



KOLEGJI - COLLEGE
PJETËR BUDI
PRISHTINË - PRISHTINA

STRATEGIC PLAN 2015 -2020

COLLEGE "PJETËR BUDI"

Prishtina

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Introduction

The College “Pjetër Budi” is about to become ten years old. Since its founding in 2005, the College has continuously strived to proceed through reforming, structuring and completion within yourself or processes and initiatives that provide the highest possible quality graduating of our students. The College was very active in the social range, world of ideas, initiatives, publications and interrelation with labor market being fully integrated in the area of higher education in Kosovo.

Now is the time to be prepared for the second decade of the College “Pjetër Budi”, as a college that serves growth, labor market and being fully integrated into the regional and European space of higher education.

The key objective of the College “Pjetër Budi” is compiled throughout the Strategic Plan 2015-2020 and is based on three points:

1. Excellence in education, research and innovation;
2. Labor market and
3. Contribution to the development function.

All three of these concepts can and should coexist and help each other.

In view of excellence, we will develop a set of programs and projects, what will increase the College’s potentials in education, research and innovation, thus, will give opportunities that our students and professors build their academic and professional career helping economic development of the country. We will create all preconditions to achieve the status of University College until 2020.

The **College “Pjetër Budi” as labor market partner**, will cover a series of initiatives that have to do with deepening the relations with labor market and involvement of prominent individuals from the world of work in our teaching and advisory processes. We will reach to build partnerships with more than 30 most outstanding businesses in Kosovo, in order to assist them with human resources that they need and vice versa, assisting our students to easy access the labor market.

The **College “Pjetër Budi” in function of country progress**, is all that we do with our projects and scientific research, but also debate about ideas, analysis, projections, in short, all the academic and research activities that contribute to Kosovo society and helps its development.

I. The vision, principles and mission

1. The vision

The College "Pjetër Budi" is already fully integrated into Kosovo area of higher education, aiming through fulfillment of the highest academic and professional standards be integrated into regional and European trends of higher education.

Our vision is to become Specialized College in student's academic shaping as an expertise center in specific areas of studies, as well as a center of excellence in research and innovation.

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

2. The principles

Upon its growth, the College "Pjetër Budi" is led by the principles of:

- equality, inclusion and diversity,
- effectiveness and efficiency,
- academic freedom and institutional autonomy,
- public accountability.

3. The mission

The College's mission is the creation, distribution and promotion of knowledge in specific areas of higher studies in the Bachelor and Master level, and to be developed as a regional center of higher education. We are aiming to:

- improve our situation in research and teaching, by measuring our performance with highest international standards;
- provide the highest quality of educational and teaching environment, being committed to a better welfare for our students and to offer a portfolio of deficient programs related to labor market;
- generate fully skilled graduates achieving the highest personal and professional standards;
- deliver a significant, sustainable and responsive contribution to the Kosovar society by promoting health, economic growth and cultural welfare of the country.

4 Mission implementation

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

Our three supporting pillars represent our employees, infrastructure and finances, which are what we need to achieve our goals.

Our six strategic pillars: students' experience, regional impact, lifelong communities, social accountability, broad and fair partnership and involvement, show our attitude in achieving of these goals.

Our commitment towards strategic plan is collective and democratic, the entire College is responsible for its distribution and achievement.

We admit, as time goes by, that strategic goals basically will remain the same, by modifying strategies and objectives as response to the 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 covers the quality, extend and importance of learning and teaching for our students in bachelor and master studies. This section includes our sense of experience, equality and broad participation of students and the global impact of this strategic pillar.

The goal

To foster our students for learning, teaching and research, as well as independent access and an aspiration to achieve success inside and outside the College.

The objectives

To accomplish our goals, we will:

- use our academic and research strong sides to strengthen and convey our acquaintance to students;
- guide and support our students through our programs;
- develop each student's capacity to learn through in-depth research and studies that they receive during basic and master studies;
- encourage a climate in which teaching is highly appreciated;
- embed qualification and employment attributes in all our curricula and prepare our students to be competitive in the global market;

The strategies

We will achieve our goals through:

- use of "personal tutor" approach to lead the academic plan and the educational progress of every student by supporting them to take the learning and development mastership and plan their future career;

- further flexibility affirmation in the study patterns, maintaining our curriculum integrity and comprehensiveness through further articulation with strategic partners;
- motivation and preparation of our students to gain working experience based on learning at national or international level, being familiar with benefits that brings to their educational, personal and career development;
- enabling our students in basic and master studies to be involved in research at early age, by generating and sharing of knowledge;
- cooperation with employers, alumni and other stakeholders as to make us sure that our study programs correspond to labor market needs, producing graduates with valuable social and economic qualities and expertise;
- enabling our staff to embrace new technologies as part of improving the learning experience, and to deliver fast and effective backward outcomes.

The aims

- Increase student satisfaction with academic and non-academic foster;
- Increase student satisfaction with opportunities and support to develop their qualities of grading and employment.

2. Excellence in scientific research

This goal includes latitude and quality of research of our staff and research of students in basic and master studies.

The goal

To foster a vivid, successful and interactive researching community, which generates ideas and discoveries, creates new fields of knowledge and makes changes in the social, cultural, environmental, health and welfare development in Kosovo and beyond.

The objectives

To accomplish our objectives, we will:

- involved into researches that are in line with study programs, as well as in pioneering research in new research fields beyond the boundaries of traditional disciplines.
- provide leadership and make progress in solving the major challenges that are facing our society and beyond;

- deliver excellence with impact on the development of society;
- generate a group of future research leading.

The strategies

We will achieve our objectives through:

- promotion of new approaches to research, including encouragement for cooperation with current scientific research;
- shaping and providing the strategic partnerships with research funders;
- combination of our research with economic, environmental, social and health demonstrability and impact;
- increase in sharing of our knowledge as well as public commitment;
- maximizing the success of our funds for competitive researches;
- successfully competing for research funding from Europe, including commitment to Horizon 2020 priorities, professionalizing our approach to endowment of EU funds;
- scholarships for education and scientific research;

The aims

- Increase the research average number for the bachelor and master students as well as academic staff;
- Increase the quoting of our research and survey outcome by researchers at national and international level.

3. Excellence in innovation

Our paths for sharing of knowledge include: publications arising from our scientific research, as well as the knowledge and skills entailed by our graduates upon hiring.

The goal

To ensure that the acquaintance, ideas, skills and expertise have become our advice and opinions, in innovation, in intellectual property, in entrepreneurship and prosperity, realizing the College's national and international objectives, for the best of our society.

The objectives

To accomplish our objectives, we will:

- foster innovation, from which will benefit the national economy and we will enhance our international profile;
- identify the best instruments to turn students' and staff ideas into business payback;
- enrich our reputation as reliable partner and leader in the country in creation of new companies;
- maximize financial and other profits arising from the sharing of knowledge and practices;
- increase our impact on culture, health and welfare in the country.

The strategies

We will achieve our goals through:

- motivation of our students and staff to acquire and utilize their entrepreneurial and managing skills;
- promotion of new staff exchanges with business, cultural institutions and providers of utilities;
- professional, ethical commitment and coordination with our labor market commercial and non-commercial partners;
- enhancing long-term affairs, consistent and enriched with small and medium enterprises (SMEs), through a focused, proactive and committed policy;
- strengthening relations with business and financial community to support our innovation and commercial activities;

The aims

College increased influence on public policy in the country.

III. Supporters of goal accomplishment

The accomplishment of our strategic goals are enabled by:

- 1. Qualified human resources,*
- 2. Qualitative infrastructure*
- 3. Financial sustainability.*

1. Qualified human resources

Our success in achieving of our strategic goals depends on efforts and contribution of all our staff. This is related to equality and broad participation in strategic pillars.

The goal

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

The objectives

To accomplish our objectives, we will:

- attract, reward and keep the best people, inviting talents from the country and the region;
- develop the knowledge, skills and abilities of our staff;
- keep a stable staff profile that meets our development needs;
- be comprehensive, supportive and collegial in our approach, which is supported by the principles of dignity and respect, equality and diversity, health, safety and welfare;

The strategies

We will achieve our goals through:

- promoting the College's attractiveness as an important institution, supporting new staff to become effective;
- rewarding the excellence and success in various ways;
- motivation of our staff to be part of the aspirations of a changing world, by clearly connecting individual objectives with those of the College;

- strategic investment in our staff in order to inspire and equip them to unblock their set of skills, and support their professional and career development, planning and progress;
- fostering a culture of aspiration and high performance, based on good governance, effective management and employee commitment;
- promoting an interdisciplinary and flexible work, teamwork, exchanges of work and transfer, and healthy work-life balance;
- providing a safe and attractive working environment;
- promotion of morality and collegiality, tolerance, compassion and strong ethics through effective employee commitment, empowerment, transparency and excellent communication;

The aims

Increasing the number of international applications for academic positions.

2. Infrastructure

High-quality infrastructure is key that enabled us achieve our strategic goals.

The goals

To provide a modern, efficient and stimulating working and learning environment, to care about academic and support activities.

The objectives

To accomplish our objectives, we will:

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

The strategies

We will accomplish our objectives through:

- adjusting our infrastructure to meet the needs for change, approaches and working conditions of staff, students and broader community that we serve for better support of our academic activities;
- improving the utilization of our space, significantly improving learning and teaching, with effective space management;
- giving importance to information and communications technology to provide easy access to resources and supporting individual and group studies both in facility and mobile;
- development and maintenance of the College's library, providing wider access to it;
- identification of future technological developments by positioning ourselves quickly and flexibly respond them;
- taking a systematic approach to acquire, create, maintain, introduce and manage our information resources.

The aims

Increase the space ratio per student, and premises for staff, library and recreation;

Increase the satisfaction of students with learning resources (library, information technology, research space and equipment).

3. Finances

The realization of all goals and objectives of the College depends on our overall financial capacity.

The goal

Increasing the overall financial strength with purpose of realization of our strategic goals and increase the competitive position of the College.

The objectives

To achieve our objectives we will:

- provide short and medium term sustainability;

- provide long-term sustainability;
- provide a high standard of accountability, integrity and financial control;
- provide a good governance.

The strategies

We will achieve our goals through:

- aligning our resources with our strategic priorities while actively monitoring economic and financial environment and objectively evaluate short- and long-term financial implications to all our decisions;
- periodic review and update of our financial strategies and conducting an annual assessment of our financial stability;
- our income growth and diversification from stable financial academic and commercial activities;
- preserving the balance between current and capital expenditures;
- our cost and efficiency management in providing of all our activities, including procurement;
- maintaining a comprehensive and effective risk management, internal audit and a security framework and careful management of financial risks for the College;
- further development of our governance framework to improve decision-making and accountability.

The aims

The increase of total revenues in relation to involved staff year after year, targeting an increase of at least 10% in real terms;

IV. Strategic pillars for achieving goals

Our approach to achieve our strategic goals is shaped by our six strategic themes.

1. Experience with students

This strategic theme is based on excellence as contribution to the remarkable experience of our students.

The goal

To provide opportunities for our students to achieve an exceptional and particular experience, to prepare them for life after their studies that is beginning of an eternal positive relationship with the College.

The objectives

To accomplish our objectives, we will:

- combine our well known excellence of outstanding teaching and experience that students will acquire in the college premises and online via the Internet;
- revitalizing our academic and non-academic framework;
- urge our students to alumni as a true sense of community affiliation;
- promoting students' health, welfare and safety;
- equip our graduates with expertise and attributes of a graduate in order to reach their full potential in the community.

The strategies

We will achieve our goals through:

- providing that our staff have skills and knowledge to efficiently respond in a range of circumstances, experiences, expectations and abilities of our students;
- providing high quality and well-positioned premise for learning and social activities that supports individual and group learning;
- supporting students in extracurricular activities;

- effective response to the internal and external feedback and requirements of students;
- mediation of strategic partnerships between industry, specialists and other institutions to enhance the development of the attributes of graduates of all students;
- improving connections and interconnections between research programs, the college and other support services, to be better known and to respond to the needs and expectations of our students, future students and graduates;

The aims

Increasing levels of overall student satisfaction;

Creating new opportunities for our students to gain international experience as part of international cooperation of the College.

2. Regional impact

In this strategic topic, we highlighted our approach to achieve the regional impact.

The goal

Being global for the good of the College and society as a whole.

The objectives

To accomplish our objectives, we will:

- expand our boundaries of influence in the region and beyond and will contribute in building of our capacities;
- build an integrated response for complex issues with wide impact;
- promote global citizenship;

The strategies

We will achieve our goals through:

- incorporation of internationalization in all fields of College's activity, including development of an advanced curriculum, cooperation in teaching, research and sharing of knowledge with international partners;

- positioning the College as an institution that follows the trends of major economic and social changes in the country and region, using this knowledge to mitigate risks and maximize opportunities to work internationally;
- promotion and recognition of international mobility values, cross-cultural understanding and multilingualism for all our students and staff

The aims

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

3. Sustainable impact on society

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

The goal

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

The objectives

To accomplish our objectives, we will:

- increase the public commitment to influence the policy makers to make changes;
- make our resources and expertise available;
- be responsible and influential partner, employer and advisor;
- build an informed alumni community, engaged and supportive community and friends, through a life-long contact;
- have a profile of culture and sportive values in Kosovo and beyond.

The strategies

We will achieve our goals through:

- welcoming the local residents and members of broad community in the College to participate in lectures, conferences and other activities, in cultural and sport events, as well as to take advantage the opportunities of life-long learning.

- positive involvement with local councils and other partners on a range of issues, including local strategic planning, transport and relationship between students and local residents;
- demonstration of our view that public involvement is a key element of our goal, related to the impact of research through the promotion, recognition and celebration of successes in this field;
- contributing of our experts in public debates and policy-making in Kosovo;
- encouraging students and staff to take part in sport events and competitions and undertake voluntary activities;
- continuous involvement of alumni in the College’s activities;
- promoting the achievement of the College “Pjetër Budi”, both locally and internationally.

The aims

Increasing the number of active friends and supporters of alumni in the College via website and social networks.

4. Social responsibility

This strategic pillar defines our approach of incorporating the accountability and social sustainability principle throughout the College.

The goal

To create conditions that our students, staff and the broader community are inspired and supported to be involved and give contribution to social sustainability and responsibility within the College and beyond.

The objectives

To accomplish our objectives, we will:

- minimize negative environmental impact;
- maximize our contribution to society;
- have developed infrastructure and, where possible, take care of national influence on environmental sustainability and accomplish social responsibility objectives;
- promote high ethical standards;

The strategies

We will achieve our goals through:

- social responsibility and sustainability of our curricula, policies and strategies;
- motivation of all College staff to be active and support best practices, innovation and leadership with regard to social responsibility and sustainability;
- providing of any opportunity for students to study the broader aspects of current global challenges, the social responsibility and sustainability;
- proper management of physical infrastructure in order to maximize efficiency and effectiveness by minimizing social, environmental and other impacts;
- improving overall materials management so that to reduce waste and promote recycling;

5. Partnerships

This strategic pillar defines our approach in achieving our strategic goals by achieving strategic partnerships and cooperation.

The goal

To develop long-term productive partnerships and empowering local and international position of the College.

The objectives

To accomplish our objectives, we will:

- create and use opportunities and partnerships in new frontiers of knowledge
- increase our capacity and competitiveness;
- generate consistent and beneficial mutual results;
- provide more efficient use of resources;
- contribute to national and international priorities in teaching and research

The strategies

We will achieve our goals through:

- development and obtaining profits through strategic partnerships and cooperation with domestic and international colleges and universities, with business community, as well as the governmental organizations and civil society, which are constructed based on excellence and driven by common academic interest;
- deepening of our relations established with partners in scientific research, as well as with other domestic institutions and businesses;
- gaining the maximum benefit from external expertise and participation in national and international scientific networks;

The aims

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

6. Equality and inclusiveness

This strategic pillar defines our approach to acquisition of principles of equality, inclusion and diversity in our community and commitment to expand the participation.

The goal

To create and maintain a diverse community of students and staff, enriching our experience in teaching, social work for all, showing our commitment to social justice.

The objectives

To accomplish our objectives, we will:

- strengthen equality, inclusion and diversity as fundamental principles of our community;
- encourage a culture that allows the freedom of opinion and expression within a framework of mutual respect
- allow students from groups with special needs to fully embrace their experience in higher education, to successfully complete their program of study and broaden their ambitions and employment opportunities.

The strategies

We will achieve our goals through:

- diversity protection and empowering;
- guarantee that staff have proper training and information in the areas of equality, to prevent discrimination and promote equality of opportunities;
- guarantee that staff and students with special needs have access to proper facilities and support;
- promotion of our bid through activities in and outside the College;
- easy access of students into the College premises;
- taking into account the context of individual situations when we identify students with best potential for success through our fair, clear and transparent policy;
- ensuring and awareness raising about getting scholarships from the College for the shown success;

The aims

The greater involvement of under-represented groups;

Increased participation of female academic staff, to reduce the gender gap in the College's staff.

V. Mission interrelation of the program units with overall mission of the institution

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

From educational leaders and councils of bachelor and master level study programs, is required to ensure full mission interrelation of study programs with College's overall mission;

Scientific and Teaching Council and Quality Office are obliged to carry out regular assessment of the implementation of this goal.

VI. Strategy implementation

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

In particular the College's management should take care on:

- Changes that take place in the area of higher education by competent institutions, the latest developments in other similar institutions in our country and abroad;
- Changes within the institution in order to improve and increase the quality;
- How institution is adjusted to the new demands and how quickly they respond to the demands from abroad as result of stakeholders such as: government, MEST, KAA, ENQA, EUA, then the requirements of the labor market and college partners;

In particular, the management should provide the efficient functioning of the mechanism for quality assurance within the college.

The management is obliged to prepare operational plans for implementation of the strategic plan.

Managing Board

The College "Pjetër Budi"