



KOLEGJI - COLLEGE
PJETËR BUDI
PRISHTINË - PRISHTINA

STRATEGIC PLAN 2015 -2020
COLLEGE "PJETËR BUDI"

Pristina

December 2019

Introduction

College “Pjetër Budi” is turning 15 years old. Since its founding in 2006, College “Pjetër Budi” has not ceased its efforts to reform, structure and complete within itself, or processes and initiatives that provide our students the highest degree of knowledge. College was very active in the social media, in the world of ideas, initiatives, publications and connections to the labour market, fully integrating into the Kosovo higher education area.

Now is time to prepare for the second decade of College “Pjetër Budi”, as a college serving enhancement of the labour market and fully integrated into the regional and European Higher Education Area.

The primary objective of College “Pjetër Budi” is formulated through the Strategic Plan 2020-2025 based on three points:

1. Excellence in education, research and innovation;
2. Labour market and
3. Contribution in the context of development.

All these three concepts can and should coexist and help one another.

In pursuit of excellence, we will establish a range of programs and projects that will enhance the College's potential in education, research and innovation, which will enable students and professors to build their academic and professional career by helping economic development of the country. We will create all the prerequisites for attaining status of University College by 2025.

College “Pjetër Budi” a labour market partner will include a range of initiatives that aim at deepening relationships with the labour market and involving prominent people from the world of work in our teaching and consulting processes. We will manage to build partnerships with over 30 most prominent businesses in Kosovo to help them deliver the quality human resources that they require and vice versa, to assist our students on their path to the job market.

College “Pjetër” Budi in context of the country development, is all that we do with our work, our research and scientific projects, but also brainstorming, analyses, projections, in short all that academic and research work contributes to Kosovar society and assists in its development.

I. Vision, Principles and Mission

1. Vision

College "Pjetër Budi" now is fully integrated in the Kosovo higher education area, aims to integrate into regional and European higher education trends by meeting the highest academic and professional standards.

Our vision is to be a College specialized in academic training of students, as a centre of expertise in specific fields of study, as well as a centre of excellence in scientific research and innovation.

We are open to the ideas and demands of new generations, our partners, economic development trends, technological achievements and labour market demands.

2. Principles

In its growth, College "Pjetër Budi" is guided by the principles of:

- Equality, inclusion and diversity,
- Effectiveness and efficiency,
- Academic freedom and institutional autonomy,
- Public accountability.

3. Mission

College's mission is to create, disseminate and enhance knowledge in specific areas of higher education at the Bachelor and Master level, and to develop as a regional centre of higher education. We aim to:

- improve our position for research and teaching by measuring our performance with the highest international standards;
- provide a higher quality educational and teaching environment, while engaging for the greater well-being of our students and to provide a portfolio of labour market-related deficit programs;
- produce fully qualified graduates achieving the highest personal and professional standards;
- provide an important, sustainable and responsible contribution to Kosovar society by promoting the country's health, economic growth and cultural well-being.

4 Mission accomplishment

Our strategic goals are: excellence in education, research and innovation.

Three supportive pillars represent our employees, infrastructure and finances, is what we need to achieve our goals.

Our six strategic pillars: student's experience, regional impact, long living communities, social responsibility, partnership and broad and equal participation, demonstrate our approach to achieve these goals.

Our commitment to the strategic plan is collective and democratic: the entire College is responsible for delivering and achieving it.

We admit that, over time, strategic goals will remain essentially the same, modifying strategies and objectives in response to changes in our operating environment.

II. Strategic Goals

Our strategic goals are:

1. Excellence in education,

2. Excellence in research and

3. Excellence in innovation.

1. Excellence in education

This goal includes the quality, breadth and importance of learning and teaching for our students in bachelor and master studies. This section encompasses our understanding of the experience, equity and wide participation of students, and the global impact of this strategic pillar.

Goal

To stir up our students for knowledge, learning and research, and for independent approach and aspiration to succeed in and out college.

Objectives

To meet our objectives, we will:

- use our academic and research strengths to reinforce and transfer our knowledge to students;
- guide and support our students through our programs;
- enhance each student's capacity to learn through research and in-depth studies that they acquire in basic and master studies;
- promote a climate in which learning is highly valued;
- embed qualifications and employment attributes of all our curricula, and prepare our students to compete in the global market;

Strategies

We will achieve our objectives through:

- using the “personal tutor” approach to guide the academic plan and educational progress of each student, supporting them to take ownership of their learning and development and to plan their future careers;
- affirmation of further flexibility in the study models while maintaining the integrity and inclusiveness of our curriculum, through further articulation with strategic partners;
- motivating and preparation of our students to acquire a work-based learning experience at national or international level, knowing the benefits it brings to their educational, personal and career development;

- enabling our students in basic or master studies to be involved into research at a young age and in the generation and sharing of knowledge;
- collaboration with employers, alumni, and other stakeholders to ensure that our study programs respond to the needs of the labour market, producing graduates with valuable social and economic attributes and expertise;
- enabling our staff to embrace new technologies as part of enhancing the learning experiences, and deliver fast and effective background results.

Aims

- Increasing student satisfaction with academic and non-academic support;
- Increasing student satisfaction with opportunities and support for developing their promotion and employment attributes.

2. Excellence in scientific research

This goal includes the breadth and quality of our staff research and student research in basic and master studies.

Goal

To foster a vibrant, successful and interactive research community that generates ideas and discoveries, creates new areas of knowledge and makes changes in social, cultural, environmental, health and wellbeing development in Kosovo and beyond.

Objectives

To accomplish our goal, we will:

- involve into research that aligns with study programs, but we also involve in pioneering research in new areas of research beyond the traditional disciplines boundaries.
- provide leadership, and make progress in addressing the major challenges facing our society and beyond;
- deliver excellence with impact on the society development;
- generate a group of future research leaders.

Strategies

We will achieve our objectives through:

- promoting the new approaches into research, including encouraging collaboration with current scientific research;
- shaping and providing strategic partnerships with research funders;
- combining our research with demonstrability and economic, environmental, health and social impact;
- enhancing our knowledge sharing and public involvement;
- maximizing the success of our funding for competitive research;
- successfully competing for European research funding, including involvement in Horizon 2020 priorities, professionalizing our approach to provide EU funds;
- scholarships for education and scientific research;

Aims

- Increase the average number of researches for bachelor and master students as well as academic staff;
- Increase the result of citations from our investigation and research by researchers at national and international level.

3. Excellence in innovation

Our paths in sharing knowledge include: publications issued by our scientific research, as well as the knowledge and skills our graduates carry with them when hired.

Goal

Ensuring that our knowledge, ideas, skills and expertise are transformed into advice and opinion, innovation, intellectual property, entrepreneurship and well-being, delivering on the College's objectives, as well as national and international, to the benefit of society.

Objectives

To accomplish our goal, we will:

- stimulate innovations that will benefit the national economy and increase our international profile;
- identify the best tools to turn student and staff ideas into business profits;

- enhance our reputation as a reliable partner and a leader in the country in establishing of new companies;
- maximize the financial and other profits arising from the exchange of knowledge and practices;
- increase our impact on culture, health and well-being in the country.

Strategies

We will achieve our objectives through:

- motivating our students and staff to acquire and use their entrepreneurial and management skills;
- encouraging new staff exchanges with businesses, cultural institutions and public service providers;
- engaging professionally, ethically and in coordination with our labour market, commercial and non-commercial partners;
- making long-term, sustainable and value-based relationships with small and medium-sized enterprises (SMEs) through a focused, pro-active and involving policy;
- strengthening of ties with business and financial community to support our commercial innovations and activities;

Aims

Increasing college impact into public policies in the country

II. Supporters of fulfilling the goals

The implementation of our strategic goals will be possible with:

1. *Qualified human resources,*
2. *Quality infrastructure and*
3. *Financial sustainability.*

Qualified human resources

Our success in achieving our strategic goals depends on the work and contribution of all our staff. This is linked to equality and large participation in strategic pillars.

Goal

To evaluate, support, develop and utilize the full potential of our staff, working with each other to make College a stimulating and successful place to work.

Objectives

In order to meet our objectives, we will:

- attract, reward and keep the best people attracting talents from the country and the region;
- develop knowledge, skills and abilities of our staff;
- maintain a consistent staffing profile that meets our development needs;
- we are comprehensive, supportive and collegial in our approach, supported by the principles of dignity and respect, equality and diversity, health, safety and well-being;

Strategies

We will achieve our objectives through:

- promoting the College attractiveness as an important institution, supporting new staff to enable them to become effective;
- rewarding excellence and success in various ways;
- motivating our staff to be part of the aspirations of a changing world by clearly linking individual objectives to those of College;
- strategically investing in our staff in order to inspire and equip them to unlock a range of their skills and support professional and career development their planning and progress;
- fostering a culture of aspiration and high performance, based on excellent leadership, effective management and employee commitment;
- promoting teamwork as well as interdisciplinary, flexible work, work exchange and transfer, and a work- healthy life balance;
- providing a safe and attractive working environment;
- fostering morale and collegiality, tolerance, compassion and strong ethics, through effective employee commitment, empowerment, transparency and excellent communication;

Aims

Increasing number of international applications for academic positions.

4. Infrastructure

High quality infrastructure is the key that enables us to achieve our strategic goals.

Goal

To provide a modern, efficient and stimulating work and learning environment, to support academic and supportive activities.

Objectives

To achieve our goal, we will:

- ensure consistency and continuity in quality across all physical, information technology (IT) and library infrastructure elements;
- optimize the use of our space;
- achieve greater integration of information technology (IT) infrastructure and other technological equipment into our planning process;
- ensure that we have the information needed to support effective learning, teaching, research and decision making.

Strategies

We will achieve our objectives through:

- adapting our infrastructure to meet the changing needs, approaches and working conditions of staff, students and the wider community that serve to better support our academic activities;
- improving the use of our space, significantly improving learning and teaching, making space management effective;
- importance of information and communication technology to ensure easy access to resources, and to support individual and group studies in both facility and mobile;
- development and maintenance of College's library, providing wider access to it;
- identifying future technological developments by positioning themselves quickly and flexibly in order to respond to them;
- taking a systematic approach to appropriating, creating, maintaining, presenting and managing our sources of information.

Aims

Increasing the proportion of student space, as well as the accompanying space for staff, libraries, and recreation;

Increasing student satisfaction with learning resources (library, information technology, study facilities and equipment).

4. Finances

Achievement of all College's goals and objectives depends on our overall financial power.

Goal

Increase the overall financial power in order to achieve our strategic goals and increase the College competitive position.

Objectives

To accomplish our goal, we will:

- ensure short and medium term sustainability;
- ensure long-term sustainability;
- ensure high standards of accountability, honesty and financial control;
- ensure good governance.

Strategies

We will achieve our objectives through:

- aligning our resources with our strategic priorities by actively monitoring the economic and financing environment, objectively assessing the short- and long-term financial implications of all our decisions;
- periodical reviewing and updating our financial strategies and conducting an annual assessment of our financial sustainability;
- increasing and diversifying our income from sustainable academic and commercial financial activities;
- maintaining the balance between current and capital expenditures;
- managing our costs and efficiency in delivering all of our activities, including procurement;
- maintaining a comprehensive and effective risk management, internal audit, and assurance and prudential management framework of major financial risks for College;
- further developing our governance framework to improve decision-making and accountability.

Aims

Increase total revenue in relation to staff involved year by year, aiming at least 10% growth in real terms;

II. Strategic pillars for achieving goals

Our approach in achieving our strategic goals is shaped by our six strategic themes.

1. Experience with students

This strategic theme is based on excellence as a contribution to the achievement of our students' outstanding experience.

Goal

To create opportunities for our students to achieve an extraordinary and unique experience that prepares them for life beyond their studies and which is the beginning of a lifelong positive relationship with the College.

Objectives

To accomplish our goal, we will:

- combine our well known teaching excellence and outstanding experience that students will acquire in College facilities and online;
- revitalize our academic and non-academic framework;
- promote our alumni students as a true understanding of belonging to a community;
- promoting the health, welfare and safety of students;
- equip our graduates with the expertise and attributes of the graduates in order to reach their full potential in the community.

Strategies

We will achieve our objectives through:

- ensuring that our staff have the skills and knowledge to respond effectively to a range of circumstances, experiences, expectations and abilities of our students;

- providing high quality and well-placed learning space and social activities that support group and individual learning;
- supporting students in extracurricular activities;
- effective response to student internal and external feedback and requests;
- mediating strategic partnerships between industry, specialists and other institutions to enhance the development of the attributes of graduates to all students;
- improving links and interconnections between study programs, college and other support services to better understand and respond to the needs and expectations of our students, prospective students, and graduates;

Aims

Increasing the level of overall student satisfaction;

Creating new opportunities for our students to gain an international experience as part of the College's international collaboration.

2. Regional impact

In this strategic theme, we have highlighted our approach in achieving regional impact.

Goal

To be global for the benefit of College and society at large.

Objectives

To accomplish our goal, we will:

- expand our boundaries of impact in the region and beyond, and contribute to our capacity building;
- build integrated solutions for complex issues with broad impact;
- promote global citizenship;

Strategies

We will achieve our objectives through:

- internationalization incorporation into all areas of College's activities, including developing an advanced curriculum, and collaborating in teaching, research and knowledge sharing with international partners;
- positioning the College in an institution that follows the trends of major economic and social changes in the country and region, and using this knowledge to mitigate risks and maximize opportunities to work internationally;
- promoting and recognizing the values of international mobility, cross-cultural understanding, and multilingualism for all our students and staff

Objectives

Increasing the number of students from the region in basic and master studies programs at College.

3. Sustainable impact on society

This strategic pillar defines College's activities in the context of society. Teaching and research, cooperation and knowledge sharing are addressed in our strategic goals.

Goal

To make a positive intellectual, educational, economic, scientific and cultural contribution to society and to promote understanding and support for the College and its work.

Objectives

To accomplish our goal, we will:

- increase public engagement, to influence policy makers, to bring changes;
- make our resources and expertise available;
- be a responsible and influential partner, employer and advisor;
- build an informed, engaged alumni community as well as a supportive community of friends through a lifelong contact;
- have a profile of cultural and sports values in Kosovo and beyond.

Strategies

We will achieve our objectives through:

- hospitality of local residents and the community members to College in order to participate in lectures, conferences and other activities, at cultural and sporting events, also to benefit from lifelong learning opportunities.
- positive engagement with local councils and other partners on a range of issues, including local strategic planning, transportation and student-community relations;
- demonstrating our view that public engagement is a key element of our purpose, related to the impact of research, by promoting, recognizing and celebrating successes in this field;
- providing input from our experts on public debates and policy-making in Kosovo;
- encouraging students and staff to participate in sporting events and competitions and to undertake volunteer activities;
- the continued involvement of alumni in College activities;
- promoting the achievements of College “Pjetër Budi”, both locally and internationally.

Objectives

Increasing the number of active alumni friends and supporters at College through its website and social networks.

4. Social responsibility

This strategic pillar defines the College's activities in the context of society. Teaching and research, collaborations and sharing of knowledge are addressed in our strategic goals.

Goal

To create the conditions in which our students, staff and the wider community are inspired and supported in order to be engaged and contribute to social responsibility and sustainability within College and beyond.

Objectives

To accomplish our goal, we will:

- minimize the negative impact on the environment;
- maximize our contribution to society;

- have developed infrastructure and, where possible, take care to influence national environmental sustainability and meet social responsibility objectives;
- promote higher ethical standards;

Strategies

We will achieve our objectives through:

- social responsibility and sustainability in our curricula, policies, and strategies;
- motivating all College staff to be active and support best practices, innovations and leadership in social responsibility and sustainability;
- providing students with every opportunity to study the broader aspects of current global challenges, responsibilities and social sustainability;
- good physical infrastructure management in order to maximize efficiency and effectiveness while minimizing social, environmental and other impacts;
- improving the overall management of materials so as to reduce waste and promote recycling;

5. Partnership

This strategic pillar defines our approach to achieve our strategic goals through achievement of strategic partnerships and cooperation.

Goal

To develop long-term productive partnerships and cooperation that strengthen local and international position of College.

Objectives

To accomplish our goal, we will:

- create and exploit opportunities and partnerships at new knowledge frontiers
- increase our capacity and competitiveness;
- generate consistent and mutually beneficial results;
- ensure more efficient use of resources;
- contribute to national and international priorities for teaching and research.

Strategies

We will achieve our objectives through:

- developing and delivering benefits through strategic partnerships and partnerships with local and international Colleges and Universities, the business community and government and civil society organizations that are built on excellence and fostered by common academic interest;
- deepening our relationships with partners in scientific research, as well as with other local institutions and businesses;
- getting maximum benefit from external expertise and participation in national and international scientific networks;

Objective

Increase the number of students in joint programs with international partners in basic and master studies.

6. Equality and inclusiveness

In this strategic pillar we have defined our approach to incorporate principles of equality, inclusiveness and diversity throughout the community and our commitment to expand participation.

Goal

Create and maintain a diversified community of students and staff, enriching our teaching, working and social experiences for all and demonstrating our commitment to social justice.

Objectives

To accomplish our goal, we will:

- empower equality, inclusiveness and diversity as fundamental principles of our community;
- foster a culture that allows freedom of thought and expression within a framework of mutual respect
- enable students from special needs groups to fully embrace their higher education experience, successfully complete their study program and expand their employment ambitions and opportunities.

Strategies

We will achieve our objectives through:

- protecting and empowering of diversity;
- ensuring that staff have the appropriate training and information in the areas of equality, to prevent discrimination, and to promote equality of opportunity;
- ensuring staff and students with special needs to have access to appropriate facilities and support;
- promoting our offer through activities in and out of the College;
- easy student access to College facilities;
- considering the context of individual circumstances when identifying students with the best potential for success, through our fair, clear and transparent policy;
- providing and raising their awareness of the College's scholarship benefits for demonstrated success;

Aims

Greater involvement of underrepresented groups;

Increase the participation of female academic staff to reduce the gender gap in College staff.

V. Linking the mission of the program units to the overall mission of the institution

The mission of the institution is unique and must be implemented at all organizational levels of the institution.

Heads and teaching councils, at the level of bachelor and master's degree programs are required to ensure full mission interoperability of study programs with College's overall mission;

It is the responsibility of the Scientific Teaching Council and Quality Office to make a regular assessment of the achievement of this goal.

VI. Strategy implementation

The Managing Board obliges the College management to take all actions for successful realization of this strategic plan.

In particular, the College's management should follow:

- Changes taking place in the field of higher education by the responsible institutions, new trends in other similar institutions in country and abroad;
- Changes within the institution to improve and enhance quality;
- On how the institution adapts to new requirements and how quickly it responds to external requests as a result of stakeholders, such as: government, MEST, KAA, ENQA, EUA, then labour market requirements and college partners;

In particular, management should ensure the efficient functioning of the college quality assurance mechanism.

Management is required to prepare operational plans for the implementation of the strategic plan.

Managing Council
College PjetërBudi

1. Teaching, research & service

Strategic initiative	Goal	Tasks - Activities	Measures	Deadline	Staff / responsibilities	Sources / Cost in euro
<p>Improve instructions by featuring new methodologies (e. g. electronic learning, applied studies etc.)</p>	<p>Improvement of students' knowledge and mastering, growth of critical thinking, switch to new methods of teaching away from the format of simple lectures, evolving into formative testing system (e. g. based on competence, active / applied etc.)</p>	<p>Online implementation of learning systems, online grading, students' participation in online lectures etc.;</p>	<p>Training of the teachers of College "PjetërBudi" within professional development in pedagogical methodologies can be done using capacities of organizations, dealing with professional development e.g. USAID, GTZ, etc. Set standards; formative monitor student progress, student knowledge before and after testing and holding;</p>	<p>- January, 2020 - ongoing</p>		<p>35,000 € per year</p>
<p>Increase the research result of College "PjetërBudi" in internationally competitive magazines, approved in their fields and provide professional development and support in research</p>	<p>Implementation of Centre for Research and Investigation "PjetërBudi". Along 5 years, increase of verified publications of entire whole regular pedagogical body, so that they can compete with global standards</p>		<p>Meet deadlines / set training standards; -Set standards;</p> <p>Measure basic productivity of the research result and measure the achievements (measure by comparing to global</p>		<p>Management</p>	<p>45,000 € per year</p>

methodology, statistical analysis, writings in magazines and the cost of publication, as needed.	for faculties in their respective fields of study.		standards in each discipline)			
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1. Teaching, research & service

Strategic initiative	Goal	Tasks - Activities	Measures	Deadline	Staff / responsibilities	Sources / Cost in euro
Community service from College / academic staff.	Continuous encouragement in enhancing study programs (in accordance with the Declaration of Bologna and European Area of Higher Education).	Develop a system of standards for community service; -Develop a "reward" system for community service as a condition for employment, promotion, etc.; -Develop projects for the general good of College "PjetërBudi" and community. ;	Measure the progress towards goal.	January 2020 - ongoing	Management	50,000 € per year

2. Accreditation and quality control

Strategic initiative	Goal	Tasks - activities	Measures	Deadlines	Staff / responsibilities	Sources / Cost in euro
Improvement of teaching and studying in achieving the best results, with the purpose of achieving the goals of the program, by developing the students' competencies.	Ongoing encouragement of enhancing study programs (in accordance with the Declaration of Bologna and European Area of Higher Education).					

2. Accreditation and quality control

Strategic initiative	Goals	Tasks- activities	Measures	Deadline	Staff/responsibilities	Resources / Cost in Euro
	Conduct surveys to get feedback from students and employers.	- Developing tools for receiving feedback from students and employers (surveys, alumni, etc.).		September, 2020		No costs
Implementation of student performance measurement system.	Drafting expected results (goals) for all subjects and programs	-Drafting expected results for all subjects and programs.	-Development of systems. Sharing systems with faculties; - Faculties use	September, 2020	UP OQD/ IT/ AU	No costs
	Strategies for evaluation of student learning to be miscellaneous.	-Review strategies for evaluating student learning; -Publication of the results of the evaluation and discussion; - Developing guidelines for subjects / programs / teachers evaluation results, etc.	-Finished instructions to be shared with faculties.	September, 2020	COLLEGE OQD/ IT/ AU	No costs

2. Accreditation and quality control						
Strategic initiative	Objectives	Tasks - Activities	measures	Deadline time	Staff/Responsibilities	Resources / Cost in Euro
	Student evaluation, answers / feedback methods and the method enabling continuous students improvement.	-Development of methodology for student evaluation according to Bologna system and accredited syllabus/ program; - continuous monitoring system; - Developing a set of criteria, etc.	- Monitoring systems are in place - Drafting the criteria.	June,	UP	No cost

2. Accreditation and quality control						
Strategic initiative	Objectives	Tasks- activities	Measures	Deadline	Staff/ responsibilities	Resources / cost in Euro
	Scientific and art research for academic staff.					
	Building academic integrity	- Addressing cases of plagiarism to academic staff and students.	- Software programs application and implementation.	June 2017- ongoing	Council of ethics /AU	30,000
	Supporting innovation and protection of intellectual property of UP.	-Drafting the legal basis for innovation; - Alignment of the Law on Intellectual Property in UP regulations.	- Regulation on Innovations in UP; - Insertion of ethical statement on intellectual property and innovation; - Drafting the Regulation on intellectual property of UP.	December 2017	Rector AU	No cost
	Creation of a database and mechanism for using existing infrastructure and defining current capacities in UP.	-Research reports and information on existing capacities in UP; - Creating of facilities and resource/ assets inventory .	- Providing study reports and information on existing capacities at UP; - Approval of relevant policies; - Construction of UP property database and labelling system.	December 2017	UP OQD/ OIC/ TI/ AU	No cost

2. Accreditation and quality control

Strategic initiative	Objectives	Tasks- activities	Measures	Deadline	Staff/ responsibilities	Resources / Cost in Euro
			house.			
		-Designing and building a virtual interactive learning environment for all UP students.	-Interactive virtual learning environments are available and used by students as measured by the annual survey.	October, 2020 - ongoing	UP / IT/ AU	No cost
	Advisory support services related to student-centred learning environment.	-Increase the cooperation of the faculties and their departments with the UP CDC which is part of the OQD.	-Developing the time frame of the collaboration period between the faculties and the CDC (academic career advice, guidance and consultation).	January, 2020 - ongoing	UP OIC/ OQD/ IT/ AU	No cost

		<p>-Drafting guidelines and facilitation training.</p> <p>-Tutorials and training to facilitate the "transition from high school to university";</p> <p>-Effective use of student-centred learning, as well as career opportunities and challenges for student support in the transition to the job market.</p>	<p>March, 2020</p> <p>- ongoing</p>	<p>UP</p> <p>OIC/</p> <p>OQD/</p> <p>IT/</p> <p>AU</p>	<p>No</p> <p>cost</p>
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