

UNIVERSITY OF PRISHTINA  
“HASAN PRISHTINA”



# STRATEGIC PLAN 2023-2025

STRATEGY OF THE UNIVERSITY OF PRISHTINA

Prishtinë, July 2023

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## ACRONYMS

EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (German Agency for International Cooperation)
KQSC	Central Commission for Quality Assurance
MEST	Ministry of Education, Science and Technology
MM	Memorandum of Understanding
NJA	Academic Units
PA	Student Parliament
QPM	Center for Excellence in Teaching
QUGJ	University Center for Language
QZHK	Center for Career Development
SHU	University Associations
IT	Information Technology
UP	University of Prishtina
USAID	United States International Development Assistance
ZMJ	Office for Foreign Relations
ZKPS	Office for Research and Sponsored Projects
ZZHC	Quality Development Office

## **EXECUTIVE OVERVIEW**

The University of Prishtina, in harmony with the Strategic Plan of Higher Education of Kosovo 2022-2026, has identified a number of strategic objectives, in order to advance the competitive position in providing quality services for the needs of the population of Kosovo and beyond. To achieve this goal, their priorities have been identified, based on human, financial and logistical capacities and resources, in order to develop and guide them towards the fulfillment of strategic objectives. The priorities are as follows:

**Increasing the quality of teaching and learning** in order to develop students' competencies, through the revision of study programs, the advancement of academic infrastructure, the increase of student engagement, the promotion of excellence in teaching and research and the implementation of high standards of institutional assessment and study programs.

**Advancement of science, innovation and better connection with the labor market** through harmonization of study programs, increased opportunities for practical work of students, cooperation with enterprises and increased interdisciplinary programs and STEM programs.

**Improving the position and role of UP on the international scene** through joint study programs, increased participation in international academic and scientific cooperation programs, as well as integration into the European Higher Education Area.

**The advancement of infrastructure and the use of digital technology** for the improvement of services and quality in education, in accordance with the trends of digital transformation.

**Strengthening governance, integrity and funding** through the revision of legislation, the development of an advanced information management system, the increase of professional capacities, the improvement of services for students and the provision of academic integrity, transparency and accountability in higher education.

## **1. INTRODUCTION**

The University of Prishtina "Hasan Prishtina " including 14 academic units, is the largest public institution in the country in providing higher education. The purpose of UP has been the promotion of academic and intellectual life and political, economic and social changes in the progress of the country and the Kosovar society. UP bears the state and civic responsibility in educating the youth of Kosovo to prepare themselves as worthy and useful citizens for the country's needs.

UP has survived the times and has been a leader in providing learning and developing new cadre. However, UP faces great challenges to meet the demands of students and society in general, to keep pace and meet the needs of the Kosovar economy. The UP continuously worked towards strengthening and expanding the institution, following the trends of higher education in Europe and the USA. The UP has acknowledged the need for change, as a result of the demands of the labor market in Kosovo, and is being mobilized and organized to address these challenges in the best possible way.

The UP, as a result of the current situation and the requirements of the labor market in Kosovo, has worked on the Strategic Plan to address the current challenges and needs. After identifying them, in cooperation with the Governing Council and the rector, the document "Strategic Plan of UP 2023-2025" was created, which aims to improve the quality of all services of UP. In order to organize and implement the planned activities as effectively as possible, the working group has divided these activities and needs into five main columns, which are presented in the document.

## **STRATEGY COMPILATION METHODOLOGY**

At the meeting of the Governing Council of the University of Prishtina, on 15.03.2023, a commission was formed for the drafting of the UP Strategy, based on decision no. 610 dated 15.03.2023 and Article 22 of the UP Statute. This strategy will guide all development activities of the UP and will be used as a performance indicator of the University's management structures.

The working committee for drafting the UP Strategy consists of 9 members, prof. dr. Arta Basha-Jakupi, in the capacity of chairperson of the commission, and members Arta Shehu-Zajmi, prof. ass. dr. Luljeta Plakolli-Kasumi, prof. dr. Naser Kabashi, prof. assoc. dr. Dashamir Berxulli, prof. assoc. dr. Afrim Xhela, prof. ass. dr. Genc Rezniki, MSc. Besfort Krasniqi and Nehat Drevishi. The Commission has made an initial preparation, completing the relevant documentation for the drafting of the UP Strategic Plan, including MEST's strategic documents for higher education, UP's sectoral strategic documents and international documents of higher education.

The preparation of the document has followed a dynamic approved by the Governing Council, including the stages of drafting the document by the KD Commission, finalizing the document for public discussion with management offices, academic units, students, donors and partners, before it is approved by the Governing Council.

The working group has held seven working and consultative meetings to define priorities and draft an initial draft of the document. This draft has been sent for additional contributions from academic units and relevant offices of UP.

After this stage, the draft document, through the deans, has been sent for public discussion with the academic staff within the dates 25.05 - 31.05.2023. The Governing Council thanks all those who have contributed to the drafting of the UP Strategic Plan 2023-2025 in any form.

## **ANALYSIS OF THE CURRENT SITUATION**

The activity of the University of Prishtina is based on the Law of Higher Education, the Statute and the relevant regulations of the Governing Council and the Senate. The annual work reports prove that the UP has succeeded in pursuing and realizing the main strategic objectives. This complex success can be attributed to the dedication and commitment of the management structures, staff and students of UP. In all the main strategic areas of the activity of the UP, it has recorded important results, which show that this institution has managed to become more mature in terms of institutional and organizational aspects and enables the realization of its mission in terms of personnel, research and contribution to society.

In the context of positive developments in 2022, as the base year for evaluating the impact of the 2023-2025 Strategy, it should be noted that the UP has managed to further develop interactive structures between academic programs and labor market actors, and is in the process of building schemes, which enable the findings from such interaction to be reflected in academic programs and thus further improve the quality of studies. It has also continued with the professional development of the academic staff and the improvement of the quality of teaching through the continuous provision of training, which are focused on supporting teachers through the demonstration of best practices, respectively in the application of creative and activating methods characteristic of modern teaching.

In order to ensure personnel renewal and provide opportunities for the new generations with adequate preparation, the UP has successfully implemented the public competition, through which a significant number of assistants and young professors have been hired, who are expected to bring a new dynamic to the teaching process and research-scientific activity in the years to come. Impressive results have also been noted in the field of scientific research, where there has been a significant increase in scientific publications in credible scientific journals.

Significant results have been recorded in the field of international cooperation as well, by signing cooperation agreements with international and local universities and institutions, achieving in this way not only the preservation and cultivation of relations with partners, but in some aspects their advancement and concretization. Concrete results have also been noted in terms of improving and expanding the academic and laboratory infrastructure of the UP, through renovations in some academic units and the initiation of new constructions, based on the identified needs.

During 2022, there have been positive developments in terms of increasing financial discipline, control and financial responsibility. In this area, an increase was also noted in the economic category of capital investments, but also in the category of grants from donors, which were positively reflected in the category of goods and services. In order to increase the control and taking into account the findings of the internal and external auditors, the UP has taken concrete actions to address many of those findings in their entirety and actions have been taken for some others, which are expected to contribute to reducing the auditors' findings in the future.

Despite the progress noted in all relevant areas of the UP's activity, presented in the report, this institution continues to face challenges of various natures. One of the main challenges faced by UP in 2022 and which is expected to continue in the future, is maintaining the accreditation of existing academic programs and developing new programs in the context of new accreditation standards.

Other identified challenges are the implementation of competitions for academic personnel in regular periods of time, maintaining the already established standard, the improvement of administrative services and the increase of the efficiency of this service through the implementation of competitions for administrative personnel and the filling of vacant positions with individuals selected with transparent procedures, the establishment of monitoring and control mechanisms of all institutional instances, the high level of contingent liabilities, due to the obligations arising from the Collective Contract between MEST and United Syndicate of Education, Science and Culture of Kosovo (SBASHK), the impossibility of expanding the University spaces, due to the lack of location, difficult implementation of capital projects, due to procurement procedures, increased transparency in work, operationalization of the accountability mechanism, the



impossibility of fully addressing the auditor's findings in cases where they depend not only on the UP, but also on other instances, the faster digitization of the services offered, the creation of new mechanisms and the further development of existing ones for the promotion of research-scientific activity, the elimination of obstacles to the wider internationalization of the UP, the better planning of capital investments related to the improvement of the laboratory infrastructure and its expansion, as well as the construction of new spaces for academic needs and for service needs, which the UP can offer to third parties. Another challenge is the expansion of the services that the UP offers to the community and the more active involvement of the UP in all relevant developments of society, in which it has the opportunity to contribute with its academic, scientific and professional potential.

## **2. STRATEGIC OBJECTIVES OF THE UNIVERSITY OF PRISHTINA**

This strategic plan has five strategic objectives that are divided into five specific objectives, further segmented into implementation activities, which include indicators for measuring the achievement of the objective, timelines, responsible staff and resources needed to realize them. The listing of these specific objectives provides areas of focus for the next Three years at UP. The priority list is a summary of the areas of institutional focus that should be considered, but progress and focus should be reviewed regularly, at least once a year, based on indicators and a periodic formal process of review and re-evaluation of the plan. The specific objectives listed are designed so that each one is unique and non-repetitive, but some may appear repetitive or similar in such a complex organizational plan.

STRATEGIC OBJECTIVE 1	<b>Increasing the quality of teaching and learning</b>
STRATEGIC OBJECTIVE 2	<b>Advancement of science, innovation and connection with the labor market</b>
STRATEGIC OBJECTIVE 3	<b>Improving the position and role of UP in the international scene</b>
STRATEGIC OBJECTIVE 4	<b>Digitization and improvement of physical infrastructure</b>
STRATEGIC OBJECTIVE 5	<b>Strengthening governance, integrity and financing</b>

The University of Prishtina has defined the indicators for measuring the achievement of strategic objectives and the target in 2025. The achievement of strategic objectives will result in higher student results, an increase in the number of students and an increase in the number of graduates; increase in quality in teaching and learning; improving the position of UP in the international arena; digitization of administrative and teaching services; improvement of work infrastructure as well as strengthening of governance and financial management.

The strategic objectives are presented in tabular form to facilitate their reading and execution. The administrative and academic units of the University of Prishtina are expected to draw up plans for the implementation of objectives and activities within them. The Action Plan, which will be attached to the Strategic Plan, will continue to be improved with contributions from stakeholders inside and outside

the University, in order to be as concrete as possible in undertaking the necessary actions to achieve the strategic objectives and specific objectives. The Action Plan also contains the approximate financial cost of each action.

**Strategic objective 1: Increasing the quality of teaching and learning**

In order to increase the quality in teaching and learning, this strategy foresees some specific objectives, such as encouraging excellence in teaching through the application of new methods; revision and advancement of study programs; implementation of high standards for institutional evaluation as well as program evaluation; increasing student involvement and engagement and increasing academic performance.

<b>STRATEGIC OBJECTIVE 1</b>	<b>Increasing the quality of teaching and learning</b>
Specific objective	<b>1.1. Encouraging excellence in teaching through new methods</b>
Specific objective	<b>1.2. Review and advancement of study programs</b>
Specific objective	<b>1.3. Implementation of high standards of institutional assessment and study programs</b>
Specific objective	<b>1.4. Increasing student involvement and engagement</b>
Specific objective	<b>1.5. Increasing academic performance</b>

**Specific objective 1.1. Encouraging excellence in teaching through new methods**

To measure the growth of excellence in teaching, clear indicators such as the level of growth in the number of graduates, the increase in student participation in the evaluation of teaching methods, the increase in the qualifications of academic staff, the continuous training of academic staff, the development of internal resources to provide training on new teaching methods, greater opportunities for the exchange of experiences through mobility, as well as access to resources of international databases, which are related to quality assurance in teaching, will be used. Within the five-year period, the strategy aims to increase the number of graduates by 15%, as well as the level of student evaluations. Furthermore, this objective aims that within the period of implementation of the strategy, about 50% of the academic staff will participate in teaching-related training and about 80% of the staff will have the appropriate qualifications. Moreover, the strategy aims to achieve at least five international cooperation agreements within Three years, to enable access to the exchange of experiences through mobility.

Strategic Objective No. 1 – Increasing the quality of teaching and learning	
Specific objective 1.1: Encouraging excellence in teaching through new methods	
Indicators	Target value 2025
Higher graduation rates	15% increase from the current number
Comments/ratings from students	15% increase from the current number
Academic staff qualifications	80% of the academic staff have the appropriate qualifications
Continuous training of academic staff	50% of the academic staff participated in training related to teaching at least once with a minimum of 6 hours
Provide internal training on new teaching methodologies	10 training groups
Access to the exchange of experiences	5 new international cooperation agreements

## Strategic Objective No. 1 – Increasing the quality of teaching and learning

### Specific objective 1.1: Encouraging excellence in teaching through new methods

#### Planned actions

1.1.1	Development of specialized courses for teaching staff in new teaching techniques and methodologies
1.1.2	Encouraging a more active and practical approach to learning through the development of project-based teaching activities
1.1.3	Ensuring that students have access to the latest technologies and tools for learning
1.1.4	Creating a culture of change and innovation in teaching through competition and sharing of good practices among teachers
1.1.5	Establishing programs and scholarships for teachers and students to study and practice new teaching methodologies at an international level

### Specific objective 1.2. Review and advancement of study programs

Raising the quality of teaching and learning is also intended to be achieved through the review and advancement of study programs. This specific objective will be measured by assessing the success rate of students in exams, in which case it is intended that within the next three years the pass rate will increase by 10%. Another indicator for the achievement of this objective will be the graduation rate of students. The strategy aims to increase the graduation rate by 15%. The number of candidates who apply to study at UP is also intended to increase by the same percentage. On the other hand, the strategy aims to increase the employment rate of students after graduation by 15%. Raising the quality of teaching and learning is also intended to be achieved through the use of new information

technology and modern study materials. These indicators will be measured by introducing new innovative learning platforms such as the creation of podcasts and webinars.

Strategic Objective No. 1 – Increasing the quality of teaching and learning	
Specific objective 1.2: Review and advancement of study programs	
Indicators	Target value 2025
Student success rate in exams	Increase throughput by 10% more
Student graduation rate	15% increase from the current number
The use of IT equipment in teaching	Introducing new platforms, introducing new assessment criteria and homework like creating podcasts, writing a Wiki article and more.
Increasing the number of candidates to study at UP	15% increase in the number of applicants
Modern study materials	Additional podcasts as study material, additional pre-recorded lectures
Student employment rate after graduation	15% increase from the current number
Planned actions	
1.2.1	Designing effective curricula
1.2.2	Creation of new study programs with double degrees and joint degrees
1.2.3	Analysis of labor market needs and promotion of cooperation with industry
1.2.4	Consultation with students and teachers and monitoring of student performance
1.2.5	Promotion of the study program to increase awareness and interest of students and employers

### Specific objective 1.3. Implementation of high standards of institutional assessment and study programs

Raising the quality of teaching and learning is also intended to be achieved through the implementation of high standards of institutional assessment. Evaluation standards will contribute to internal quality assurance. This will be measured by evaluating the academic performance of students, increasing the involvement of international professors, developing internal training programs, teaching mobility and increasing the degree of student satisfaction with the content of the study program. The implementation of these activities will contribute to increasing the graduation rate by at least 15%.

Strategic Objective No. 1 – Increasing the quality of teaching and learning	
Specific objective 1.3: Implementation of high standards of institutional assessment and study programs	
Indicators	Target value 2025
Academic performance of students	15% increase in graduation rate
Inclusion of international professors	15% increase from the current number
Programs for the professional development of academic staff	Development of two internal training programs
Peer assessment	Exchange in teaching
Academic staff performance in teaching	10% increase in the degree of satisfaction with the content of the study program
Planned actions	
1.3.1	Identification of assessment standards for internal quality assurance
1.3.2	Development of evaluation plans
1.3.3	Conducting regular evaluation and monitoring
1.3.4	Data analysis and interpretation
1.3.5	Performance improvement

### Specific objective 1.4. Increasing student involvement and engagement

One of the specific objectives within the first strategic objective is to increase the involvement of students in decision-making. This will be made possible through completing or issuing new regulations. This objective also aims to increase the opportunities for the engagement of students as teaching assistants and in research projects. This will also be achieved by increasing the possibilities for special consultation services. The strategy also aims to increase the university's commitment to helping students find practical work. In addition, the strategy also aims to increase investments for student organizations and this will contribute to the increase of at least 20% of activities organized by students. This specific objective also foresees the increase of UP alumni activities, helping to organize at least three events a year.

Strategic Objective No. 1 – Increasing the quality of teaching and learning	
Specific objective 1.4: Increase student involvement and engagement	
Indicators	Target value 2025
Involvement of student representatives in decision-making	Issuance of new regulations
Involvement of students as research assistants	15 paid research assistants
Investments in student organizations	20% more of the number of activities organized by students
Providing consultation opportunities	Students are provided with special additional consultation services
Providing advice and emotional support	University personnel (staff, students and technical workers) have services to deal with emotional issues
Increasing the number of alumni events	3 events per year
Assisting students to find practical work	20% more number of students applying for internships
Planned actions	
1.4.1	Promoting collaborative learning and providing opportunities for students to engage in research



Strategic Objective No. 1 – Increasing the quality of teaching and learning	
Specific objective 1.4: Increase student involvement and engagement	
1.4.2	Student involvement in quality assurance
1.4.3	Improving the emotional well-being of students through the establishment of the Counseling Center
1.4.4	Creating interest clubs that can help foster engagement and bonding with students as well as organizing social and cultural activities
1.4.5	Enabling voluntary work that can help increase social sensitivity and develop various skills

**Specific objective 1.5. Increasing academic performance**

The increase in academic performance directly affects the quality of teaching and learning. To achieve this objective, the university will commit to implementing the performance card meticulously, providing at least 10 special trainings that support learning, and providing access to quality resources through access to international databases. Moreover, this strategic objective aims to increase the level of group work and discussions in lectures. Among the planned actions is the recognition and reward of excellence in teaching and research.

Strategic Objective No. 1 – Raising the quality of teaching and learning	
Specific objective 1.5: Increasing academic performance	
Indicators	Target value 2025
Evaluation on the Performance Card	Performance cards are strictly enforced
Assessment methods support learning	Presentation of new evaluation methods, 10 special trainings
Students have access to quality resources	Access to at least two more international databases
Group work and discussions in lectures	20% more group work
<b>Planned actions</b>	

Strategic Objective No. 1 – Raising the quality of teaching and learning	
Specific objective 1.5: Increasing academic performance	
1.5.1	Creating effective evaluation systems
1.5.2	Promotion of academic integrity
1.5.3	Recognizing and rewarding excellence in teaching and research
1.5.4	Investment in infrastructure and resources
1.5.5	Focus on specialized programs

**Strategic objective 2: Advancement of science, innovation and connection with the labor market**

Through the advancement of science and innovation, the strategy also aims to make connections with the labor market. To achieve this objective, the strategy envisages the increase of young people's participation in research activities, through the increase of participants with advanced qualifications in the field of science and engineering, through the increase of outputs for relevant knowledge that responded to the economy/market, as well as knowledge about patents from these institutions. It is also intended to create a joint international group for increasing the influence of local researchers in global development through projects such as Horizon Europe, as well as through the improvement of existing infrastructure and the development of new facilities to support scientific research.

<b>STRATEGIC OBJECTIVE 2</b>	<b>Advancement of science, innovation and connection with the labor market</b>
Specific objective	<b>2.1. Increasing the participation of young people in the advancement of science, technology and innovation</b>
Specific objective	<b>2.2. Increase of participants with advanced qualifications in science and engineering</b>

Specific objective	<b>2.3. Increasing outputs for relevant knowledge that respond to the labor market</b>
Specific objective	<b>2.4. Creation of international joint group for increasing the impact of local researchers</b>
Specific objective	<b>2.5. Improvement of existing infrastructure and development of new facilities to support scientific research</b>

**Specific objective 2.1. Increasing youth participation in the advancement of science, technology and innovation**

The strategy foresees concrete actions in order to increase the participation of young people in the advancement of science, technology and innovation. At least ten grants per year are expected to be offered to researchers and young researchers. In order to exchange experiences, the strategy envisages special mentoring of young researchers by their older colleagues. This will also affect the growth of students as research assistants. The strategy also foresees opportunities/training for self-development in the field of specialization as well as the attraction of alumni to work at UP.

<b>Strategic Objective No. 2 - Advancement of science, innovation and connection with the labor market</b>	
<b>Specific objective 2.1: Increasing youth participation in the advancement of science, technology and innovation</b>	
<b>Indicators</b>	<b>Target value 2025</b>
Grants for young scholars/researchers	10 grants per year
Mentoring opportunities for young researchers	Special mentoring provided by senior colleagues
Involving students as research assistants	10% more research assistants

Strategic Objective No. 2 - Advancement of science, innovation and connection with the labor market	
Specific objective 2.1: Increasing youth participation in the advancement of science, technology and innovation	
Involvement of student organizations in decision-making	2 student representatives in the decision-making bodies
Opportunities/training for self-development in the field of specialization	500 euros per year for each new academic
Enticing alumni to work in UP	Special campaign
<b>Planned actions</b>	
2.1.1	Creation of joint scientific research groups with other international universities, with the aim of creating platforms for application in European programs/grants (such as Horizon Europe, etc.)
2.1.2	Linking scientific results to the economy and direct application to industry as well as their patenting
2.1.3	Development of requirements for scientific research by improving the existing infrastructure with a focus on laboratories and monitoring spaces in order to achieve the goals of equivalence with other universities.
2.1.4	Tendency to create joint PhDs according to agreements with other international universities and targeting for Double PhD degrees
2.1.5	Increasing cooperation with the demands of the national and international market through the adaptation of existing study programs and trends for new programs in line with market demands

**Specific objective 2.2. Increase in participants with advanced qualifications in the field of science and engineering**

By increasing cooperation with stakeholders, the strategy aims to increase opportunities for short-term and long-term employment schemes. Among the main actions for achieving this objective is the organization of joint tables with interest groups and the organization of workshops.

<b>Strategic Objective No. 2 - Advancement of science, innovation and connection with the labor market</b>	
<b>Specific objective 2.2: Significant increase of participants with advanced qualifications in the field of science and engineering (from foreign universities and industry)</b>	
<b>Indicators</b>	<b>Target value 2025</b>
Additional scheme for short-term employment	Newly employed persons
Additional scheme for long-term employment	Newly employed persons
Exchange schemes	Newly employed persons
<b>Planned actions</b>	
2.2.1	Data on the interest in the development of specific fields such as requests from the UP and the local economy.
2.2.2	The basis of groups available for achieving objectives in the respective fields.
2.2.3	Organization of joint tables with stakeholders.
2.2.4	Creation of groups of narrow fields with orientations towards advancements for reaching the desired goal.
2.2.5	Organization of workshops with focus from local and foreign universities as well as advisory boards.

### **Specific objective 2.3. Increasing outputs for relevant knowledge that respond to the labor market**

Achieving this objective begins with the identification of industry requirements and the alignment of study programs in accordance with the requirements of the labor market. This objective foresees the addition of research projects for 10% more projects, as well as the increase in the number of patents for 10% more. Patent achievements will be published in indexed scientific journals. The strategy aims

to increase the number of publications in top scientific journals for 10% more publications. The connection with the need of the labor market foresees the increase of financing from the private sector through the services provided by the university

Strategic Objective No. 2 - Advancement of science, innovation and connection with the labor market	
Specific objective 2.3: Increasing outputs for relevant knowledge that responded to the economy/market, as well as knowledge about patents from these institutions	
Indicators	Target value 2025
Publications in top scientific journals in terms of quality	10% more publications
Research projects	10% more projects
Number of patents	10% more
Finances from the private sector	30% increase in funds
Planned actions	
2.3.1	Identification of industry requirements and alignment with updating of study programs.
2.3.2	Creation of economic focus groups led by UP staff, utilizing the innovation center.
2.3.3	Formation of groups, including MSc and PhD students in the preparation of prototypes and models.
2.3.4	Patent achievements to be published in indexed journals with a scientific target.
2.3.5	Implementation of output results and the need for adaptations after application

**Specific objective 2.4. Creation of international joint group for increasing the impact of local researchers**

Through projects like Horizon Europe and similar, the strategy aims to create a common international group for increasing the influence of local researchers in global development. This approach means establishing contacts with international universities in order to create consortia for joint application in international projects. The success of the implementation of this objective would be measured by increasing the number of applications in international projects to at least 10 applications per year as well as by increasing the number of joint scientific researches to at least 15 researches per year.

Strategic Objective No. 2 - Advancement of science, innovation and connection with the labor market	
Specific objective 2.4: Creation of the joint international group for increasing the impact of local researchers on global development through projects (Horizon Europe, etc.).	
Indicators	Target value 2025
Number of international projects financed	At least 2 applications per year
Joint scientific studies/publications	At least 15 joint studies per year
Number of international applications	At least 10 applications per year
Planned actions	
2.4.1	Researching requirements and deadlines for application in international projects
2.4.2	Contact with the people of the project office of international universities for participation in the joint consortium.
2.4.3	Meeting the deadlines for completing the documentation in cooperation with the project office within the UP.
2.4.4	Benefits of knowledge and experiences from similar applications to international universities.
2.4.5	Analysis of possibilities for further application in projects.

**Specific objective 2.5. Improvement of existing infrastructure and development of new facilities to support scientific research**

The advancement of science and innovation aims to be achieved through the improvement of existing infrastructure and the development of new facilities to support scientific research. This means increasing the budget for the development of digital infrastructure, increasing

access to various international databases, as well as through direct investments in halls, facilities and laboratories for the development of scientific research.

Strategic Objective No. 2 - Advancement of science, innovation and connection with the labor market	
Specific objective 2.5: Improvement of existing infrastructure and development of new facilities to support scientific research	
Indicators	Target value 2025
Development of digital infrastructure	Increase of budget for this purpose
Access to various international databases	Increase of budget for this purpose
Investments in laboratories/facilities for the development of scientific research	Increase of budget for this purpose
Improving sports and recreational conditions	Building new sports infrastructure
Investments in halls and facilities	Increasing the number of halls, special facilities
Planned actions	
2.5.1	Researching market requirements and adapting to existing infrastructure for new Start-Ups.
2.5.2	Creation of new spaces for Start-Up, for specific fields (Medicine, Engineering, etc.)
2.5.3	Invitation and provision of spaces for companies to develop products within the technological park.
2.5.4	Realization of collaborations in the growth of new facilities and infrastructure for innovative approaches.
2.5.5	Creating a sustainable budget from business revenues and other local and international institutions as well as public-private institutions.
2.5.6	Construction of the Faculty of Physical Education and Sports.

**Strategic objective 3: Improving the position and role of the UP in the international scene**



The third strategic objective aims at the significant improvement of the position and role of the UP in the international scene. This is intended to be achieved through increasing study and research opportunities at UP for international students and researchers, increasing participation in international academic and scientific cooperation programs, improving the brand of UP in the world ranking, expanding opportunities for UP students and researchers to conduct studies and research abroad, as well as through increasing intercultural knowledge.

<b>STRATEGIC OBJECTIVE 3</b>	<b>Improving the position and role of UP in the international scene</b>
Specific objective	<b>3.1. Increasing study and research opportunities at UP for international students and researchers</b>
Specific objective	<b>3.2. Improvement of participation in international programs of academic and scientific cooperation</b>
Specific objective	<b>3.3. Increasing global recognition and appreciation of UP</b>
Specific objective	<b>3.4. Expanding opportunities for UP students and researchers to conduct studies and research abroad</b>
Specific objective	<b>3.5. Enhancement of intercultural competence</b>

**Specific objective 3.1. Increasing study and research opportunities at UP for international students and researchers**

The improvement of the UP's position on the international stage will start from increasing the opportunities for international students and scientific researchers. Specifically, within Three years, the strategy aims to increase the number of international students by 20% from the current number, and the number of international professors by 15%. The number of joint international projects as well as joint scientific research with other universities will also be used as measuring indicators, where it is intended that this number will increase by 10%. The actions planned within this strategic objective are the provision of scholarships and financial aid packages, the provision

of courses in foreign languages and double degrees in cooperation with international universities. These actions are expected to be based on a new marketing strategy.

<b>Strategic Objective No. 3 – Improving the position and role of the UP in the international scene</b>	
<b>Specific objective 3.1: Increasing study and research opportunities at UP for international students and researchers</b>	
<b>Indicators</b>	<b>Target value 2025</b>
Number of international students	20% increase from the current number
Number of international professors	15% increase from the current number
International projects	10% më shumë projekte ndërkombëtare
Joint scientific research with other universities	10% increase from the current number
<b>Planned actions</b>	
3.1.1	Targeted marketing and recruitment strategies
3.1.2	Offering competitive scholarships and financial aid packages
3.1.3	Offering academic courses and programs in foreign languages/joint degrees and double degrees
3.1.4	Development of functional database for internationalization services
3.1.5	Establishing partnerships with international agencies and institutions

### **Specific objective 3.2. Improving participation in international academic and scientific cooperation programs**

The creation of partnerships with universities and international research institutions, the support of the staff for joint projects for obtaining international funds and the strengthening of institutional capacities for internationalization and development of projects, will contribute to the improvement of the position of the UP in the international scene. Improving participation in academic and scientific

cooperation programs will also result in an increase in the number of joint publications, an increase in exchange programs as well as an increase in the number of students going for a semester abroad.

Strategic Objective No. 3 – Improving the position and role of the UP in the international scene	
Specific objective 3.2: Improving participation in international academic and scientific cooperation programs	
Indicators	Target value 2025
Number of joint publications	10% increase from the current number
Number of exchange programs	15% increase from the current number
Number of students going for a semester abroad	10% increase from the current number
Number of joint projects	10% increase from the current number
Number of joint applications	20% increase from the current number
Planned actions	
3.2.1	Establishing partnerships with leading international universities and research institutions
3.2.2	Staff support for joint projects to receive international funding
3.2.3	Strengthening institutional capacities for internationalization and project development
2.2.4	Involvement of the diaspora in research and mobility programs

### **Specific objective 3.3. Increasing global recognition and appreciation of UP**

The strategy foresees some concrete actions to improve the brand and the global reputation of the UP. In the next Three years, the strategy aims to reach five new partnership agreements with other universities. The measuring indicator of this objective will be the raising of the ranking of UP in Webometrics and New Times Higher Education. Through creating a marketing plan and creating a social media plan, UP will increase its presence by publishing regularly on these platforms. The international exchange of students and the

involvement of international teaching staff will directly affect the increase in recognition and appreciation of the UP on the international scene.

Strategic Objective No. 3 – Improving the position and role of the UP in the international scene	
Specific objective 3.3: Increasing the recognition and global evaluation of the UP/Improving the global brand and reputation	
Indicators	Target value 2025
Cooperation with other universities	5 new partnership agreements
Raising the ranking in the profile of the global university (Webometercis, New Times Higher Education, etc.)	Ranked in Times Higher Education and ranked 500-1000 in Webometrics
Involvement of international teaching staff	50% increase from the current number
International exchange of students	50% increase from the current number
Cooperation with marketing specialists in other universities	A network of at least 6 marketing specialists
Creating a marketing plan	Regular promotion according to plan
Creating a social media plan	Post regularly on at least 3 social media platforms
Curriculum development in English	2 additional curricula in English
Opportunity to learn a foreign language	Several foreign languages available
Participation in international scientific conferences	Increasing the participation of academic staff in international scientific conferences
Planned actions	
3.3.1	Creation of comprehensive brand and marketing strategy. Creating a strong sense of identity by building long-term relationships with students, staff, donors and the community at large
3.3.2	Redesign and restructuring of the digital platform (website, social media, etc.)

Strategic Objective No. 3 – Improving the position and role of the UP in the international scene	
Specific objective 3.3: Increasing the recognition and global evaluation of the UP/Improving the global brand and reputation	
3.3.3	Promotion of the university's achievements and international rankings through digital and social media platforms
3.3.4	Improving communication with the public
3.3.5	Creation of Media Center and official channel on online platforms

**Specific objective 3.4. Expanding opportunities for UP students and researchers to conduct studies and research abroad**

Expanding opportunities for UP students and researchers to conduct study and research abroad will begin with regular updating and promotion of the *Study Abroad* website. This page will contain all the necessary information for students and staff. Within Three years, the strategy aims for the number of students who go for at least one semester abroad to increase to 50% of the current number, and the number of academic staff who teach for at least one week abroad to increase by 40%. Exchanges are also planned for the administrative staff.

Strategic Objective No. 3 – Improving the position and role of the UP in the international scene	
Specific objective 3.4: Expanding opportunities for UP students and researchers to conduct studies and research abroad	
Indicators	Target value 2025
Number of students going for at least one semester abroad	50% increase from the current number

Strategic Objective No. 3 – Improving the position and role of the UP in the international scene

Specific objective 3.4: Expanding opportunities for UP students and researchers to conduct studies and research abroad

Number of academic staff lecturing for at least one week abroad	40% increase from the current number
Number of administrative staff participating in staff exchange activities lasting at least one week	100% increase from the current number
The website on <i>Study Abroad</i> contains all the relevant information	The website is updated and promoted at least once every six months
Comprehensive scheme for international cooperation	At least 20 meetings for project preparation are financed from central resources
The number of departments that have active international projects	50% increase from the current number
<b>Planned actions</b>	
3.4.1	Offering study/research programs abroad
3.4.2	Providing scholarships/grants for study/research abroad
3.4.3	Developing partnerships with international universities for exchange programs (Erasmus, CEEPUS, MEVLANA, etc.)
3.4.4	Drafting of regulations to facilitate academic mobility

**Specific objective 3.5. Increasing intercultural competence**

The increase of intercultural competence is intended to be achieved by increasing the number of intercultural events aimed at students, as well as by increasing the number of trainings for academic staff. Among other actions that are foreseen are the increase of innovations in the organization and content of the UVP and the international week and the integration of global issues and perspectives in the curriculum. The increase in the number of foreign students who study for one semester at UP will be an indicator for measuring this objective.

Strategic Objective No. 3 – Improving the position and role of the UP in the international scene

Specific objective 3.5: Increasing intercultural competence

<b>INDICATORS</b>	<b>Target value 2025</b>	
Organization of intercultural events aimed at students	6 events per year	
Number of trainings for staff to increase intercultural knowledge	3 events per year	
The number of international interns	20 more interns	
Number of exchange students studying at UP each semester	100% increase from the current number	
The number of innovative subjects in the study curriculum	50% increase from the current number	
<b>Planned actions</b>		
3.5.1	Creation of international corners	

3.5.2	Organization of international cultural events
3.5.3	Innovation in the organization and content of the UVP and the international week
3.5.4	Integrating global issues and perspectives into the curriculum
3.5.5	Creation of <i>international week</i>

#### **Strategic objective 4: Digitization and improvement of physical infrastructure**

The fourth objective of the UP Strategy is the digitization of the UP services and the improvement of the physical infrastructure. This objective will be achieved through the digitization of the administrative services of the UP, the digitization of teaching services, improving information and communication technology within classrooms, developing the digital knowledge of staff and students and through updating policies and processes for digitization.

<b>STRATEGIC OBJECTIVE 4</b>	<b>Digitization and improvement of physical infrastructure</b>
Specific objective	<b>4.1. Digitization of administrative services within the university</b>
Specific objective	<b>4.2. Digitization of teaching services within the university</b>



Specific objective	<b>4.3. Improving information and communication technology within classrooms</b>
Specific objective	<b>4.4. Development of digital literacy of staff and students</b>
Specific objective	<b>4.5. Updating policies and processes for digitization</b>

**Specific objective 4.1. Digitization of administrative services within the university**

This objective aims to facilitate and simplify administrative procedures such as the approval and processing of invoices, the use of digital signatures and the study information system. The provision of new digital services also requires actions regarding the restructuring of the IT department in accordance with the digital strategy of the university. The development of manuals and training of staff in the use of new digital functions is also among the actions foreseen in this objective.

<b>Strategic Objective No. 4 – Digitization and improvement of physical infrastructure</b>		
<b>Specific objective 4.1: Digitization of administrative services within the university</b>		
<b>INDICATORS</b>	<b>Target value</b>	
	<b>2025</b>	
The invoice approval process has been simplified	A maximum of three people approve each invoice	

Invoice processing time	Each invoice is processed within one week at most	
Studies information system	A new information system is available	
Statistics related to studies	The most important statistics about studies are accessible and up-to-date	
Protocols of decision-making bodies	The minutes of the decision-making bodies, including the main arguments, are published within three days after the meeting	
Proactive information sharing	Top news about the university is published at least once a week/month	
Digital signature	Digital signature system used everywhere in UP	
Financial reports and data	Updated financial data is available to management	
<b>Planned actions</b>		
4.1.1	Establishment of the Task Force responsible for digital transformation: The Task Force will be responsible for the development and implementation of the digital strategy.	
4.1.2	Improving administrative processes by implementing technologies such as: digital signatures, online payments	

4.1.3	Implementation of the document management system within the UP
4.1.4	Development of manuals and training of staff in the use of new digital functions.
4.1.5	New Restructuring of the IT Department according to the university's digital strategy .

**Strategic objective 4.2. Digitization of teaching services within the university**

Achieving this objective will be done through concrete actions such as training to produce and apply digital materials for teaching, increasing courses that use digital materials for teaching, investing in digital equipment, adding rooms equipped with new digital equipment and technical support for IT within the university.

Strategic Objective No. 4 – Digitization and improvement of physical infrastructure		
Specific objective 4.2: Digitization of teaching services within the university		
<b>INDICATORS</b>	<b>Target value</b> <b>2025</b>	
Training to produce and apply digital teaching materials	3 trainings per year	
The number of subjects that use digital materials for teaching	100% increase from the current number	
Investing in digital equipment	Increase the budget for them	

Halls equipped with new digital equipment	10 more halls	
Technical support within the university	At least one full-time person for the three faculties	
<b>Planned actions</b>		
4.2.1	Development of the work plan for each academic unit/subject for adaptation according to the digital standard for learning .	
4.2.2	I Integration of the process of evaluating the quality / effectiveness of the subjects / programs according to the data selected for the evaluation of the subject / program	
4.2.3	Development of digital learning materials for each subject	
4.2.4	Further development of modules for learning management so that the student-professor relationship is fully digital.	
4.2.5	The development and implementation of the digital standard for learning, which determines the mandatory level of integration of technologies in classes , the development of online programs and content and the use of technologies for learning.	

### **Specific objective 4.3. Improving information and communication technology within classrooms**

This objective implies the improvement of the network throughout the university, implementing the new infrastructure, which offers network quality according to the highest technological standards for the needs of the university. It is also required to improve security

standards and data privacy. The objective also foresees the equipment of the rooms with cameras and sound, the equipment of the meeting rooms with communication technology as well as the training of the staff for the use of modern technology.

Strategic Objective No. 4 – Digitization and improvement of physical infrastructure		
Specific objective 4.3: Improving information and communication technology within classrooms		
INDICATORS	Target value	
	2025	
Camera access to the halls	At least 20 rooms available	
Access to sound in halls	At least 20 rooms available	
Modern IT equipment for staff	At least 10 laptops , 5 iPads , 5 laptops available for temporary loan for 1-2 weeks.	
Meeting rooms with modern IT equipment	At least two halls for general use	
Staff training for the use of IT	At least two trainings per semester	
Planned actions		

4.3.1	Improving the network throughout the university , implementing the new infrastructure, which provides network quality according to the highest technological standards for the needs of the university
4.3.2	Improving security standards and data privacy _
4.3.3	Full implementation of the electronic system for the evidence of continuity in the work and functions of the academic and administrative staff;
4.3.4	Improving research processes by improving the technological infrastructure for research: tools for data analysis , artificial intelligence and the like
4.3.5	Developing digital competence through the development of handbooks and training.

#### **Specific objective 4.4. Development of digital literacy of staff and students**

This objective is aimed at increasing the number of IT devices for students and group work, enabling online lectures, the possibility of submitting tasks and assignments online, the use of the anti-plagiarism system, the digital storage of assignments and assignments, as well as the continuous training of staff and students for the development of their digital knowledge.

<b>Strategic Objective No. 4 – Digitization and improvement of physical infrastructure</b>		
<b>Specific objective 4.4: Development of digital literacy of staff and students</b>		
<b>INDICATORS</b>	<b>Target value</b>	
	<b>2025</b>	
IT equipment available for student and group work	Increasing the number of devices	

Online lectures	At least 15% of lectures can be followed online by students	
Students submit assignments and papers online	At least 40% of assignments are submitted online	
Anti-plagiarism system	The anti-plagiarism system is used 100% for theses and 25% for assignments	
Digital storage	Using i-cloud for storage	
Training for staff and students in the use of digital devices	Twice a semester for different groups	
<b>Planned actions</b>		
4.4.1	The construction of cultural facilities and spaces, which will help in the socialization and integration of students, the motivation of employees and the growth of the campus community.	
4.4.2	Redesigning spaces and improving the physical infrastructure of libraries in order to create a warmer environment (renovation, painting, reorganization) and contemporary.	
4.4.3	Improvement of infrastructure and modernization of laboratory equipment, with the aim of creating and providing greater access to students and staff in academic activity and scientific research.	

**Specific objective 4.5. Updating policies and processes for digitization**

Among the actions foreseen with this objective are investing in the arrangement of external spaces on the university campus, with the aim of creating a friendly, safe and frequented environment for the community in general at any time; creation of full access of students with special needs in physical infrastructure, as well as management/orientational signage throughout the university campus (inside and outside). In terms of digitalization, this objective aims to promote digitalization through the hiring and appointment of a digitalization chief and the simplification of policies and processes related to digitalization.

<b>Strategic Objective No. 4 – Digitization and improvement of physical infrastructure</b>		
<b>Specific objective 4.5: Updating policies and processes for digitization</b>		
<b>INDICATORS</b>	<b>Target value</b>	
	<b>2025</b>	
Promotion of digitization	Hiring or appointing the head of digitization	
Policies and processes	Policies and processes are simplified	
Digitalization training	Increasing the number of trainings	
<b>Planned actions</b>		
4.5.1	Investing in the arrangement of outdoor spaces on the university campus, with the aim of creating a friendly, safe and frequented environment for the community in general, in any period of time.	
4.5.2	Creating full access of students with special needs to physical infrastructure	



4.5.3	Directional/orientational signage throughout the university campus (inside and outside)
4.5.4	The opening of student cafes within the university campus, where students and staff will be able to change their routine and work environment

### **Strategic objective 5: Strengthen governance, integrity and financing**

The fifth objective of the strategy aims to strengthen governance, integrity and financing. This is intended to be achieved through increased transparency and accountability, promotion of academic integrity, sustainable funding and management and commercialization of intellectual property.

<b>STRATEGIC OBJECTIVE 5</b>	<b>Strengthening governance, integrity and financing</b>
Specific objective	<b>5.1. Strengthening the organizational structure and raising transparency and accountability</b>
Specific objective	<b>5.2. Promotion of academic integrity</b>
Specific objective	<b>5.3. Ensuring sustainable funding and increasing financial transparency</b>
Specific objective	<b>5.4. Effective property management</b>

Specific  
objective

## 5.5. Management and commercialization of intellectual property

### Specific objective 5.1. Strengthening the organizational structure and raising transparency and accountability

This objective aims to increase the number of staff meetings across departments. Among the measuring indicators of this objective are the issuing of plans for individual development, the removal of administrative obstacles and the strengthening of leadership in management.

#### Strategic Objective No. 5 – Strengthening governance, integrity and financing

##### Specific objective 5.1: Strengthening the organizational structure and raising transparency and accountability

<b>INDICATORS</b>	<b>Target value</b> <b>2025</b>	
Staff meetings and forums	Increasing the number of meetings across departments per year	
Plans for individual development	Increase of the staff who attended the trainings	
Opportunities for training	Increase of the staff who attended the trainings	
Empowerment of management	Basic principles for strengthening leadership in management	
Administrative obstacles	Removal of administrative obstacles	

<b>Planned actions</b>	
5.1.1	Development and implementation of a standardized performance process for managerial and administrative staff, including performance indicators and evaluation criteria.
5.1.2	Conducting regular performance appraisals (every one year or every two years) to ensure that staff meet the highest standards of professionalism and competence.
5.1.3	Providing feedback and creating individual development plans based on assessment results, including training, mentoring and other resources to address any identified needs for improvement.
5.1.4	Establishing regular communication channels such as meetings and forums where academic, administrative staff and students can discuss and contribute to institutional matters.
5.1.5	Encouraging cross-functional teams through the creation of working groups or task forces, to address specific issues and/or projects involving different actors from all disciplines of the University of PRISHTINA. In addition, assigning a team responsible for collecting relevant information (including statistics) from academic units and university structures and publishing the report on the official website of the university and distributing it to stakeholders through email newsletters, social networks and press releases.

**Specific objective 5.2. Promotion of academic integrity**

This objective aims to increase the efficiency of the reporting and monitoring system, reducing the time for resolving incidents or academic violations, facilitating access to the use of the reporting system and informing new staff of the university's rules. Among the concrete actions, the creation of targeted campaigns is foreseen to raise awareness and prevent specific cases of academic misconduct (plagiarism, sexual harassment and other harassment or fraud).

Strategic Objective No. 5 – Strengthening governance, integrity and financing		
Specific objective 5.2: Promotion of academic integrity		
INDICATORS	Target value 2025	
Efficiency of the reporting and monitoring system	Time to resolve academic incidents or violations within two weeks	
Efficiency of access and use of the reporting system.	User comments/ratings.	
New employees are introduced to the rules and principles	For 95% of the new staff, they are notified of the necessary rules	
Necessary trainings	Increasing the number of staff and students who have attended the necessary training.	

<b>Planned actions</b>	
5.2.1	Implementing an efficient tracking and reporting system to monitor and analyze cases of academic misconduct (an easy-to-use and confidential reporting platform ) and developing and promoting clear safeguards guidelines for whistleblowers.
5.2.2	Creation of targeted campaigns to raise awareness and prevent specific cases of academic misconduct (plagiarism, sexual and other harassment, cheating, etc.).
5.2.3	Creation and distribution of annual surveys to assess knowledge, compliance and ethical climate within the university.
5.2.4	Providing regular mandatory training for academic, administrative staff and students, including developing attractive online educational resources such as online courses and tutorials to promote ethical behavior.
5.2.5	Further strengthening the Ethics Council to investigate and resolve cases of academic misconduct and creating a dedicated team to assist whistleblowers throughout the reporting process.

### **Specific objective 5.3. Ensuring sustainable funding and increasing financial transparency**

This objective aims to increase public funds for the university, increase revenues from the private sector, as well as increase other revenues such as licensing and training. The actions envisaged under this objective are the development of a comprehensive fundraising strategy to identify potential sources of funding, such as grants, donations, sponsorships and public and private entities and the creation of a team responsible for researching and securing new opportunities for university funding.

Strategic Objective No. 5 – Strengthening governance, integrity and financing

Specific objective 5.3: Ensuring sustainable financing and increasing financial transparency

<b>INDICATORS</b>	<b>Target value</b> <b>2025</b>	
Increase in public funds.	Increase in revenues in euros	
Increase in revenues from the private sector.	Increase in revenues in euros	
Increased revenue from licensing.	Increase in revenues in euros	
Income generated from online training and courses.	Increase in revenues in euros	
Revenues collected from other university productions.	Increase in revenues in euros	
<b>Planned actions</b>		
5.3.1	Developing a comprehensive fundraising strategy to identify potential funding sources such as grants, donations, sponsorships and public and private entities.	

5.3.2	Creation of a team responsible for researching and securing new opportunities for university funding.
5.3.3	Forging partnerships with industries and the private sector for joint research, innovative projects and other initiatives that generate revenue for the university.
5.3.4	Developing and offering courses, training programs and other online educational products for licensing and sale to generate additional revenue for the university.
5.3.5	Launching a merchandising program for the university, which envisages the sale of clothing, accessories and other products containing the brands and logos of the university, to generate income and promote the brand of the university.

#### **Specific objective 5.4. Effective property management**

Actions that are expected to be undertaken within this objective are reviewing and updating the accuracy of asset management data, including verifying and updating relevant data and ownership of the university's immovable assets; creation of an easy-to-use digital platform for managing the university's immovable assets and increasing the number of resolved property disputes related to UP property

<b>Strategic Objective No. 5 – Strengthening governance, integrity and financing</b>		
<b>Specific objective 5.4: Effective property management</b>		
<b>INDICATORS</b>	<b>Target value</b> <b>2025</b>	
% of new property	% of new property data in the property management system	

The number of resolved property disputes related to UP property	30% increase	
<b>Planned actions</b>		
5.4.1	Reviewing and updating the accuracy of asset management data, including verifying and updating relevant data and ownership of the university's immovable assets.	
5.4.2	Creating an easy-to-use digital platform for managing the university's immovable assets.	
5.4.3	Recruitment and training of staff to manage, maintain and update the digital real estate management system.	
5.4.4	Cooperation with relevant authorities and stakeholders for information sharing and exchange and resolution of disputes related to university immovable property.	
5.4.5	Drafting and approval of clear guidelines regarding the management of the university's immovable property.	

**Specific objective 5.5. Management and commercialization of intellectual property**

This objective aims to establish and manage the Office for Intellectual Property within the university with trained personnel for policy development. It is also intended to regularly review and evaluate research results to identify potential intellectual property assets as well as the appropriate protection of intellectual property assets, including patent registrations, trademarks, copyright protection, etc. Providing training and resources to the university community on the protection and management of intellectual property is one of the other actions as well.



**Strategic Objective No. 5 – Strengthening governance, integrity and financing**

**Specific objective 5.5: Management and commercialization of intellectual property**

<b>INDICATORS</b>	<b>Target value</b> <b>2025</b>	
A proper system is in place	The Office for Intellectual Property has been established and is operational	
The number of personnel has been trained and engaged	5 people have been properly trained	
The number of applications and registrations of brands, patents and other forms of intellectual property.	10 for three years	
% of revenues collected from licensing and commercialization of intellectual property	50% increase for 3 years	
<b>Planned actions</b>		
5.5.1	Establish and manage an Intellectual Property Office within the university with trained personnel for policy development, regular review and evaluation of research results to identify potential intellectual property assets.	

5.5.2	Properly protecting intellectual property assets, including patent registrations, trademarks, copyright protection, etc., and providing training and resources to the university community on intellectual property protection and management.
5.5.3	Commercialization of intellectual property assets through partnerships with industry, technology transfer offices, business incubators and development of licensing strategies for online courses and training and other university products.
5.5.4	Development and sale of products featuring the university logo in accordance with the university's comprehensive fundraising strategy.
5.5.5	Regularly evaluating the performance of the intellectual property portfolio, including revenues generated from licensing and commercialization and identifying areas for improvement.

### **1. IMPLEMENTATION, MONITORING AND REPORTING**

Monitoring and evaluation are fundamental factors of the implementation of a strategy and aim to measure the progress achieved. The Governing Council of the UP appoints a commission for monitoring and evaluating the implementation of this strategy, according to the dynamics foreseen for the Action Plan. The commission for monitoring and evaluating the implementation of the strategy, in close cooperation with all relevant structures of the UP, will regularly monitor the implementation of the Action Plan of this strategy and report at certain stages. The Governing Council of UP will be responsible for monitoring and evaluating this strategy. The data that the academic units and relevant offices will submit to the commission for monitoring and evaluation should include: activities carried out and progress, effects, impacts, difficulties, lessons learned and recommendations . In order to evaluate the achievement of the indicators, the strategy foresees the annual reporting, which will provide an overview with detailed data on the achievement of strategic objectives, specific objectives and planned actions.

Responsible officials will also receive data from donors. In order to ensure proper monitoring of the Action Plan, the indicators for monitoring the implementation of the strategy have been defined. These indicators will enable the monitoring of progress, noting the level of achievement of the objectives and the realization of the goals of this strategy. This strategy is an active document and will be reviewed and supplemented on an annual basis. The continuous monitoring and evaluation of this strategy through the Action Plan provides its implementers with an overview, which enables them to act in time and in accordance with the needs and challenges that the higher education sector is currently facing, but also in the future. The Action Plan of this strategy is built in a tabular structure, the progress of which will be regularly monitored in regular meetings led by the Monitoring and Evaluation Committee. At the end of the implementation of the strategy, a general assessment will be made to check to what extent this strategy has influenced the strengthening of the university, considering the relevant documents from MESTI as a basis. The final evaluation of the strategy will be done at the end of 2025.

## **2. BUDGET IMPACT OF THE STRATEGY**

Strategic planning and implementation of the strategy for the University of Prishtina have a significant impact on the budget and require the mobilization of financial resources to realize the necessary steps towards the goals of the strategy. While most of the initiatives may be feasible with the existing budget, some of them may require financial support from potential donors.

In general, the implementation of the strategic plan can bring benefits in terms of budget directly and indirectly. These benefits may include:

Increase income, through increasing the number of students, develop new study programs or improve existing offers. The increase in the number of researchers and the strengthening of the institutes will also contribute to the increase in the university's income.

Partnerships and donations, where based on this strategic plan, UP includes steps to ensure strategic partnerships with other organizations, businesses or universities, as well as to develop good relations with the community and potential donors. These partnerships and donations can help fund specific projects or provide resources for the long term.

Resource efficiency, through increasing the efficiency of university operations, such as improving administrative processes, consolidating organizational structures and using technology to increase efficiency. This can lead to lower costs and better use of existing resources.

However, it is important to understand that budgetary interventions for the implementation of the university's strategy depend on the specific financial situation and the availability of resources. The UP should develop a sustainable financial plan and consider potential funding sources to ensure the success of the strategy implementation.

Furthermore, cooperation with donors, enterprises, government and other partners is extremely important. The University of Prishtina hopes that the donor community will continue to support the UP through financial contributions to these initiatives, as they have done in previous projects. This additional support will help to realize the plans and to strengthen the positive developments in UP, achieving the common goals for a quality education and an increase in the employment of UP students. In this way, graduated students will have the knowledge, skills and competencies that the labor market requires.

