



UNIVERSITY
OF APPLIED SCIENCES
— FERIZAJ —

STRATEGIC PLAN
OF UNIVERSITY OF APPLIED SCIENCE IN
FERIZAJ
2018 - 2020

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ACRONYMS

UASF - University of Applied Science in Ferizaj

MEST - Ministry of Education, Science and Technology

SP - Students Parliament

KPI - Key Performance Indicator

DOCUMENTS CONSULTED

Law on Higher Education of the Republic of Kosovo, 2010;

Kosovo Education Strategic Plan, 2017 - 2021;

Provisional Statute of the University of Applied Sciences in Ferizaj;

Feasibility Study for the Establishment of the University of Applied Sciences of Kosovo, 2015;

University of Edinburgh Strategic Plan, 2012 - 2016;

James Medison University Strategic Plan, 2014 - 2020

A WORD FROM THE RECTOR

The University of Applied Sciences in Ferizaj is the only public education institution in Kosovo specialized in applied sciences, with the aim to provide practice and labor market-oriented education. This fact not only makes USAF a favorite institution for young Kosovars, but it also enhances responsibilities and obligations of the institution to provide quality services that meets the needs of students, the local and regional community and above all businesses, as very important UASF stakeholders.

Although young as a university, the tradition of academic and scientific work in Ferizaj dates back to 1976, when the Assembly of Kosovo by Decision 692-2 established the Center for Higher Education.

The growing number of students, with a relatively small number of programs (four bachelor programs in total), increases the challenges and responsibilities of UASF for continuous development, and to keep the track in order to meet the needs of regional as well as Kosovo businesses.

Within a very short period since its establishment, UASF has built a good partnership with more than 40 businesses, and signed cooperation agreements. Also, during this time UASF has started cooperation and signing of agreements with many international universities. UASF is beneficiary of two Erasmus + capacity building projects, as well as three student and staff mobility projects within the Erasmus + project.

Following analysis of the needs during the preparation of the feasibility study for the establishment of the UASF, and the latest analysis within the UASF, the document "Strategic Plan of the University of Applied Sciences in Ferizaj 2018-2020" has been developed, which over the next three years will address the quality improvement issues across all UASF services.

This Strategy identifies and addresses the measures and instruments that UASF, as the newest higher education institution in Kosovo, should take so that academic development will be closely related to the labor market, internationalization, and the needs of society as a whole.

The management of the UASF is committed to implement this strategy, to achieve comparable results at the international level, and to contribute to the socio-economic development of the Republic of Kosovo.

With respect,
Prof. Dr. Agron BAJRAKTARI, rector

STRATEGIC PLAN DRAFTING PROCESS 2018-2020

At the Governing Council of the UASF, dated 15. 03. 2017, a decision was taken the decision on the drafting of the UASF Strategic Plan 2018-2020 and appointed a Working Group composed of representatives from managerial, academic and administrative staff. All UASF development activities will be guided by this document, and it will also be performance indicators on the basis of annual monitoring and reviewing of the Strategic Plan.

Initially the working group has completed the portfolio of all relevant documentation to support the draft of UASF strategic plan, focusing on MEST's strategic documents for higher education (KESP 2017-2021), strategic documents of the University of Prishtina "Hasan Prishtina" and the University of Gjakova "Haxhi Zeka", international documents on higher education, etc. The working group also used the model of the University of Edinburgh 2012-2016 Strategic Plan, a plan that has been adapted to the UASF specifications, both in form and structure, as well as in content.

The SWOT method has been used for analysis of the situation at UASF and it is focused on five main areas: 1) Learning and research; 2) International relations 3) Quality assurance; 4) Administration; 4) Finance; 5) Industry and internships. (Appendix A. SWOT Sector Analysis)

The Board at the meeting dated 27.12.2019 decided to review the strategy for the remaining period and appointed a working group consisting of:

Prof.As.Dr. Samet Dalipi	Governing Council	Chairman
Prof. Bujar Pira	Management	Member
Armend Hysa	Administration	Member
Prof.As.Dr. Petrit Hasanaj	Academic Staff	Member
Rinidon Bislimi	Alumni	Member
Donjeta Sadriu	Student Parliament	Member
Arianit Kastrati	Industrial Board	Member

The working group held three work meetings and consultative where the Vision, Mission and Values of the University have been reviewed and all strategic and functional (thematic) objectives have been reviewed.

The working group would like to thank all those who in any way contributed to draft the UASF Strategic Plan, hoping that this strategy will further enhance the relationships of the University with businesses and associations of businesses, local and international partners, government institutions as well as other institutions.

Prof.As. Dr. Samet Dalipi
Chairman of the Working Group

VISION

National model of a modern, innovative university and integrative education, where practice complements theory and develops professional and research skills for the benefit of society.

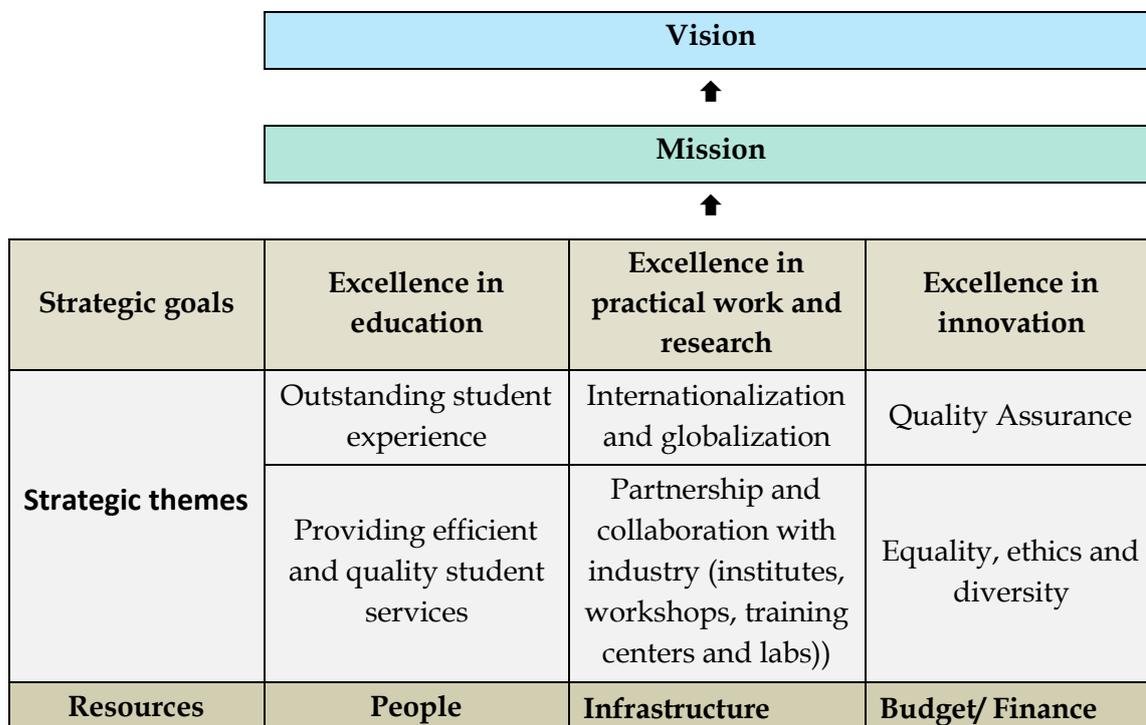
MISSION

We are committed to providing quality education to prepare qualified professionals, dedicated researchers and educated and responsible citizens to develop a professional career and lead a productive life.

VALUES

- **Learning:** the university values education, oriented to employment, it balances theory and practice, focuses on active learning and critical thinking, and fosters responsibility and desire for lifelong learning.
- **Ethics:** the university treats the dignity of each of its members with respect, honesty, equality and integrity, advocating academic freedom.
- **Cooperation:** building partnerships with students, alumni, businesses and industries, local and international government institutions, the Accreditation Agency and the community the University serves.
- **Excellence:** we strive to be perfect and excellence in education, scientific creativity and innovation.
- **Diversity:** embrace diverse ideas, beliefs, cultures and ethnicities.

STRATEGIC VISION REALIZATION



Our strategic goals are excellence in education, practical work and research, and innovation. Our six strategic themes guide our approach to achieve these goals. The University's commitment to our Strategic Plan is collective and inclusive: the entire University is responsible for its delivery and achievement.

For each of the strategic goals, the aims, objectives, activities and Key Performance Indicators (KPIs) as well as indicative targets have been identified. The University will monitor and report on the progress against our KPIs and targets annually. The University estimates that over time, the aims and objectives for each of the strategic goals will remain essentially the same, with the strategies, KPIs and targets being modified in response to changes in our operating environment.

STRATEGIC GOALS

Strategic goals are: excellence in education, practical work, research, and innovation.

Excellence in education
This strategic goal encompasses the quality, depth and relevance of the learning and teaching of our undergraduate and professional students.
<p>Aim</p> <p>To stimulate in our students a lifelong thirst for knowledge and learning and to encourage a professional, innovative and independent attitude and an aspiration to achieve success within and beyond the University.</p>
<p>Objectives</p> <p>To meet our aim we will:</p> <ul style="list-style-type: none"> • use our academic, professional, and personal leadership abilities and abilities to support teaching; • guide and support our students through the development of science and applied / professional degree programs; • develop each student's capacity to learn by enquiry, through the in-depth study and practice, particularly at Postgraduate level; • foster a climate in which teaching is highly valued; • continuously improve the quality of teaching through student centered learning; • integrate our values into all study programs and equip our students with the skills to compete in the local and global labor market.
<p>Strategies</p> <p>We will achieve our objectives by:</p> <ul style="list-style-type: none"> • using our new Personal Tutor approach to guide each student's academic plan and educational progress, supporting them to take ownership of their learning and development and to plan for their future career; • introducing further flexibility in study/teaching patterns, whilst maintaining the integrity and structure of the program, and enabling students to pause their studies at appropriate points then supporting their return; • motivating and preparing our students to gain an experience abroad as part of their degree, (as vacation work or volunteering), or to or to do internships (based on industry jobs), recognizing the benefits this brings to their educational, personal and career development; • enabling our undergraduate students to engage in research and in the processes of generation and knowledge exchange, addressing industry problems etc.; • organizing trainings and workshops for all teachers on new teaching methodologies and practices; • working with employers, professional bodies, alumni and other stakeholders to ensure our degree programs are responsive to need, producing graduates with socially and economically valuable attributes and expertise; • enabling our staff to embrace new technologies as part of enhancing the learning experience.

<p>KPI</p> <ul style="list-style-type: none"> • Proportion of graduates achieving a successful result (rank, transfer or other award), • Student employability or easy access to the labor market, • Student participation in internships in international institutions and enterprises, • Participation of students, especially master students, in solving industry problems. <p>Targets</p> <ul style="list-style-type: none"> • Increase the number of graduates by 20% • Increase the number of participants at the UASF job fair by 20% • Increasing students' interest in participating in internships • Involve master students in solving at least two industry problems

<p>Excellence in practical work and research</p>
<p>Laboratory work for the needs of scientific research and for the needs of industry and community at large constitutes one of the key pillars with which the UASF aims to make the expected change in the higher education market in the country and beyond. This goal encompasses the breadth and quality of our research and laboratory work involving both staff and students, and in particular postgraduate students.</p>
<p>Aim</p> <p>To foster a successful and interactive research community that generates ideas and innovations in science, creates new fields of knowledge and makes a difference to the societal, cultural, environmental, health and wealth development of Kosovo.</p>
<p>Objectives</p> <p>To meet our aim we will:</p> <ul style="list-style-type: none"> • pioneer new and emerging areas of research across the boundaries of traditional disciplines; • open a research and applicative institute to develop scientific research opportunities and apply them in practice; • generate a cohort of future research leaders; • financial support for research / scientific activities of academic staff and students.
<p>Strategies</p> <p>We will achieve our objectives by:</p> <ul style="list-style-type: none"> • fostering new approaches to cross-disciplinary research, including encouraging outstanding international/global research collaborations; • shaping and securing strategic partnerships with business community for funding research and practical work; • positioning ourselves to compete successfully for funding from Europe and beyond, such as Horizon 2020, and supporting our staff to be successful consortium leaders; • generating scholarships and fellowships; • raising the profile of our research activity and expertise, both internally and at the international level, utilizing laboratory infrastructure at the University; • equipped the University's laboratory with state-of-the-art laboratory equipment to support research and practical work as well as support various commercial activities for the needs of Kosovo businesses and society at large.

KPI

- Number of research papers of academic staff and university students published in international journals as co-authors;
- Participation in various international conferences, where practical knowledge will be displayed, through various researches;
- Upgrading University rankings to Webometrics universities rankings;
- Successful organization of international conferences;
- Deepening the collaboration between teachers and students in their research work.

Targets

- Increasing the number of publications in international journals and conferences of academic staff and student papers;
- Establish a university research fund to support the research work of staff and students;
- Establishment of the institute and reference laboratory center in Kosovo and the region;
- Organize at least one conference in cooperation with international institutions, universities by 2020;
- At least five joint research between students and teachers and at least two joint publications.

Excellence in innovation

Our well-established routes for knowledge exchange include publications arising from research and the knowledge and skills our graduates take with them when they finish studies. This goal, which we believe distinguishes us from all other universities, will be business collaboration and innovation. Further detail on the wider impact of our innovation and cooperation with businesses is provided in the sections Collaboration with industry (institutes, workshops and labs).

Aim

To ensure our knowledge, ideas, skills and expertise are transformed into advice and opinion, innovation, intellectual property, enterprise and university wealth.

<p>Objectives To meet our aim we will:</p> <ul style="list-style-type: none">• stimulate innovation and seek out novel applications in science, benefiting the local economy and increasing our profile, at the same time own source revenues;• identify the best means of turning ideas from students and staff into commercial reality;• consolidate our reputation as a partner of choice for businesses and as an institutional academic leader in Kosovo in cooperation with industry;• maximize financial and wider benefits arising from knowledge exchange and practices in industry;• increase our impact on culture, health and wellbeing of local and national community.
<p>Strategies We will achieve our objectives by:</p> <ul style="list-style-type: none">• inspiring students and staff to acquire and use their entrepreneurial and management skills;• stimulating students and staff to engage with the public and relevant stakeholders in industry, policy and practice as part of their research, with a focus on impacts and identifying future research requirements;• fostering innovative staff exchange with industry, cultural institutions and public service providers;• capitalizing on intellectual property;• working with other Kosovo universities to simplify engagement with industry, while maintaining our leadership in relationships with industry;• extending our range of continuing personal and professional development programs;• engaging in a professional, ethical and coordinated way with both commercial and non-commercial partners;• fostering links with the business and financial community to support innovation and our commercialization activities.
<p>KPI</p> <ul style="list-style-type: none">• Number of innovations, patents, licenses and formation of new companies.• Number of new products designed by students and academic staff• Active participation of businesses members of industrial board in meetings• Realization of own source revenues from commercial activities <p>Targets</p> <ul style="list-style-type: none">• Develop at least five innovative products or services for local businesses.• At least 50% of industrial board members attend regular meetings• 25% of university own source revenues are generated from commercial activities

Note: UASF possesses the infrastructure to enable the installation of various industrial-scale laboratory equipment.

STRATEGIC THEMES

Our approach to the achievement of our strategic goals is shaped by our six strategic themes

Outstanding student experience
This strategic theme builds on our Excellence in education strategic goal, covering some of the opportunities available to our students and the support we provide, which contribute towards our students' outstanding experience.
<p>Aim To create the opportunities for our students to have an exceptional and distinctive experience which prepares them to have a good relationship with University during and beyond their studies.</p>
<p>Objectives To meet our aim we will:</p> <ul style="list-style-type: none"> • combine our recognized teaching excellence with an outstanding student experience both within and outside on-campus • foster in our students and alumni a real sense of belonging to University; • enhance the student experience by involving them in decision-making in all matters pertaining to them, such as: forms of instruction, student services, student activities, etc.; • promote student health, wellbeing and safety; • equip our graduates with the expertise and graduate attributes they need to achieve their full potential in work and society; • increase the interaction between alumni and the University as a tool for the development of study programs.
<p>Strategies We will achieve our objectives by:</p> <ul style="list-style-type: none"> • ensuring staff have the skills and knowledge to respond effectively to the range of our students' circumstances, experience, expectations and aptitudes • raising students' awareness and provision of these opportunities, such as study abroad, learning a language or fulfilling student ambassador roles etc.; • promoting and recognizing students' participation in co- and extra-curricular activities; • providing inclusive and extensive recreational and sports facilities and supporting our student societies and sports clubs; • brokering strategic partnerships between University, industry, Alumni and other relevant institutions to enhance continuous professional development; • improving connectivity and liaison between administration, student support services, Faculties, to better recognize and respond to the needs and expectations of our students, prospective students and Alumni; • to better know the needs and expectations of students, future students, and Alumni; • creating lifelong links with alumni, and between the University and the wider business community, which are mutually beneficial, and which bring richness to our student experience.

<ul style="list-style-type: none"> • Complementing the student experience so that the university-labor market transition is as smooth as possible.
<p>KPI</p> <ul style="list-style-type: none"> • Student satisfaction with university services • Number of Alumni networks engaged • Proportion of graduates (undergraduate and postgraduate studies) at the diploma level or further studies. • The number of university decision-making bodies where students are represented <p>Targets</p> <ul style="list-style-type: none"> • Increase the percentage of students satisfied with student services and activities. • Increasing students' interest in studying abroad. • Student participation in all decision-making bodies

<p>Internationalization and Globalization</p>
<p>In this strategic theme, we highlight our approach to achieving global impact. This section complements our three strategic goals, but also links with our Outstanding student experience and Quality Assurance.</p>
<p>Aim</p> <p>To be international and global in our aspirations with programs and projects that will benefit the university students, staff and society at large.</p>
<p>Objectives</p> <p>To meet our aim we will:</p> <ul style="list-style-type: none"> • expand internationalization of the university; • increase our capacity to keep up with international educational and scientific developments • enhance the international experience of students and staff • promote global citizenship
<p>Strategies</p> <p>We will achieve our objectives by:</p> <ul style="list-style-type: none"> • increased number of collaborations with various international universities and institutions; • including internationalization in all areas of the University; • including the development of comparable international curricula; • promoting global citizenship through the mobility of staff and students as well as visiting international lecturers; • exchange knowledge with international partners promoting innovative approaches to interdisciplinary academic collaboration; • support and promote the recognition of the value of international mobility, intercultural relations and multilingualism for all university students and staff; • expand and support access to international scholarships and staff mobility and student mobility.

<p>KPI</p> <ul style="list-style-type: none"> • Membership in at least one international association of universities • Signing agreements with international institutions • Partner in Erasmus + international projects, etc. • Exchange of students, staff with international universities. • The number of guest lecturers at the university <p>Targets</p> <ul style="list-style-type: none"> • Membership in one of the universities' associations in the first year of implementation • Increase the number of international agreements by 20% by the end of 2020 • Apply at least two capacity building (KA2) and Mobility (KA1) projects to the Erasmus + program each year • Participation of at least 10 teachers and students in international mobility by the end of 2020 • Attend at least one international teacher in lectures with university students and academic staff.

Quality Assurance
<p>This strategic theme defines University activities related to study programs and their accreditation, quality assurance in accordance with the requirements of the Accreditation Agency and internal standards of the University.</p>
<p>Aim Establish comprehensive plans, mechanisms and systems to monitor and evaluate the quality of service delivery of all University services and programs in order to improve learning.</p>
<p>Objectives To meet our aim we will:</p> <ul style="list-style-type: none"> • assure ourselves and our stakeholders that quality assurance policies, procedures and processes are operating effectively in all areas of the university; • continually improve the quality assurance plans and mechanisms through reviews, streamlining, and review of their quality assurance practices, policies, regulations and supporting procedures; • identify our strengths as well as weaknesses for continuous improvement in the short, medium and long term; • undertake periodic self-assessment in terms of activities, learning and teaching, community engagement and student support services, etc; • compare with international best quality assurance practices.

<p>Strategies</p> <p>We will achieve our objectives by:</p> <ul style="list-style-type: none"> • involving all stakeholders in internal and external quality assurance processes such as businesses, alumni and students, etc. • establishing credible quality assessment mechanisms; • improving internal processes in teaching and learning through student and staff research (academic and administrative); • through external evaluation of the quality assurance of study programs and graduate employment through research with employers and alumni; • through continuous monitoring of key performance indicators of the university in general and programs in particular; • attending international quality assurance conferences and forums.
<p>KPI</p> <ul style="list-style-type: none"> • Successful accreditation of new programs and re-accreditation of existing programs. • Willingness of internal and external stakeholders to participate in university quality assurance processes, • Realization of students' expectations and needs, towards their professional development. <p>Targets</p> <ul style="list-style-type: none"> • Successful evaluation of reaccredited university programs • Increasing student possibility by 20% year-on-year • Participation of at least 10 employers in program research
<p>Partnership and collaboration with industry (institutes, workshops, training centers and labs)</p> <p>This strategic theme defines the activities of the University, which relate to the practical and laboratory work of students and teachers, as well as cooperation with industry and the community in the continuous development and improvement of vocational training. This thematic strategy is closely linked to the two goals of the Excellence in Innovation strategy and Excellence in practical work and research.</p> <p>Aim</p> <p>Develop long-term productive partnerships and collaborations that enhance local and international position and ensure the financial independence and sustainability of the University</p> <p>Objectives</p> <p>To meet our aim we will:</p> <ul style="list-style-type: none"> • position ourselves as a unique institution to create and exploit partnership opportunities with the business community; • increase modern laboratory, technological and infrastructure capacities as well as human (professional) capacities; • provide the opportunity to link theoretical and practical learning through internships in industry; • build a vocational training and professional and educational qualification.

<p>Strategies</p> <p>We will achieve our objectives by:</p> <ul style="list-style-type: none"> • deepening our cooperation with existing businesses and creating new partnerships with regional and local businesses; • develop an innovation center that will provide services and expertise to regional and local businesses; • develop a reference center for the testing of wood products, plastics, etc. to meet the needs of government institutions and agencies and the business community; • establishment of an industry cooperation office and a career center for the realization of internships and other industry-related academic activities; • set up a vocational education and training center; • strengthen the role of the Industrial Board in the development of the university
<p>KPI</p> <ul style="list-style-type: none"> • Number of agreements signed with local businesses, • Number of Industrial Board meetings • Opening laboratories and product testing centers • Number of professional trainings offered to businesses, • Number of students employed for internships in industry. • . <p>Targets</p> <ul style="list-style-type: none"> • Increasing the number of students completing professional internships in businesses • 25% of the University budget to be generated from own source revenues through commercial activities • Opening of at least two laboratories • Offering at least one professional training
<p>Providing efficient and quality student services</p>
<p>Student services are a core part of all administrative services at the University and are a complementary part of the strategic goal of excellence in education.</p>
<p>Aim</p> <p>Provide efficient student services and create opportunities for students to succeed in their studies.</p>
<p>Objectives</p> <p>To meet our aim we will:</p> <ul style="list-style-type: none"> • facilitate students' access to the latest literature and relevant international scientific publications; • promote the use of information and smart technologies to facilitate their administrative and academic procedures at the University; • continuously improve the quality of academic and administrative student services; • create spaces for student social stay at the University.

Strategies

We will achieve our objectives by:

- providing the University Library with modern and relevant literature for all fields of study at the University;
- create access to the National University Library and other libraries, such as municipal and other universities in Kosovo;
- provide students and staff with access to electronic publications and access to international electronic literature;
- develop an electronic platform for student and university communication for academic exchanges (e-learning)
- providing more student access to computers in classrooms and other shared spaces at the University;
- continuously improve the interaction between administration, student services and student support services based on the results of annual student research.

KPI

- Number of publications in the university library
- Access to electronic academic resources
- Number of computers that students can use at all times
- Signing of agreements with the national and municipal libraries
- Number of student social spaces within the university

Targets

- More than 80% of students satisfied with student services at the University
- Increasing new volumes and literature in the library
- Placement of at least 10 computers in separate spaces at the University for use by students
- Creating at least one social space for students
- Signing of an agreement with the national library and at least two municipal libraries in the Ferizaj region.

Equality, ethics, diversity

In this strategic theme we set out our approaches to embedding the principles of equality, inclusion and diversity throughout our community and the University's commitment to widening participation.

Aim

To create and maintain a diverse community of students and staff, thereby enriching the learning, working and social experience for all.

Objectives

To meet our aim we will:

- admit the very best students from a wide range of backgrounds, considering equality, inclusion and diversity as fundamental principles of the university;
- foster a culture which permits freedom of thought and expression within a framework of mutual respect;
- enable students to fully embrace values and identify with the mission and vision of the University;
- create the opportunity for students to successfully complete their studies and employment opportunities

Strategies

We will achieve our objectives by:

- protecting and celebrating diversity as a defining element of the University;
- ensuring staff have appropriate training and information in equality areas to prevent discrimination, make reasonable adjustments, and promote equality of opportunity;
- ensuring staff and students with particular needs have access to appropriate facilities and support;
- orienting prospective students to the opportunities offered by the University;
- offering scholarships to successful students while respecting equality and non-discrimination
- providing university facilities and infrastructure to the community at community level, including: police, non-governmental organizations, KFOR etc.

KPI

- Number of students from minority groups with special needs, etc.
- Number of students that University is the first choice.
- Number of debates organized by the student parliament
- Number of activities organized at the university by the wider community

Targets

- Increasing the number of students from minority groups, those with special needs, etc.
- At least one activity per year organized at the university by local and regional community representatives
- Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer and to female professors by 30%.

RESOURCES

The realization of our strategic goals is enabled by exceptional people, high-quality physical infrastructure and financial sustainability.

People
Our success in achieving our strategic goals depends on the outstanding performance and contribution of all of our staff. This enabler is related to the Equality and widening participation strategic theme.
<p>Aim</p> <p>To value, support, develop and utilize the full potential of our staff, working with each other across our community to make the University a stimulating and successful place to work.</p>
<p>Objectives</p> <p>To meet our aim we will:</p> <ul style="list-style-type: none"> • be attractive to potential employees, and provide a motivating work environment; • develop our staff abilities and skills, supporting their lifelong development; • be inclusive, supportive and collegial in our approach which is underpinned by principles of learning, ethics, collaboration, excellence and diversity
<p>Strategies</p> <p>We will achieve our objectives by:</p> <ul style="list-style-type: none"> • promoting the University as a valuable institution; • reward commitment and achievement in various ways; • supporting the development of university staff and their professional and personal advancement; • fostering a collegiality culture, drawing on excellent leadership, effective management and employee engagement • providing safe and accessible working environments • promote ethics, transparency and communication among all staff.
<p>KPI</p> <ul style="list-style-type: none"> • Staff performance during the annual review, • Number of applicants for a University job • Satisfaction of staff with the University as an employer and what the university offers <p>Targets</p> <ul style="list-style-type: none"> • Increasing the number of job applications at the University by 25% year-on-year; • Increase staff performance by 20% year-on-year; • 90% of staff are satisfied with the University as employer

Infrastructure
High-quality infrastructure is key to enabling us to achieve our strategic goals. Further detail on the issue of infrastructure provided in other strategic themes
<p>Aim To provide a modern, efficient and stimulating working and learning academic environment, research, practical work for students and community service activities</p>
<p>Objectives To meet our aim we will:</p> <ul style="list-style-type: none"> • regularly monitor the suitability of all infrastructure spaces, information technology (IT) and university libraries; • create new spaces for the needs of staff and students, suitable for the achievement of academic, teaching and research objectives; • optimize our use of space; • develop IT infrastructure to support teaching, learning, research, etc ; • equipping laboratories with modern equipment for the practical work and research of students and academic staff, as well as for performing other commercial activities.
<p>Strategies We will achieve our objectives by:</p> <ul style="list-style-type: none"> • adapting the University's infrastructure to meet the necessary changes and requirements of the staff, students and the wider community we serve to support academic activities; • provide adequate facilities and equipment for supporting activities in teaching, research and commercial activities; • deploy IT and internal communication to ensure easy access to information and to support the study and individual and group work of students; • develop and maintain university assets such as: laboratories, workshops, libraries, etc.
<p>KPI</p> <ul style="list-style-type: none"> • Satisfaction of staff and students with University infrastructure • Number of new spaces created by the University • Laboratories with modern conditions for conducting practical work and research for students and academic staff. • Number of computers and other IT equipment in the University <p>Targets</p> <ul style="list-style-type: none"> • Increase the space in the existing building by at least 1000m² by 2020 • Increase student and staff satisfaction with infrastructure (library, information technology (IT), study space and equipment at least 85%). • Establish at least two laboratories and equip them with modern equipment

Budget/Finance
<p>Delivery of all the University's aims and objectives is dependent on our overall financial strength, and state budgetary power</p>
<p>Aim To maintain and enhance our overall financial strength in order to deliver our strategic goals and enhance the University's competitive position.</p>
<p>Objectives To meet our aim we will:</p> <ul style="list-style-type: none"> • create opportunities to raise funds generated through the University's commercial activities • ensure short- and medium-term viability • ensure high standards of accountability, probity and financial control • Ensure good financial management being cost efficient
<p>Strategies We will achieve our objectives by:</p> <ul style="list-style-type: none"> • prioritising and aligning our resources to our strategic priorities • monitoring the economic and funding environment and objectively appraising the short and long-term financial implications of all major decisions • periodically reviewing and updating our financial strategy and undertaking an annual assessment of our financial sustainability • securing and managing sufficient funds from the MEST to support the University's infrastructure investment; • manage overall risk (managerial and financial) through internal audit; • coordinated with MEST to enable the University to generate income from its commercial activities; • providing and supporting teaching, science and internships in the form of scholarships for students through collaboration with the Industrial Board;
<p>KPI</p> <ul style="list-style-type: none"> • Independence in management of funds from MEST • Increase the annual budget of the University • Positive Internal Audit Report of MEST and General • Adequate control and management of University funds and budgets, • Transparency and access to documents on how funds are spent and University budget. <p>Targets</p> <ul style="list-style-type: none"> • 25% of University income generated separate from the government budget (public funds) • University independent in the administration of budget by the end of 2020 • Unqualified audit report in each year • Budget increase year-on-year by at least 25% • Publication of university annual financial reports

BUDGET

The main strategic category	Specific strategies	2018	2019	2020
Strategic goals	Excellence in education	22,000.00	38,000.00	38,000.00
	Excellence in practical work and research	35,000.00	64,750.00	64,750.00
	Excellence in innovation	18,000.00	27,000.00	27,000.00
Thematic Strategies	Outstanding student experience	8,196.00	9,000.00	9,000.00
	Internationalization and Globalization	6,000.00	52,120.00	52,120.00
	Quality Assurance	18,000.00	37,000.00	37,000.00
	Partnership and collaboration with industry (institutes, workshops, training centers and labs)	17,000.00	17,000.00	17,000.00
	Equality, ethics, diversity	20,500.00	25,000.00	25,000.00
	Providing efficient and quality student services	26,000.00	31,000.00	31,000.00
Resources	People	757,712.00	777,857.00	777,857.00
	Infrastructure	500,000.00	1,150,000.00	1,150,000.00
	Utilities	21,000.00	21,000.00	21,000.00
	Budget	1,470,908.00	2,228,546.00	2,228,546.00

Appendix A: SWOT Sector Analysis

Quality Assurance

<p>Strengths</p> <ul style="list-style-type: none"> • Knowledge in quality management, • Experience in quality management, • Model for others, • Courageous and motivating, • Innovative • Staff willingness to accept changes for quality management 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of human resources, • Incomplete space for the development of the practical part of studies, • Objectivity in evaluating teaching outcomes, • Lack of literature in Albanian language
<p>Opportunities</p> <ul style="list-style-type: none"> • Incorporate best practices, and international experiences. • Involve businesses in the process of evaluating practical learning, • Electronic self-assessment by students for academic and administrative staff. 	<p>Threats</p> <ul style="list-style-type: none"> • Legislation changes, • Embracing new methods of evaluating student learning outcomes. • Students' opposition to electronic assessment.

International Cooperation

<p>Strengths</p> <ul style="list-style-type: none"> • Knowledge in creating contacts, • Willingness to participate in international academic / scientific activities, • UASF leadership staff, trained and competent in international affairs, • The only University of Applied Sciences in Kosovo, • Ability to develop and design of international projects. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of adequate staff for international relations, • Limited staff knowledge of English Language, • Visa issues • New institution in the international academic world, • Lack of finance
<p>Opportunities</p> <ul style="list-style-type: none"> • Mobility for staff and students, • Network membership and university associations, • Raising funds through international and humanitarian projects. 	<p>Threats</p> <ul style="list-style-type: none"> • Delays in free movement, • Failures in international projects, part of which is UASF. • Opening of new UAS in Kosovo

Finances

<p>Strengths</p> <ul style="list-style-type: none"> • The willingness and motivation of staff to contribute without reservation. • Location closely related to the development of the Ferizaj / region (eg Wood, Metals, Hotel, etc.) • Stability of financial resources - salaries 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of Academic Staff • Lack of professional administrative staff • Limited budget (Increasing requirements for academic and administrative staff, tools - laboratories, Organizing study visits to corporations and developed industries • Lack of financial independence for management of own budget - • Weaknesses of MEST in efficient organization of financial procedures • MEST bureaucracy of execution of payments.
<p>Opportunities</p> <ul style="list-style-type: none"> • Identification of a new segment, changes in competitive conditions, technological changes, improvement of relationships, may present good opportunities for the UASF. • Creating networking with the business community, institutions like same international institutions can directly influence the operation of new opportunities at USHAF. • Self-financing through professional services for product certification, transfer of know how technology. • Participation of businesses in co-financing for specific directions and projects • Twinning with Universities in order to apply for joint projects. • New technology, new materials, processes etc. 	<p>Threats</p> <ul style="list-style-type: none"> • Budget non-support (limited staff availability) • Disproportionate development of industry in proportion with labor market requirements • Failure to meet obligations to operators (for contractual services) • Inability to execute decisions on management and other structures (fuel, telephone, health insurance for student staff, etc.).

Teaching

<p>Strengths</p> <ul style="list-style-type: none"> • The only university of applied sciences in Kosovo and in the region • Possibility of generating own finances. • Business (industry) agreements. • Development of curricula based on European models and tailored to the needs of the market in the region. • Modern infrastructure for the realization of theoretical and practical learning (classrooms, institutes...). • University with a growing staff depending on the requirements and in line with the strategy. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of finances and concretization tools. • Lack of space for further expansion (reading rooms, dormitory) • Lack of recreational - sports spaces • Lack of sufficient and fast internet access. • Lack of literature in the Albanian language • Lack of sufficient academic and professional staff. • Lack of tutor students and instructors in certain areas.
<p>Opportunities</p> <ul style="list-style-type: none"> • Student internships at the university / enterprise / institution / company facilities. • Certification for Recognition of Prior Learning (RPL) (hotel, woodworking, engineering...), • Checking, evaluating and certifying product materials. • Creating conditions for opening workshops and service complexes. • Different expertise. • Large labor market for our programs (eg woodworking, approximately 180 businesses in Ferizaj region only and beyond...) • Cooperation agreements with European universities and businesses. • Opening new programs depending on labor market requirements. • Selecting the best students for tutor and instructor 	<p>Threats</p> <ul style="list-style-type: none"> • Political and economic social environment • Security measures for the protection of business data and secrecy (from the rapid development of technology) • Insufficient economic development and the impact of globalization on leaving the experts abroad • Budget constraints by MEST

Administration

<p>Strengths</p> <ul style="list-style-type: none"> • Qualified staff, age, gender • Digitization of services • Efficiency in information and their updating of services 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Replacement of staff in case of absence • Lack of mobility module in the digital system • Digitization of attendance records Lack of materials for laboratories • Lack of donations - Further project financing agreements such as: Agreement with USAID
<p>Opportunities</p> <ul style="list-style-type: none"> • Further professional development of staff • Increase of administrative staff • Increase of internal control 	<p>Threats</p> <ul style="list-style-type: none"> • Data Backup • Increase the competitiveness of the same services from other Universities.

Industry and practical work

<p>Strengths</p> <ul style="list-style-type: none"> • Academic Programs (Unique Applications) • Infrastructure (Laboratories, Equipment) • Existing Agreements with Industry (Student Internship) • Experience and qualifications of academic staff • Leadership and management of the institution • Number of students • Relatively new staff (foreign language proficiency) • Industrial Board (designing curricula as per their requirements) • Student employment opportunities (after studies) • Mobility of academic staff 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Budget • Lack of staff • Student transportation UASF-Enterprise • Lack of student health insurance (during internships) • Incomplete laboratories • Dependency on MEST • Career office for tracking the practical part of students.
<p>Opportunities</p> <ul style="list-style-type: none"> • Establishment of the Institute (laboratory for various action) 	<p>Threats</p> <ul style="list-style-type: none"> • Safety and health (review of labor law for internships) • Lack of institutional support

<ul style="list-style-type: none"> • Certifications of companies with ISO 9001 and other quality standards. • Establishing cooperation agreements with global organizations (the possibility of student internships in European countries and beyond) • Cooperation agreements with the largest companies in the country • Bringing senior managers of prestigious companies to lectures • Improving curricula in collaboration with the Business community • Provision of income from the University (laboratories with direct contracts and associates) • Organization of job fairs and participation in national and international job fairs • Creation of new academic programs tailored to the needs of the market (even outside the current scope) • Drafting the joint regulations between the Company - UASF 	<ul style="list-style-type: none"> • Lack of space for infrastructure capacity building • Creating the same curricula from other institutions (simulation market) • Visa liberalization • Lack of the same programs at the secondary education level • Economic stagnations.
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