 – March 2024.	CAO Procurement Finances	N/A	UHZ budget	Space adaption	20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	- Informatics Cabinet Room (at least 2) - Room for "smart room" (1) All of these spaces will be adapted to the needs of the new use and provided with the necessary items (described in the following activities).											
Total budget for activities (euro):							20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.1.5: Construction of suitable infrastructure for people with special needs	Activity description 7.1.5: UHZ will build all the necessary infrastructure for people with special needs, in all UHZ buildings, in order to create the conditions and infrastructure needed and suitable for people with special needs so that they can access in all UHZ internal spaces. Within this infrastructure will be built the recliners at the entrance of the buildings, will be installed elevators in multi-storey buildings, will be built the appropriate baths for these persons, will be provided the appropriate technology for assisting in teaching, studying and evaluation for people with	March - December 2020 Construction of all recliners in buildings and supply of technological equipment to assist people with special needs.	Procurement Department Construction Supervision Office	Learning and Counseling Resource Center in Peja	UHZ budget	Infrastructure for people with special needs	5000.00	0.00	0.00	0.00	0.00	5000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

	special needs in sight, in hearing, in dyslexia, etc.											
Total budget for activities (euro):							5000.00	0.00	0.00	0.00	0.00	5000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.1.6: Regulation of external spaces	Activity description 7.1.6: UHZ will intervene and regulate the university's external spaces to create parks, car parks and green spaces suitable for its staff and students.	January-December of each year the is done maintenance of green spaces and suitable premises.	Logistics office Construction Supervision Office	EO	UHZ budget	10000 euro a year	10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							10000.00	10000.00	10000.00	10000.00	10000.00	50000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.1.7: Continuous renovation of facilities and spaces	Activity description 7.1.7: UHZ will annually plan and allocate special budgets for the needs of maintenance and renovation of external and	January - December of each year is done continuous renovation of existing facilities.	Departamenti i prokurimit Zyra për mbikëqyrjen e ndërtimeve	OE	UHZ budget	15000 euro a year	15000.00	15000.00	15000.00	15000.00	15000.00	75000.00

	internal facilities and spaces, so that they are continuously maintained and attractive.											
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							15000.00	15000.00	15000.00	15000.00	15000.00	75000.00

Result 7.2: The university premises are equipped with the necessary technology, inventory and supplies.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.2.1: Offering of internet access in the whole university space	Activity description 7.2.1: UHZ will install and maintain wireless internet in all university spaces, so that all UHZ staff and students will have free internet access while on campus. UHZ will also install and maintain cable internet in all areas with computers. Better quality internet will be provided especially for rooms with modern technology and equipment	February 2020 new contract for internet supply in entire university spaces	Procurement department IT Office	N/A	UHZ budget	Monthly payment for internet network	6000.00	6000.00	6000.00	6000.00	6000.00	30000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							6000.00	6000.00	6000.00	6000.00	6000.00	30000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity7.2.2: Equipment of informatics cabinets	Activity description 7.2.2: UHZ will equip 4 informatics cabinets with 25 computers and 25 desks with chairs, so that each academic unit has one (currently there is one),	June 2020 supply of equipment for a informatics cabinet. March - October 2020 - donation from	Procurement department IT Office	Erasmus +	UHZ budget	Computer equipment along with desks and chairs	20000.00	20000.00	0.00	0.00	0.00	40000.00

	which will be available for lectures, evaluation, research, online communication, organizing lectures by staff and students.	Erasmus + program (35 technological devices). March 2021 supply of equipment for two informatics cabinets.			Donors and/or Central institutions	30 computers, 5 laptops and an interactive table	37000.00	0.00	0.00	0.00	0.00	37000.00
Total budget for activities (euro):							57000.00	20000.00	0.00	0.00	0.00	77000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.2.3: Equipment of “smart room” for distance video-lectures	Activity description 7.2.3: UHZ will equip a "smart room" with the technology needed to organize distance video lectures, apply new technologies in teaching and develop new approaches in teaching and student evaluation (e.g. testing online), which will be available to staff and students. The “smart room” will have computers, professional software, professional projectors, sound, smart boards, high speed internet, and desks and chairs for participants (about 25).	March-November 2021.	Procurement department IT Office	N/A	UHZ budget	Technological equipment for Smart room	0.00	30000.00	0.00	0.00	0.00	30000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							0.00	30000.00	0.00	0.00	0.00	30000.00

Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.2.4:	Activity description 7.2.4:	March – December of every year purchase of necessary work equipments.	UHZ	N/A	UHZ budget	Purchase of work equipments	20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
Equipment of staff offices	UHZ will equip each office of the academic and administrative staff with the necessary equipment, including a desk, a shelf, a computer and a printer. Where possible, a desk will be set up for consultations with students and colleagues.				Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.2.5:	Activity description 7.2.5:	March – December of every year purchase of necessary inventory for lecture rooms.	UHZ	N/A	UHZ budget	Purchase of projectors and sound equipments	1000.00	1000.00	1000.00	1000.00	1000.00	5000.00
Equipment of lecture rooms and rearrangement of inventory	UHZ will equip each hall/classroom with 1 projector and sound (where needed) in order to facilitate the implementation of contemporary teaching methods.				Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	Also, when possible, the classrooms will be organized in a way that is more suitable											

	for lectures as interactive as possible between staff and students during the lectures.											
Total budget for activities (euro):							1000.00	1000.00	1000.00	1000.00	1000.00	5000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.2.6: Equipment of joint student rooms and halls/corridors	Activity description 7.2.6: UHZ will equip with the necessary technology and inventory for the student rooms/spaces for student activities that will be used by students to organize various educational, social, cultural and recreational activities. Also, the corridors of the academic units will be equipped with computers with internet, in order to be available for students. Within this frame, 15 computers, 15 desks / desks and 15 chairs will be purchased	June 2020.	CAO Procurement IT Office		UHZ budget	15 (computersr, tables and chairs) x 800 euro	12000.00	0.00	0.00	0.00	0.00	12000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							12000.00	0.00	0.00	0.00	0.00	12000.00
Activity	Activity description						Budget according to year in euro					

		Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	2020	2021	2022	2023	2024	Total
Activity 7.2.7:	Activity description 7.2.7:											
Equipment of labs	UHZ will provide its laboratories with inventory and other necessary materials.	Every year 2020 – 2024,	Rectorate Steering Committee Academic units	N/A	UHZ budget	Every year for Laboratory Equipment and Laboratory Reagents	70000.00	50000.00	50000.00	50000.00	50000.00	270000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							70000.00	50000.00	50000.00	50000.00	50000.00	270000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.2.8:	Activity description 7.2.8:											
Equipment with tools and instruments of the Faculty of Arts (FA)	UHZ will equip the Faculty of Arts with the necessary equipment and tools This will include 1 piano (grand), 15 pianos, 4 violins, 2 violas, 1 contrabass and equipment of wind instruments.	Every year 2020-2024.	FA Procurement department	N/A	UHZ budget	Supplies and instruments for FA	20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00

Total budget for activities (euro):							20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.2.9:	Activity description 7.2.9:	Every year 2020-2024.	Procurement department CAO	N/A	UHZ budget	Inventory	20000.00	20000.00	20000.00	20000.00	20000.00	100000.00
Replacing old student and staff inventory	In annual basis, UHZ will replace the old inventory with new inventory, including the inventory used by staff and students.				Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							20000.00	20000.00	20000.00	20000.00	20000.00	100000.00

Result 7.3: Students have spaces for organizing student life and for social and recreational activities.												
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.3.1:	Activity description 7.3.1:	During 2020 and 2022 construction of external sports grounds.	UHZ	N/A	UHZ budget	Regulation and adaptation of outdoor sports pitches	50000.00	0.00	50000.00	0.00	0.00	100000.00
Construction of sports grounds (playgrounds)	Within the external spaces of university campus, UHZ will build sports grounds, including football pitch, basketball hall and tennis court. These spaces will be equipped with the necessary sports equipment.				Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
	These playgrounds will be available to students and UHZ staff for sports activities.											
	Sports spaces will also be given to commercial use by various schools and organizations outside the university.											
Total budget for activities (euro):							50000.00	0.00	50000.00	0.00	0.00	100000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.3.2:	Activity description 7.3.2:	During 2024.	UHZ	Donors	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Construction of sports hall	In order to have suitable space for sports and recreation activities during the cold period of the year, UHZ will build an indoor sports											

	hall, in which various sports activities such as football, basketball, table tennis, athletics, gymnastics, etc. can be carried out by students and staff. The hall can also be used for organizing various social and recreational activities by students. The hall will be equipped with the necessary sports equipment.				Donors and/or Central institutions	Construction of sports hall	0.00	0.00	0.00	0.00	300000.00	300000.00
Total budget for activities (euro):							0.00	0.00	0.00	0.00	300000.00	300000.00
Activity	Activity description	Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	Budget according to year in euro					
							2020	2021	2022	2023	2024	Total
Activity 7.3.3: Opening of the canteen/buffet	Activity description 7.3.3: UHZ will open a canteen within the university premises, which will provide cheaper food products and services for staff and students. UHZ will allocate an appropriate space for this, which through legal procedures will be managed by a private company.	During 2020.	UHZ	N/A	UHZ budget	Prepatation of the facility	5000.00	0.00	0.00	0.00	0.00	5000.00
					Donors and/or Central institutions	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Total budget for activities (euro):							5000.00	0.00	0.00	0.00	0.00	5000.00
Activity	Activity description						Budget according to year in euro					

		Implementation period and operationalization of the activity	Institution/body responsible for implementation	Supporting Institution/ Organization	Source of financing	Description of cost	2020	2021	2022	2023	2024	Total
Activity 7.3.4:	Activity description 7.3.4:	During 2022.	UHZ	Donors	UHZ budget	N/A	0.00	0.00	0.00	0.00	0.00	0.00
Construction of the dormitory												

Year:	2020	2021	2022	2023	2024	Total
Total objective/field budget from UHZ budget (Euro):	1574000.00	1112000.00	1112000.00	162000.00	3662000.00	7622000.00
Total objective/field budget from donors and/or central institutions (euro):	37000.00	900000.00	1400000.00	0.00	300000.00	2637000.00
Total objective/field budget from all funding sources (Euro):	1611000.00	2012000.00	2512000.00	162000.00	3962000.00	10259000.00

8. Performance Evaluation Framework

FIELD 1: Management and administration

STRATEGIC OBJECTIVE 1: Efficient, transparent and accountable management and administration

Objectively verifiable indicators for measuring the achievement of Objective 1				
Indicator	Current situation 2019	Target 2022	Target 2024	Verification tools
Important mechanisms within the university	N/A	All	All	Decisions on establishing new mechanisms New Organogram
The new organogram	N/A	Updated	Updated	New Organogram approved
Percentage of completion of university regulations (regulations, codes, strategies, manuals, etc.)	Mbi 80% (vlerësim)	95%	100%	List of university regulations in force (regulations, codes, strategies, manuals, etc.)
Percentage of trained management staff to increase professionalism and efficiency of services	N/A	50%	100%	Training evidence
Percentage of trained administrative staff in order to increase the professionalism and efficiency of services	N/A	50%	100%	Training evidence
Number of meetings per year between academic staff and administrative staff, with the aim of promoting and encouraging collaboration and teamwork	0	4 a year	4 a year	Training evidence Participants list Minutes of meeting

Annual work plans	N/A	All instances	All instances	Annual work plans drafted by the various instances within the university
Updating the official university website	N/A	As needed or At least on weekly basis	As needed or At least on weekly basis	UHZ official web page
Number of modules offered within ESMS digital services	4	9	9	Contract with the contracted company ESMS service completed
Number of administrative staff trained for additional ESMS modules	N/A	5	5	Training evidence
Percentage of academic staff trained to use SEMS	N/A	100%	100%	Training evidence
Staff and Student Manual for use of ESMS	N/A	1	1	Published manual for use of ESMS
UHZ status within the frame of Budget Law	Within të MEST	Specific budget line	Specific budget line	New budget code within the budget law
The number of officials in the university's Internal Audit Office	0	1	1	Competition Work Contract
Own source revenues provided by supply of services, research and projects (reference are specific activities in area 5)	0	100 thousand a year	200 thousand a year	Contracts signed with the beneficiary parties

FIELD 2: Teaching and learning**STRATEGIC OBJECTIVE 2: Quality teaching with modern methods and technologies and attractive programs**

Objectively verifiable indicators for measuring the achievement of Objective 2				
Indicator	Current situation 2019	Target 2022	Target 2024	Verification tools
Number of academic staff in full time employment	70	103	128	Competitions Work contracts
Academic staff/student ratio	1:161	1:58	1:35	UHZ official statistics
Gender ratio among academic staff in full time employment	43 % F 57 % M	47 % F 53 % M	50 % F 50 % M	UHZ official statistics
Office for Excellence in Teaching	N/A	It exists and it is operational	It exists and it is operational	New organogram
Number of officials employed in the Office for Excellence in Teaching	0	2	2	Contracts of employed staff
Professional Development Team of Academic Staff	N/A	It exists and it is operational	It exists and it is operational	Decision on the appointment of the team

Number of Teaching and Learning Commissions	0	5	5	Decision on establishment of commissions for each academic unit
Annual Professional Development Plan for academic staff	0	Every year	Every year	Annual plan developed by the Office for Excellence in Teaching
Percentage of academic staff trained in contemporary teaching and evaluation methods	10%	50 %	100 %	Training evidence
Number of academic staff being monitored within one year	0	100 %	100 %	Monitoring reports
Number of staff conducting study visits abroad	0	30	50	Evidence of study visits
Increasing the number of books in UHZ libraries	N/A	150	300	Titles placed in library and list of books
Number of university books published by UHZ and its staff within the year	N/A	5	5	Published books
Number of accesses in databases and electronic libraries	N/A	3	5	List of database and electronic libraries
The number of distance video lectures within a year	0	10	20	Video lecture evidence
Percentage of academic staff trained in computer and technological skills	20%	50 %	100 %	Training evidence
Number of PHD accredited programs	0	1	4	Accreditation file
Number of new accredited MA programs	N/A	6	11	Accreditation file
Number of new accredited BA programs	N/A	5	8	Accreditation file
Number of accredited programs offered in Bosnian language	3	3	5	Accreditation file
Number of accredited programs offered in English language	0	1	2	Accreditation file
Number of reviewed existing programs	N/A	60 %	100 %	Files of revised programs

Percentage of syllabuses evaluated and reviewed every year	50%	100%	100%	Published subject syllabuses
Compulsory practical work (internship) for students	N/A	In all programs	In all programs	Files of study programs

FIELD 3: Quality assurance**STRATEGIC OBJECTIVE 3: Consolidated quality assurance system in line with international standards**

Objectively verifiable indicators for measuring the achievement of Objective 3				
Indicator	Current situation 2019	Target 2022	Target 2024	Verification tools
New Regulation for Quality Assurance (QA)	N/A	Being applied	Being applied	Document of Regulation for Quality Assurance (QA)
New Strategy for Quality Assurance (QA)	N/A	Being applied	Being applied	Document of Strategy for Quality Assurance (QA)
Guidelines for Quality Assurance (SC)	Does not exist	Drafted and published	Drafted and published	Guidelines published
Manual for evaluation of performance of study programs	Does not exist	Drafted and published	Drafted and published	Manual published
Office for Quality Assurance (OQA)	N/A	Separate office for QA	Separate office for QA	Decision for establishment of office for QA New organogram
Number of staff in OQA	1	3	3	Competitions Work contracts
Number of quality coordinators in academic units	1 coordinator for each	1 coordinator	1 coordinator	Additional work according to contract

	academic unit	for each academic unit	for each academic unit	
Trained staff for quality	0	8	8	Training evidence
Number of public reports for QA	0	1 a year	1 a year	Published reports on the web page
Number of questionnaires finalized for evaluation and quality assurance	1	8	8	Published questionnaires
Number of questionnaires used for evaluation and quality assurance	1 Questionnaire once a year	8 questionnaire within an academic year	8 questionnaire within an academic year	Semester and annual reports
Instruments involved in ESMS	0	8 questionnaires	8 questionnaires	System ESMS
Officers trained in data and statistics processing and reporting	0	13	13	Training evidence
Number of reports with data and statistics published for the general public	0	1 a year	1 a year	Published reports
Number of workshops or information meetings on accreditation	0	At least 2 a year	At least 2 a year	Evidence of workshops and information meetings
Regulation on academic staff performance evaluation	Does not exist	Being applied	Being applied	Approved and published Regulation
Academic staff development plan	Does not exist	Being applied	Being applied	Approved plan

FIELD 4: Scientific research**STRATEGIC OBJECTIVE 4: Research activity and quality artistic creativity which contributes to the development of society**

Objectively verifiable indicators for measuring the achievement of Objective 4				
Indicator	Current situation 2019	Target 2022	Target 2024	Verification tools
Office for Scientific Research (OSR)	N/A	Seprate office for SR	Seprate office for SR	Decision for establishment of OSR New organogram
Number of staff in OSR	0	2	2	Competitions Work contracts
Number of Research Institutes	2	5	5	New organogram
Strategy for Scientific Research	N/A	Being applied	Being applied	Document of Strategy for Scientific Research
Annual budget for research activity (euro)	N/A	425400.00	854400.00	UHZ Annual budget
Number of trained staff for drafting research projects by international trainers	0	17	17	Training evidence
Number of trained staff for drafting research projects by internal trainers	0	15	25	Training evidence
Number of research projects drafted by academic staff within one year	N/A	5	5	Drafted projects

Number of platforms where academic staff have free access	1	5	5	List of platforms
Number of researches in collaboration with international universities/colleagues within one year	0	4	4	Conducted researches
Number of researches in collaboration with local universities/colleagues within one year	N/A	10	10	Conducted researches
Number of researches in collaboration with universities/colleagues from UHZ within one year	N/A	20	20	Conducted researches
Number of applicative researches within one year	N/A	5	5	Contracts with stakeholders Conducted researches
Number of academic staff trained to write scientific papers	0	40	128	Training evidence
Number of academic staff publications in international scientific journals within one year	N/A	10	10	Published papers
UHZ multidisciplinary scientific journal of international character	N/A	Published Once a year	Published Once a year	Published journal
Number of academic staff participating international conferences abroad within one year	N/A	60	60	Participation evidence
Number of international conferences organized by UHZ within one year	1	3	3	Conference evidence
Annual budget for artistic and cultural activities and creations	N/A	156600.00	261000.00	UHZ annual budget
UHZ International Festival	N/A	Published Once a year	Published Once a year	Festival evidence
Number of staff and students participating in international festivals abroad within one year	2+2	2+2	2+2	Festival participation evidence

Number of international concerts organized by UHZ within one year	3	3	3	International festivals evidence
Number of local concerts organized by UHZ within one year	N/A	3	3	Local festivals evidence
Student Artistic Week organized by UHZ	Once a year	Once a year	Once a year	Activity evidence

FIELD 5: International and inter-institutional cooperation

STRATEGIC OBJECTIVE 5: International and inter-institutional intensive cooperation

Objectively verifiable indicators for measuring the achievement of Objective 5				
Indicator	Current situation 2019	Target 2022	Target 2024	Verification tools
Strategy for International Cooperation	N/A	Being applied	Being applied	Document of Strategy for International Cooperation
Office for International Cooperation (OIC)	N/A	Separate office for IC	Separate office for IC	Decision for establishment of OIC New organogram
Number of staff in OIC	1	2	3	Competitions Work contracts
Number of trained staff for international cooperation	0	13	18	Training evidence
Number of staff at the Center for Innovation and Business Support (CIBS)	N/A	2	2	Competitions Work contracts
Annual budget for International Cooperation (euro)	N/A	852500.00	1418500.00	UHZ annual budget and donors
Number of cooperation agreements with international universities	37	52	62	Signed agreements
Number of joint projects with international partners within one year	N/A	1	1	Documents of completed projects
Number of international mobility of academic staff (going & coming) within one year	N/A	10 going + 2 coming	10 going + 2 coming	Reports of international mobility of staff

Number of international student mobility (going & coming) within one year	N/A	5 going + 2 coming	5 going + 2 coming	Reports of international mobility of students
Joint study programs with local and international universities	1	4	6	Programs of accredited studies
Number of international professors lecturing at summer university within one year	N/A	At least 3	At least 3	List of international professors engaged at summer university
Number of international students participating at summer university within one year	N/A	At least 10	At least 10	List of international students participants at summer university
Number of agreements with institutions and companies that offer internships for students	30	60	80	Signed agreements
Percentage of students who are offered internships by institutions and companies with which UHZ has agreements	N/A	50 %	80 %	Evidence of student internships

FIELD 6: Students**STRATEGIC OBJECTIVE 6: Numerous quality services and activities for students**

Objectively verifiable indicators for measuring the achievement of Objective 6				
Indicator	Current situation 2019	Target 2020	Target 2024	Verification tools
Number of new employees in the Office for Communication and Information	N/A	2	2	Competitions Work contracts
Student gender ratio in percentage (%)	40 F 60 M	45 F 55 M	50 F 50 M	Student statistical data
Percentage of students with excellent success enrolling in UHZ	30 %	40 %	50 %	Student statistical data
Percentage of students who graduate within the deadline	9.45 %	20 %	40 %	Graduate statistics
Special software for identification of plagiarism of student diploma topics	Does not exist	Is is use	Is in use	Software Contracts with companies
Number of study visits of CDC staff inside the country and abroad	0	3	5	Study visits evidence
Number of career fairs during a year	1	1	1	Fair evidence
Annual budget for student activity (Euro)	20000	137770	234850	UHZ annual budget
Number of Regional Student Scientific Conferences during a year	1	1	1	Conference evidence

Number of international competitions in which students participate within one year	1	2	3	Participation evidence
Network of graduated former students (Alumni) of UHZ	Does not exist	Exists	Exists	Documents that regulate network operation
Annual meetings with graduated former students (Alumni) of UHZ	1	1	1	Annual meetings evidence

FIELD 7: Infrastructure

STRATEGIC OBJECTIVE 7: Sufficient, contemporary and well-equipped infrastructure.

Objectively verifiable indicators for measuring the achievement of Objective 7				
Indicator	Current situation 2019	Target 2022	Target 2024	Verification tools
Annual budget for capital investment (euro)	1,070,000	Increases 25%	Increases 30%	UHZ annual budget
Internal university space (m ²)	5734	15000	20000	Facilities of constructed faculties
University space ration (m ²) per student capita	0.51	1.36	1.81	UHZ statistics
Number of reading rooms	2	4	4	UHZ statistics
Rooms/spaces for student activities (at least 3)	0	3	3	UHZ statistics
Number of supplied labs	4	5	6	UHZ statistics
Number of completed informatics cabinets	1	5	5	UHZ statistics
Number of completed“smart room”	0	1	1	UHZ statistics
Infrastructure for people with special needs	Missing	Completed	Completed	Tender file Completed infrastructure
Number of computers	185	270	355	List of supplies
Number of projectors	35	44	50	List of supplies
Number of external sports grounds	0	3	3	Tender file
Number of sports halls	0	1	1	Tender file
Capacity of student dormitory	N/A	0	30 persons	Tender file