

Bartësi Privat i Arsimit të Lartë
Private Bearer of Higher Education



ALMA MATER EUROPAEA
CAMPUS COLLEGE REZONANCA

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**DEVELOPMENT STRATEGY OF THE ALMA MATER EUROPAEA CAMPUS COLLEGE
REZONANCA**

IN THE PERIOD 2025-2029

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1. INTRODUCTION

1.1. History

College "Rezonanca" was established on May 12, 2003, by Dr. sc. Ramadan Idrizaj, in accordance with the Law on Higher Education in Kosovo, nr.2003/14. Initially, it operated as the University of Medical Sciences "Rezonanca" with five faculties: General Medicine, Dentistry, Pharmacy, Diagnostic Radiology, and Physiotherapy. The College is headquartered in Pristina, at St. Zog, no. 1, and operates the "Rezonanca" General Hospital within its Faculty of General Medicine.

On December 30, 2008, College "Rezonanca" merged with College "ILIRIA," becoming part of its academic units.

On July 13, 2015, the institution was accredited as College of Medical Sciences "Rezonanca" for a period of three years (October 1, 2015 - September 30, 2018).

On January 18, 2016, an agreement was reached with Alma Mater Europaea to include the college as part of its network of academic institutions, becoming its new campus. Alma Mater Europaea (AMEU) is an institution initiated by the European Academy of Sciences and Arts, founded in 2010 and headquartered in Salzburg. The founders of AMEU are:

- Prof. Dr. Stefan Brunnhuber
- Prof. Dr. Peter Graf
- Prof. Dr. Felix Unger
- Prof. Dr. Werner Weidenfeld

The aim of AMEU is to educate a new generation of academics in various scientific fields, providing opportunities for cross-border studies in the spirit of tolerance, solidarity, and mutual respect.

Alma Mater Europaea has established a network of academic institutions across Europe, including the following campuses:

1. Austria: Alma Mater Europaea - Salzburg Campus
2. Austria: Fachhochschule Salzburg - University of Applied Sciences
3. Austria: Vienna - Interreligious Competence: Master
4. Germany: Institute for Medical Ethics, Psychotherapy, and Health Culture
5. Germany: Center for Applied Policy Research - Munich (CAP)
6. Germany: Deggendorf Institute of Technology

7. Italy: International School on Safety and Environmental Protection (I.S.S.E.P.)
8. Slovenia: Alma Mater Europaea - European Center Maribor
9. Kosovo: College of Medical Sciences "Rezonanca" (renamed “Alma Mater Europaea Campus College Rezonanca”)

For more information, you can visit the Alma Mater Europaea website at: <http://ameu.eu/>

The State Quality Council, in its 78th meeting held on September 27, 2019, approved the change of the name of College of Medical Sciences "Rezonanca" to “Alma Mater Europaea Campus College Rezonanca.”

With decision no. 302/21, dated May 14, 2021, the Ministry of Education, Science, Technology and Innovation (MESTI), through its Commission for Review of Complaints, officially approved the name change to “Alma Mater Europaea Campus College Rezonanca.”

Both businesses—College "Rezonanca" and Polyclinic "Rezonanca"—now operate under the same business certificate as “Alma Mater Europaea Campus College Rezonanca.”

AMECC Rezonanca has consistently demonstrated its commitment to academic excellence through multiple institutional accreditations and the accreditation of various study programs. The following is a summary of the institutional and program accreditations by year:

Institutional Accreditation:

- **2009-2013:** Initial institutional accreditation was granted under decision number 01/73 on 07.07.2009.
- **2013-2015:** The institution successfully renewed its accreditation under decision number 492/13 on 08.07.2013.
- **2015-2018:** The institution successfully renewed its accreditation under decision number 641/15 on 13.07.2015.
- **2018-2019:** In 2018, the institutional accreditation was extended for one year under decision number 452/18D on 18.05.2018. This extension ensured that the institution remained accredited for the 2018-2019 academic year, allowing it to continue its academic activities while preparing for the next full accreditation cycle.
- **2019-2022:** The next institutional accreditation was approved under decision number 1366/19D on 29.07.2019, extending from 1 October 2019 to 30 September 2022.
- **2022-2025:** The most recent institutional accreditation was granted under decision number 476/22 on 05.04.2022, valid from 1 October 2022 to 30 September 2025.

Program Accreditations:**BSc in Biochemical Laboratory (180 ECTS)**

- **First accreditation:** 2011-2012 (nr.291/11, dt. 13.07.2011)
- **Subsequent accreditations:**
 - 2012 (nr.459/12, dt. 09.07.2012)
 - 2013 (nr.492/13, dt. 08.07.2013)
 - 2014 (nr.558/14, dt. 04.07.2014)
 - 2015-2018 (nr.641/15, dt. 13.07.2015)
 - 2018-2019 (nr.452/18D, dt. 18.05.2018) - *Accreditation extended for one year*
 - 2019-2022 (nr.1366/19D, dt. 29.07.2019) - 50 students (1 October 2019 - 30 September 2022)
 - 2022-2025 (nr.928/22D, dt. 15.07.2022) - 50 students (1 October 2022 - 30 September 2025)

BSc in Community Pharmacy (180 ECTS)

- **First accreditation:** 2010 (nr.579/10, dt. 08.11.2010)
- **Subsequent accreditations:**
 - 2011 (nr.291/11, dt. 13.07.2011)
 - 2013 (nr.492/13, dt. 08.07.2013)
 - 2015 (nr.641/15, dt. 13.07.2015)
 - 2018 (nr.452/18D, dt. 18.05.2018) - *Accreditation extended for one year*
 - 2020-2023 (nr.147/20D, dt. 11.02.2020) - 120 students (1 October 2020 - 30 September 2023)
 - 2023-2026 (nr.1014/23, dt. 26.07.2023) - 120 students (1 October 2023 - 30 September 2026)

BSc in Physiotherapy (180 ECTS)

- **First accreditation:** 2012 (nr.459/12, dt. 09.07.2012)
- **Subsequent accreditations:**
 - 2013 (nr.492/13, dt. 08.07.2013)
 - 2015 (nr.641/15, dt. 13.07.2015)
 - 2018 (nr.452/18D, dt. 18.05.2018) - *Accreditation extended for one year*

- 2020-2023 (nr.147/20D, dt. 11.02.2020) - 120 students (1 October 2020 - 30 September 2023)
- 2024-2027 (nr.1392/24, dt. 12.07.2024) - *Accreditation for BSc Physiotherapy program with 240 ECTS for 100 students*

BSc in Nursing (180 ECTS)

- **First accreditation:** 2011 (nr.291/11, dt. 13.07.2011)
- **Subsequent accreditations:**
 - 2012 (nr.459/12, dt. 09.07.2012)
 - 2013 (nr.492/13, dt. 08.07.2013)
 - 2014 (nr.558/14, dt. 04.07.2014)
 - 2015 (nr.641/15, dt. 13.07.2015)
 - 2018 (nr.452/18D, dt. 18.05.2018) - *Accreditation extended for one year*
 - 2019-2024 (nr.1366/19D, dt. 29.07.2019) - 100 students (1 October 2019 - 30 September 2024)
 - 2024-2027 (nr.1392/24, dt. 12.07.2024) - 150 students (1 October 2024 - 30 September 2027)

BSc in Diagnostic Radiology (180 ECTS)

- **First accreditation:** 2009 (nr.186/09, dt. 24.07.2009)
- **Subsequent accreditations:**
 - 2010 (nr.579/10, dt. 08.11.2010)
 - 2011 (nr.291/11, dt. 13.07.2011)
 - 2014 (nr.558/14, dt. 04.07.2014)
 - 2015 (nr.641/15, dt. 13.07.2015)
 - 2018 (nr.452/18D, dt. 18.05.2018) - *Accreditation extended for one year*
 - 2019-2022 (nr.1366/19D, dt. 29.07.2019) - 50 students (1 October 2019 - 30 September 2022)
 - 2022-2027 (nr.928/22D, dt. 15.07.2022) - 60 students (1 October 2022 - 30 September 2027)

Integrated study program in Dentistry (300 ECTS)

- **First accreditation:** 2012 (nr.101/12, dt. 06.03.2012)

- **Subsequent accreditations:**

- 2013 (nr.492/13, dt. 08.07.2013)
- 2015 (nr.820/15, dt. 31.08.2015)
- 2018 (nr.452/18D, dt. 18.05.2018) - *Accreditation extended for one year*
- 2020-2023 (nr.571/20, dt. 11.09.2020) - 60 students (1 October 2020 - 30 September 2023)
- 2023-2026 (nr.534/23, dt. 19.04.2023) - 85 students (1 October 2023 - 30 September 2026)

MSc in Pharmacy (120 ECTS)

- **First accreditation:** 2015 (nr.820/15, dt. 31.08.2015)
- **Subsequent accreditations:**
 - 2018 (nr.452/18D, dt. 18.05.2018) - *Accreditation extended for one year*
 - 2019-2022 (nr.1366/19D, dt. 29.07.2019) - 50 students (1 October 2019 - 30 September 2022)
 - 2022-2025 (nr.928/22D, dt. 15.07.2022) - 50 students (1 October 2022 - 30 September 2025)

MSc in Physiotherapy and Sport Medicine (120 ECTS)

- **Accreditation:** 2024-2027 (nr.1392/24, dt. 12.07.2024) - 30 students (1 October 2024 - 30 September 2027)

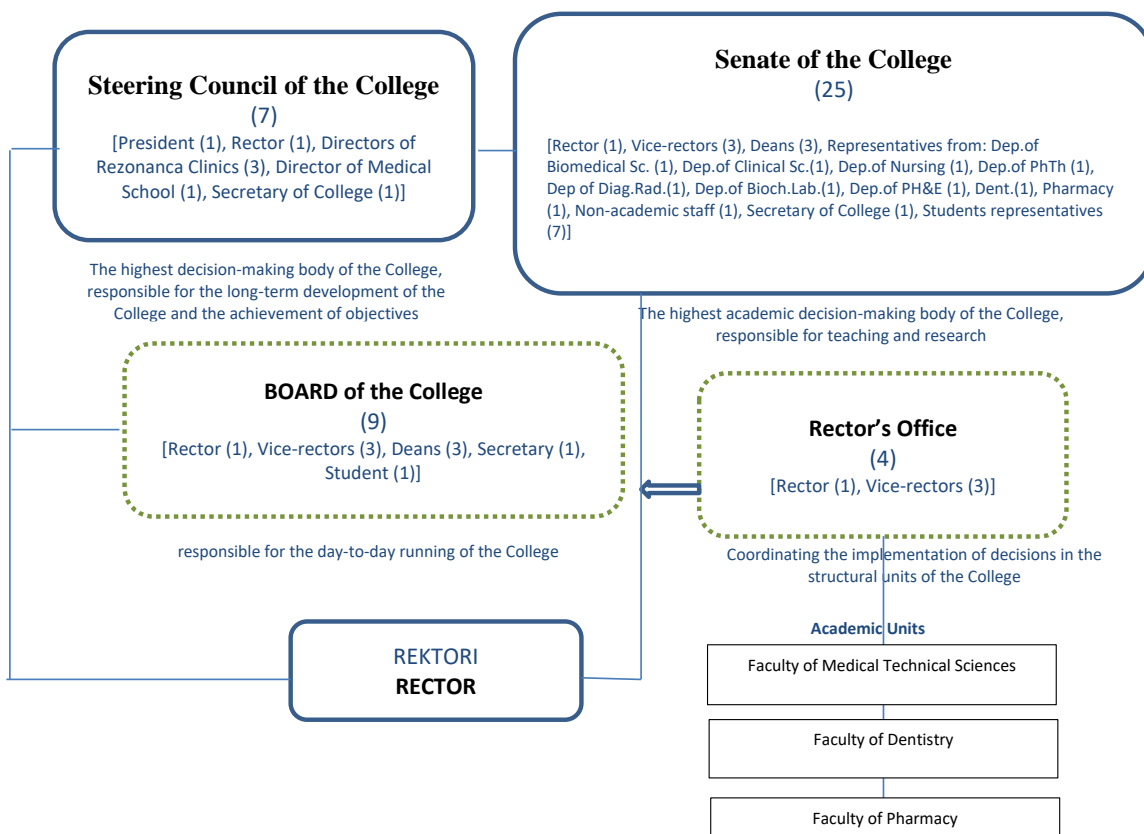
Programs whose accreditation has expired:

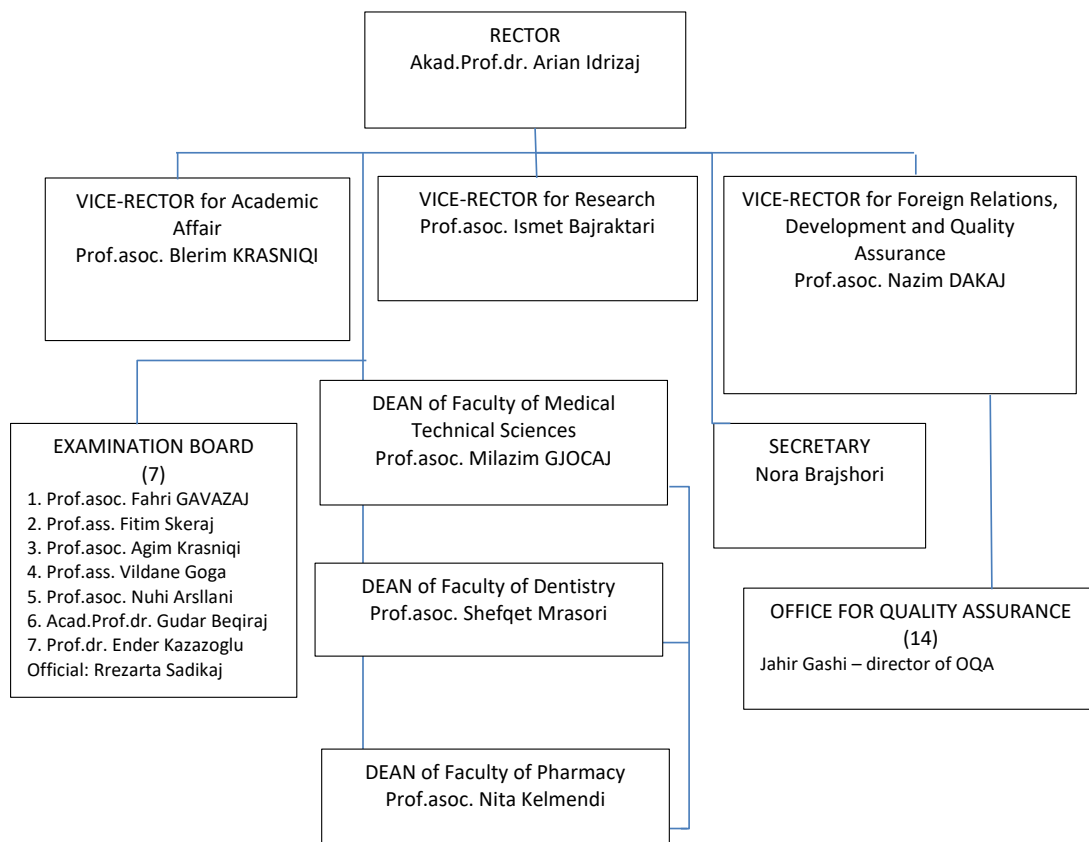
- **BSc in Midwifery:**
 - 2019-2022 (nr.1366/19D, dt. 29.07.2019) - 40 students (1 October 2019 - 30 September 2022)
- **BSc in Dental Assistant and Dental Hygienist (240 ECTS):**
 - 2021-2024 (nr.3032/21, dt. 12.08.2021) - 20 students (1 October 2021 - 30 September 2024)
- **BSc in Public and Environmental Health (180 ECTS):**
 - 2021-2024 (nr.3032/21, dt. 12.08.2021) - 60 students (1 October 2021 - 30 September 2024)
- **MSc in Health Management (120 ECTS):**

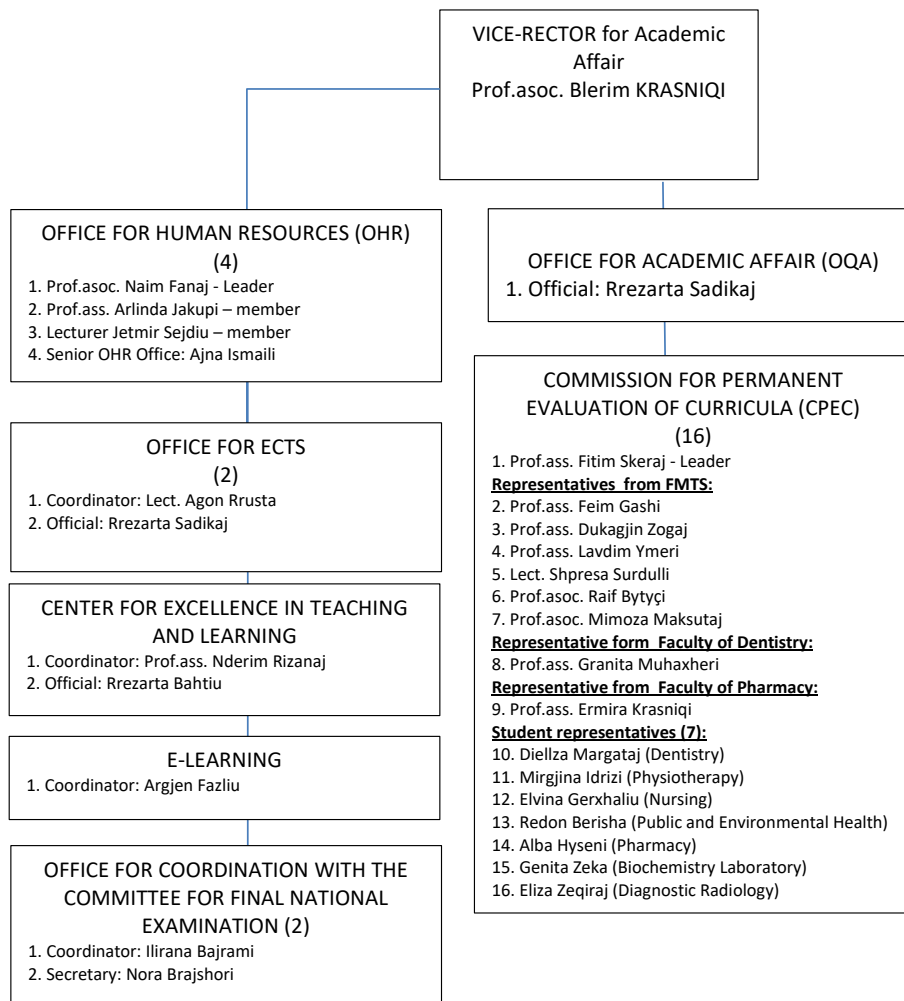
- 2021-2023 (nr.3032/21, dt. 12.08.2021) - 40 students (1 October 2021 - 30 September 2023)

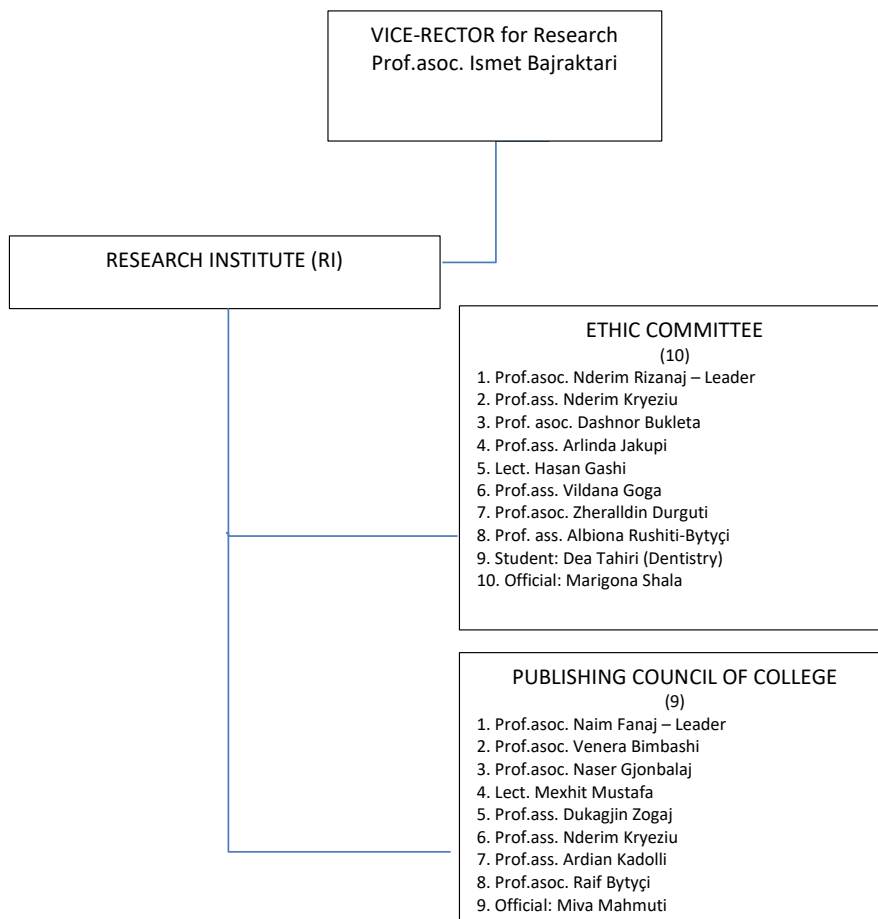
1.2. Organogram of the College

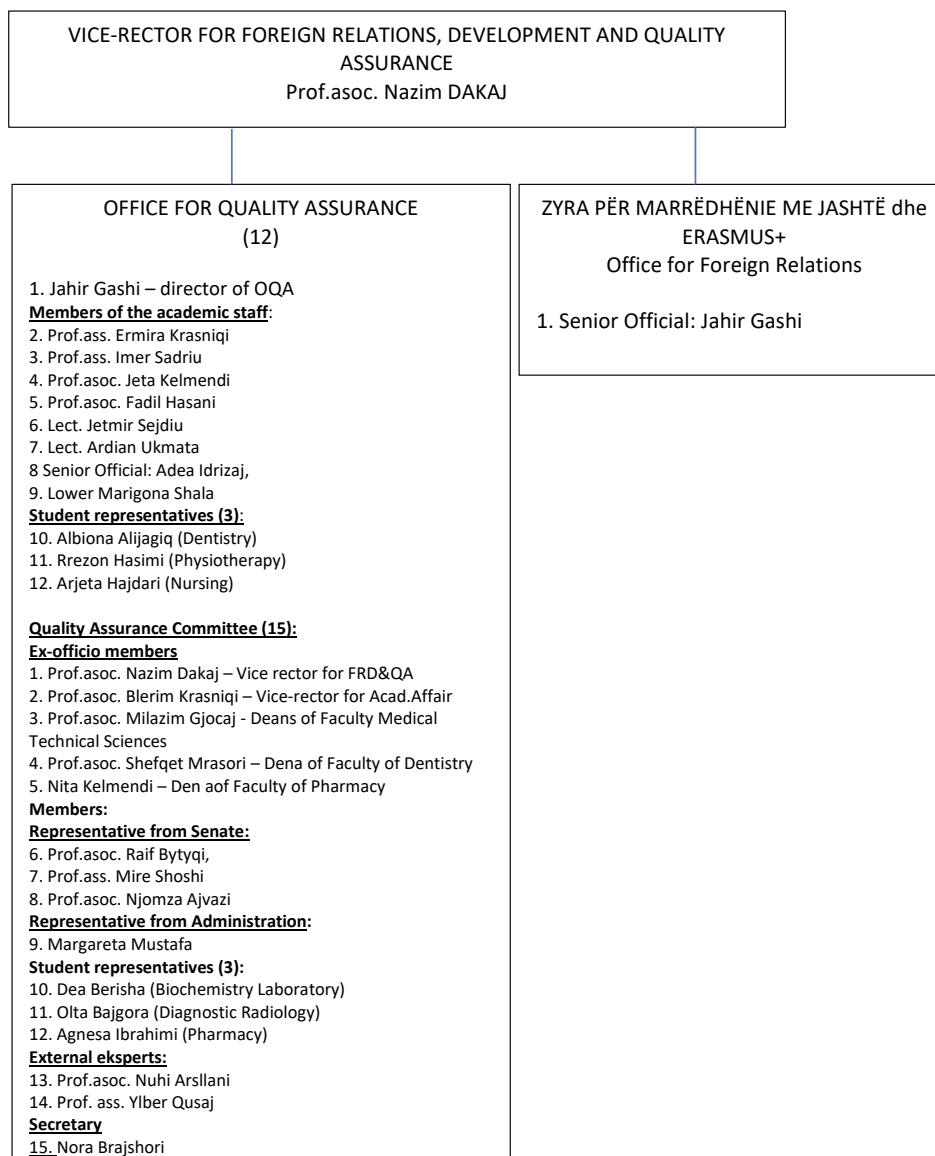
COLLEGE ORGANOGRAM



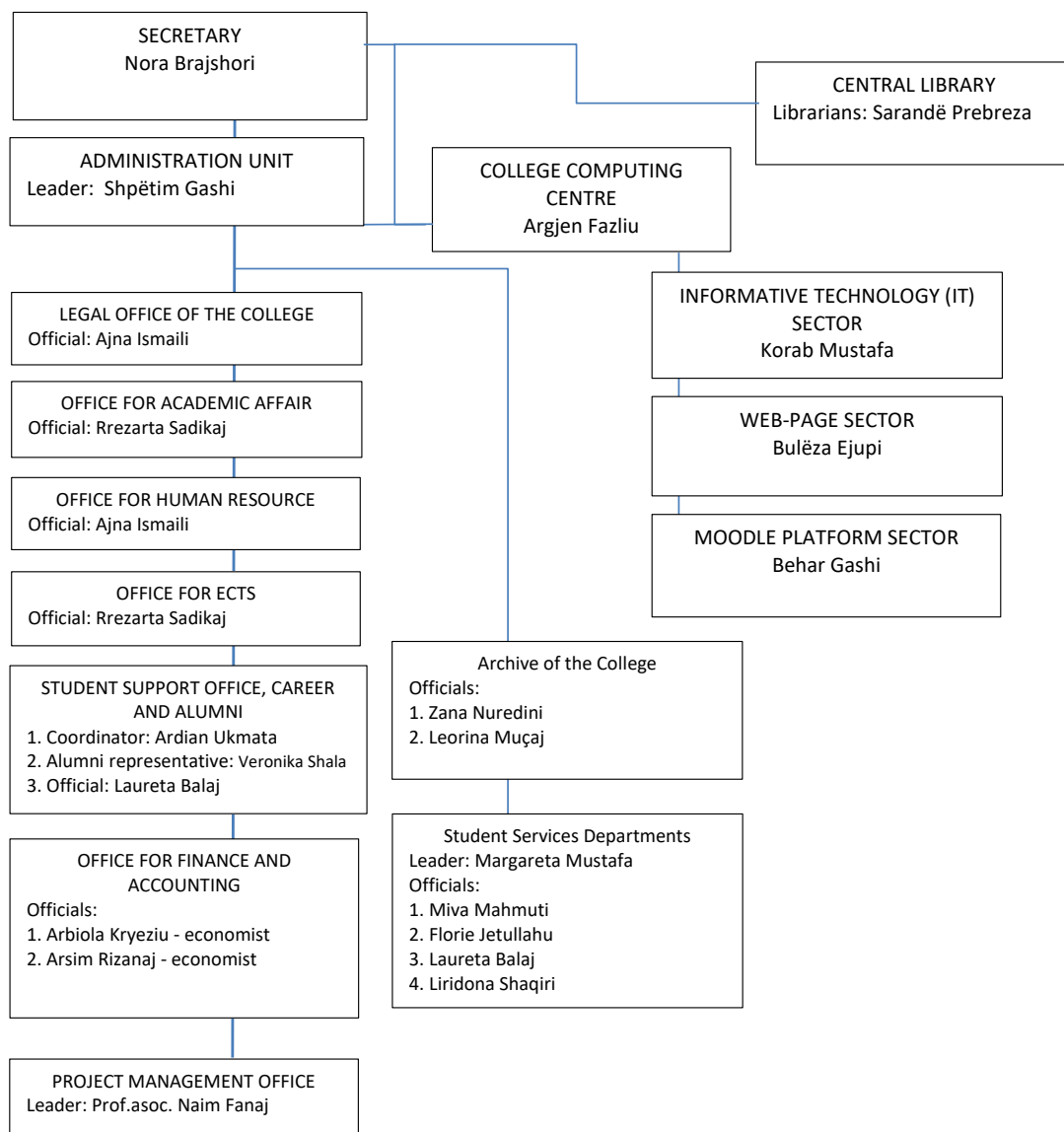




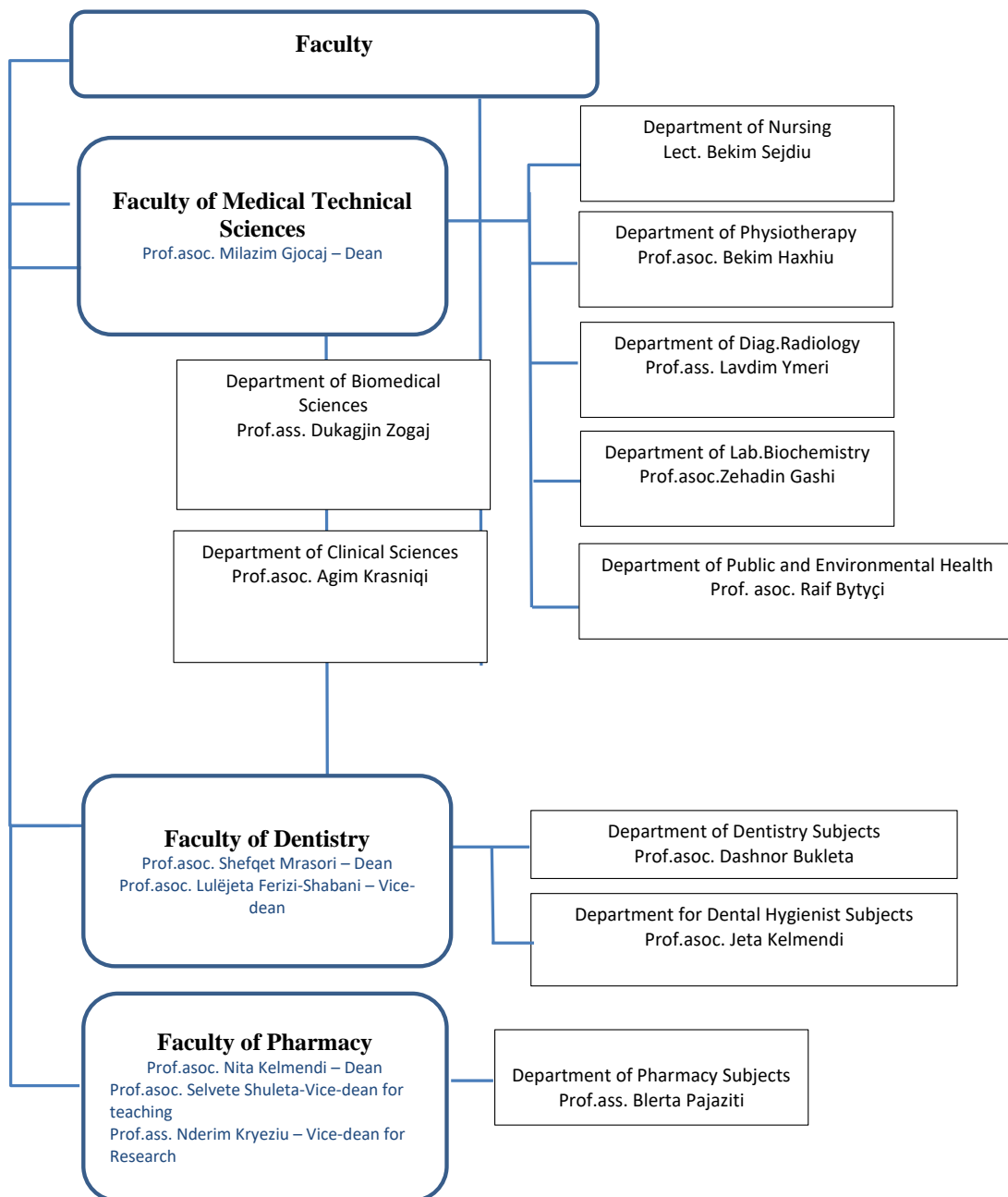


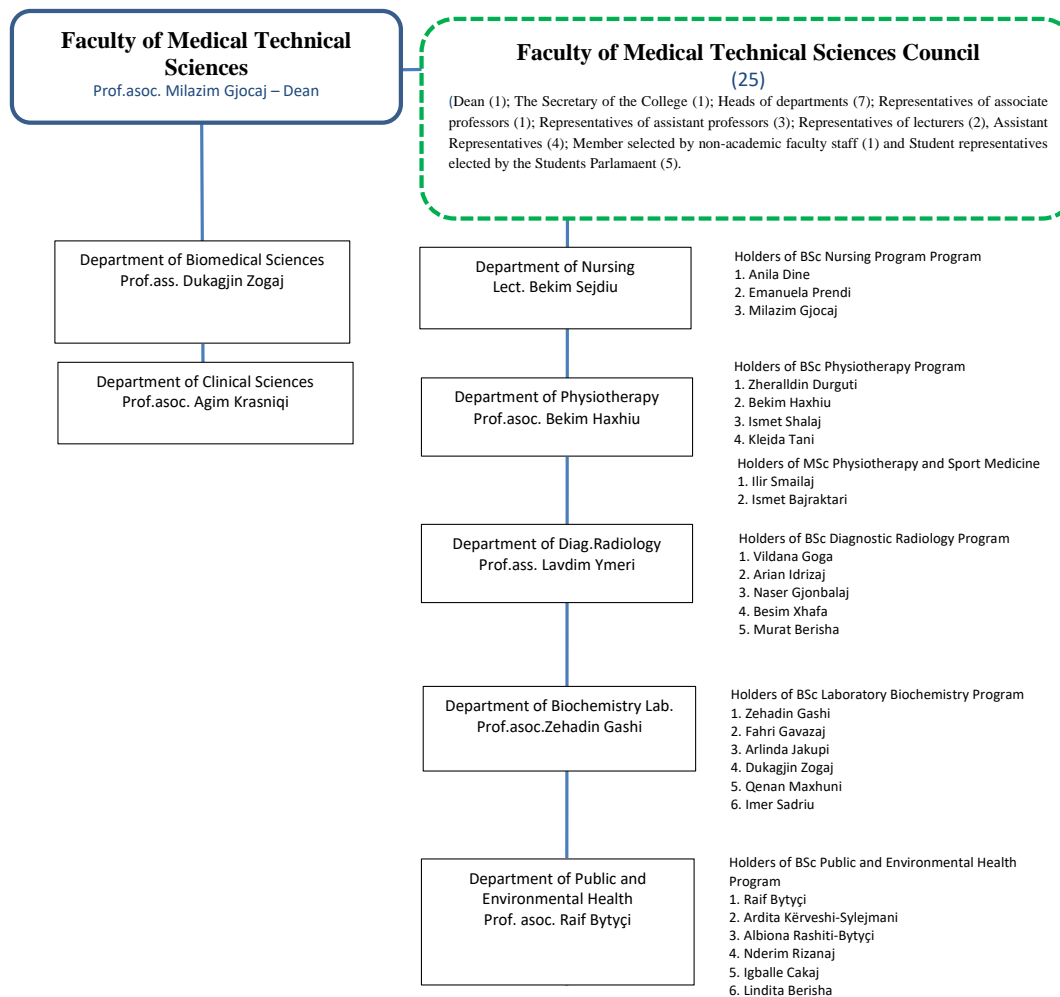


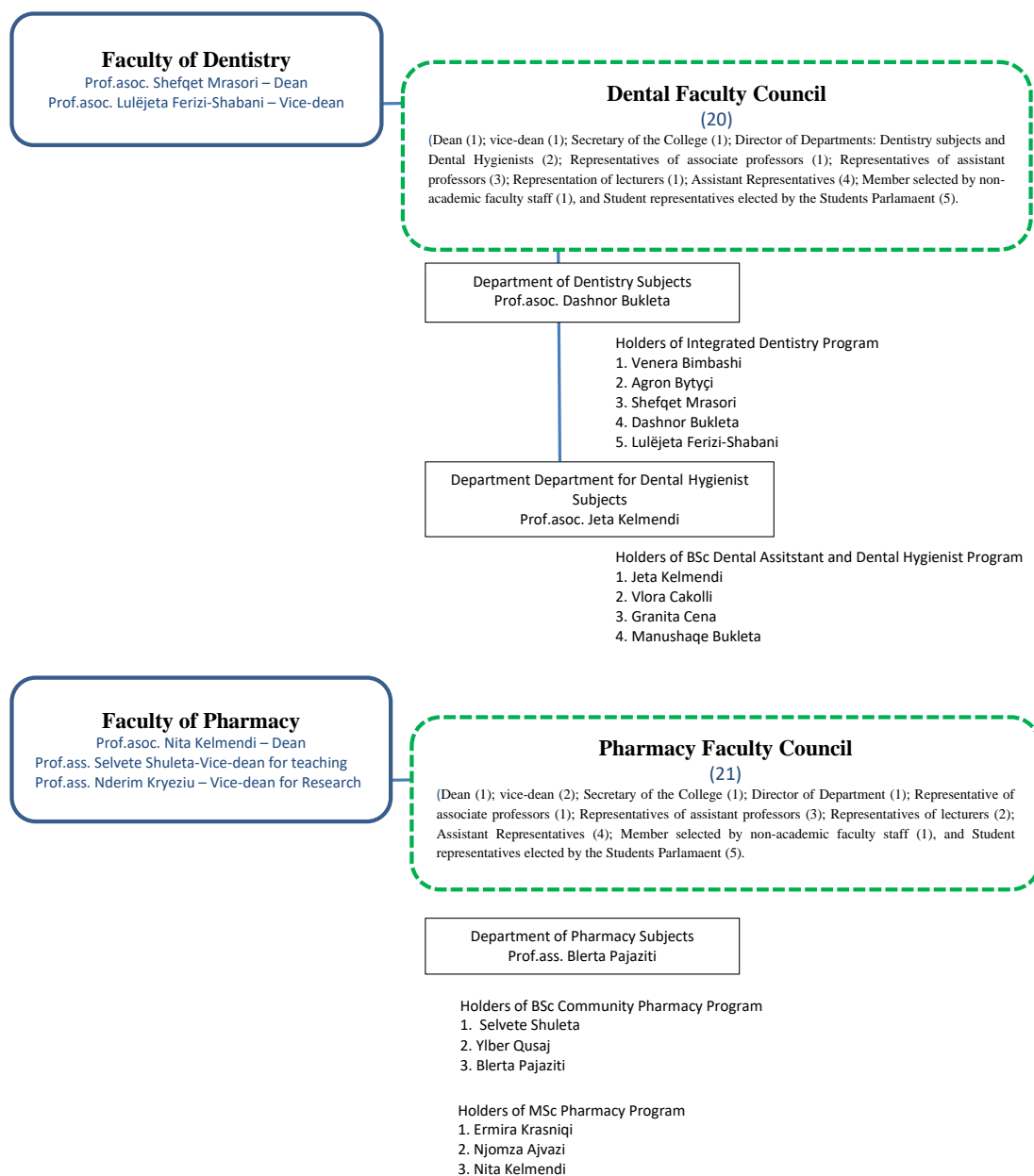
Other Organizational Units of the College:



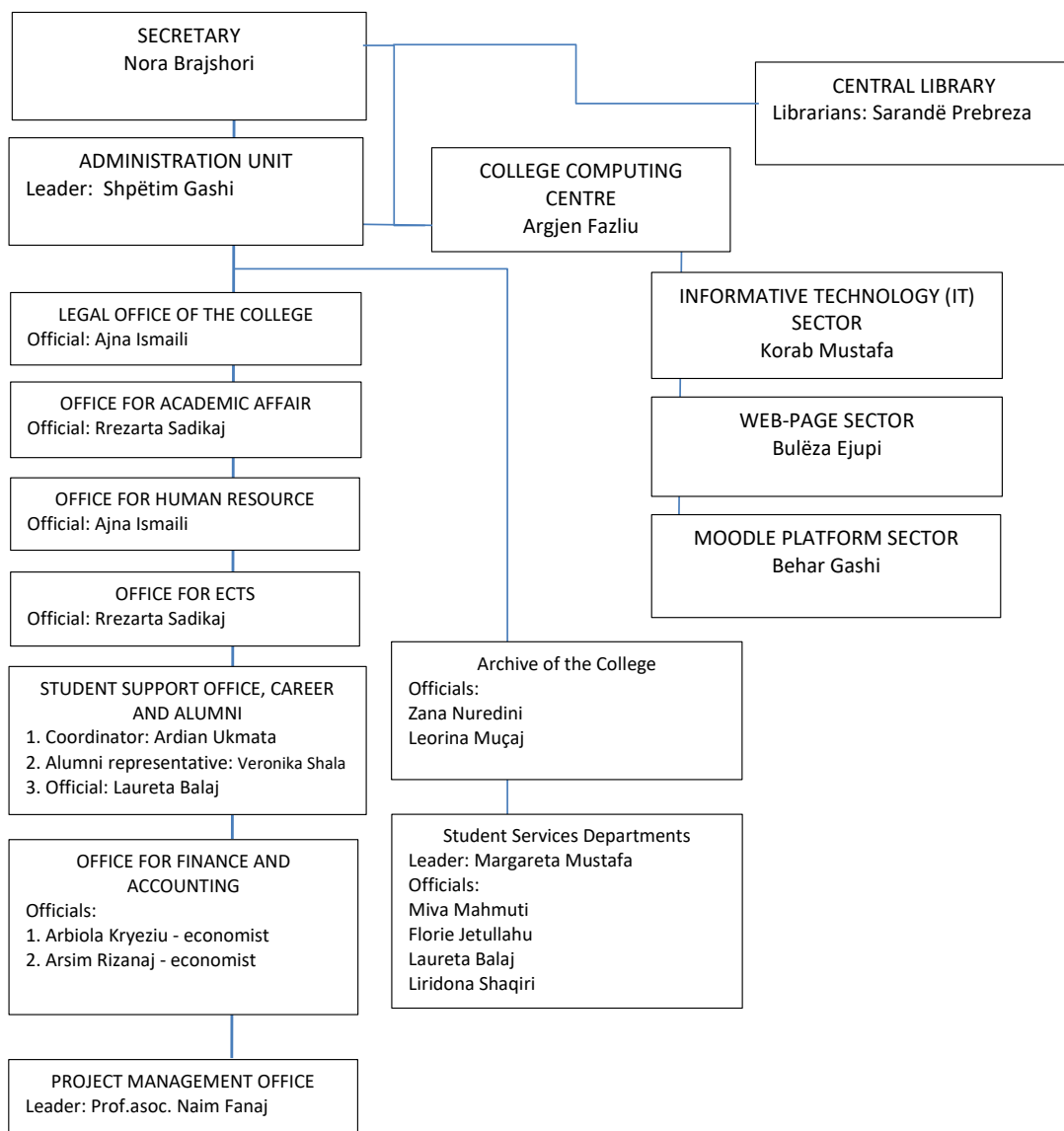
ORGANOGRAM OF ACADEMIC UNITS







ORGANIZATION OF THE ADMINISTRATIVE UNIT



2. VISION AND MISSION OF THE COLLEGE

Vision

Our vision is to be a leading institution in medical education and research, recognized internationally for excellence in academic programs, impactful research, and contributions to public health. We strive to empower a new generation of medical professionals who are socially responsible, culturally aware, and committed to advancing health equity. Through state-of-the-art infrastructure and robust community partnerships, we aim to foster a transformative learning environment that not only supports the development of competent healthcare providers but also enhances the well-being of the communities we serve.

Mission Statement

The mission of Alma Mater Europaea Campus College 'Rezonanca' is to provide innovative, high-quality programs across all three study cycles, aligning with international standards and societal needs. We aim to conduct impactful research that prepares socially conscious medical professionals and scientists to deliver compassionate, culturally responsive, and high-quality healthcare, advance health equity, and strengthen community partnerships through active engagement and service

Our mission is built upon the following pillars:

- **Education:** We strive to offer and continuously enhance study programs that meet global benchmarks, ensuring that our students receive the highest quality education in medical sciences.
- **Research:** We are committed to fostering research excellence by expanding our institutional capacity and intellectual resources, enabling meaningful contributions to the fields of medicine and healthcare.
- **Quality Assurance:** We prioritize the development and implementation of a comprehensive Quality Assurance Management System, ensuring that all aspects of the College's operations maintain the highest standards of quality and integrity.
- **Community Service:** We aim to enrich the local healthcare system by providing vital medical services, particularly in areas where there is a deficit of resources, and by promoting health education for the general population.
- **Infrastructure Development:** We are dedicated to building and expanding our institutional infrastructure, supporting both academic and research activities to cultivate a thriving learning environment.

- **Health Promotion:** Our commitment extends to offering healthcare services and promoting public health within the community, aiming to elevate the overall well-being of the population.

The main strategic goals of the College:

1. **Advancement in research and innovation**
2. **Alignment of academic programs with market needs**
3. **Expansion of postgraduate education**
4. **Excellence in teaching and learning**
5. **Enhanced student experience, services, and support**
6. **Quality assurance and continuous accreditation**
7. **Development of human resources and faculty expertise**
8. **Implementation of digital transformation**
9. **Integrated Quality Management, Strategic Planning, Financial Sustainability, and Governance**
10. **Infrastructure development and campus master planning**
11. **Strengthening Internationalization and global partnerships**
12. **Effective communication and Alumni engagement**

1. Advancement in research and innovation

Aspects	Description
1) Research infrastructure	
1.1. Research strategies and policies:	Existence of a research policy and guidelines to support the implementation of the policy
	- Existence of an institutional research agenda.
	- Effectiveness of incentive structures to encourage research.
	- Existence of policies and frameworks for commercialization of research and protection of intellectual property
1.2. Institutional Support Services and Infrastructure:	- Existence of research offices and support services for researchers in the institution.
	- Existence of grant management offices.
	- Presence of a functional relationship between these research support offices and the College's academic units.
	- The extent to which academic units have also established research support infrastructure at their level.
	- Existence of research laboratories that can support specialized research in all major disciplines and whether they are adequately equipped to do so.
	- Evaluates the presence and capacity of libraries to support research.
	- Evaluates the presence of other critical research support infrastructure, including Internet access, access to journals and electronic resources, and access to ethical and scientific evaluation boards.
1.3. Financial support	- The extent to which the institution provides financial support to teams applying for research grants is assessed.

1.4. Project management and control:	- Evaluates the presence and integrity of mechanisms to manage research projects in the College and the ability to manage multiple research projects simultaneously.
	- Capacities for evaluating project implementation, project costs, accountability and mitigation of research-related risks.
1.5. Human Resource Management for Research:	- Assess whether the administrative research staff is involved in the human resources structure of the institution
	- Do researchers receive training in financial management?
	- Evaluates whether their reward structure is adequate and consistent.
	- Assess whether the institution's academic staff has flexible contracts that allow them sufficient time to conduct research in addition to their academic activities.
	- Evaluates the presence of high-level research training, training to develop other research-enhancing skills, and current enrollment levels in doctoral programs in various areas of development importance.
1.6. Human Resource Development for Research:	- Evaluates the existence of provisions for the development of human resources for research
1.7. External Research Promotion:	- Evaluates the existence of programs to promote the visibility of research conducted within the institution, the availability of research communication training and the availability of opportunities for students.
1.8. National Research Engagement:	- Assess whether the institution engages with policy makers at national and subnational level to include research and links to national research policy.
2. Continuity and Sustainability	This dimension focuses on the sustainability of the institution's infrastructure and research activities
	- Evaluates the adequacy of funding.
	- Evaluates the extent to which the College contributes to research funding through the budget and internal resources. Strategic goal: Increase the annual budget for research by 8% to ensure sustained growth and support for research activities.
	- Evaluates the balance between local research funding compared to reliance on donor funds.
3. Partnerships and collaborations	This dimension looks at the existence of strategic links and research partnerships.
	- Evaluates the extent of partnerships involving the private sector and development agencies.
	- Evaluates the presence of links with communities, links between academic units and MoH, MESTI at the national level, and links between local and international scholars from higher education institutions in developed countries.
4. Empowerment of employees	
	- Assess the level of involvement of young researchers, female researchers and other groups that tend to be marginalized
	- Appreciates the existence of incentives to promote better inclusion of these categories in research.
5. Leadership	
	- Assess whether leadership is made available to researchers as a means of promoting the institutionalization of good practices in improving the qualitative and quantitative results of College research.
	- Evaluates the extent to which low-capacity academic research departments are supported to increase their research results
6. Dissemination of	

knowledge and applicability of research	
	- Evaluates the extent to which the College has the capacity to disseminate research findings.
	- Presence of knowledge dissemination units, presence of capacity building activities in knowledge dissemination and presence of knowledge management relations with government entities and the private sector.
	- Evaluates the extent to which the College's research agendas have been developed in consultation with development practitioners and policymakers.
	- Evaluates the extent to which research results result in policy and program changes.
7. Search portfolio (search folder)	
	- Evaluates the total research output of the College and the breakdown of research results by key development-related sectors.

2. Alignment of academic programs with market needs

- Development of new study programs, offering students new fields of study and multidisciplinary programs according to the needs of the labor market
- Providing a learning environment oriented towards the development of independent researchers by equipping students with the necessary attributes for their future
- Development of measurable program results.
- Increase cooperation with the public and private sector to link programs to demand, current skills and knowledge requirements and future needs.
- Clearly set the highest expectations for our students, providing them with the resources and support to achieve the highest possible levels.
- Study program curricula will support access to:
 - Maximum engagement of students in teaching in large groups;
 - Optimization of learning opportunities in small groups;
 - Full integration and development of new program offerings, according to market needs, that ensure satisfactory enrollment of new students in these programs;
 - Further development of analytical-critical thinking and research from the first to the last year;
 - Providing interdisciplinary teaching modules;
 - Advancing students' knowledge of foreign languages through the provision of foreign language courses.

- Full consolidation of curricula of existing study programs.

3. Expansion of postgraduate education

- Further development of new master programs according to the needs of the Kosovo market ..
- Increasing the attractiveness, sustainability and flexibility of our master studies, enabling an increase in enrollment in these master programs.

4. Excellence in teaching and learning

- Support for the development of teaching and teaching innovation.
- Strengthening the capacities of the College for continuous improvement of teaching and learning practice.
- Ensuring the development of academic staff with pedagogical approach.
- Promoting and developing student assessment skills.
- Promoting the development of the Personal and Professional Development Plan and addressing the professional development needs of the academic staff in the RDC
- Financial support of academic staff for further professional and scientific advancement, in order to develop their careers, especially for pre-defined staff.
- Establishment of a Teaching Innovation Fund and expansion of the scholarship program for teachers, in order to sponsor new teaching and learning approaches.
- Evaluate our teaching and learning policies to create an integrated teaching and learning policy framework.

5. Enhanced student experience, services, and support

- Enhancing the quality of students' experience while studying in College.
- Strengthen our capacity to support students' personal and professional development and to support them in their career planning.
- Providing administrative and support services to students on a sufficient scale and appropriately structured to meet the needs of the student population.

- Providing support to students throughout the years of study until graduation through the help of the so-called "life cycle" of the student.
- Offering a wide range of learning experiences and extracurricular experiences.
- Development of student clubs and societies to support learning.

6. Quality assurance and continuous accreditation

- Improving quality assurance, quality processes and strengthening the link between quality improvement and planning strategy.
- Independent review of quality assurance / quality improvement processes to further develop a culture of continuous quality improvement and to formalize the links between quality assurance and planning strategy at the institutional level, faculties and departments.
- Establishing new principles for quality management and improvement.
- Creating a list of concrete annual tasks for quality improvement derived from those recommendations.
- Monitoring and evaluating the impact of the reform on the development of teaching and learning in the College.
- Develop and improve our approach to collecting feedback and information from students on teaching effectiveness.
- Systematic evaluation of curricula, syllabi and their management, according to a results-based program and the involvement of all stakeholders in this process.
- Institutionalization of student involvement in quality assurance;
- Systematic evaluation of the performance of the academic staff in the College;
- Organize regular surveys of College staff to better understand and respond to College work experience
- Design and implementation of key academic performance indicators (KPI-A).

7. Development of human resources and faculty expertise

- Providing human resource improvement services to support the College's strategic growth and development.
- Development of staff organization chart and future staff structures;

- Strengthen staff support to develop as professionals and adapt to the changing needs of the College.
- Further professionalize the management and delivery of the College's services as well as promote a culture of continuous improvement in all administrative and support units and functions.
- Appointment of an executive member of the College with overall responsibilities for Improving Management Processes at the College level.
- Clarification of job duties and responsibilities for administrative staff.
- Improve recruitment and employment practices. Employment of new academic staff in regular employment with relevant qualifications.
- Improving the structure of retired academic staff in study programs
- Enabling the employment of expert staff in the field from other countries, except Kosovo.
- Providing an environment where all staff can play, develop, advance and further contribute to the development of the College.
- Supporting the development and advancement of our staff through:
 - Clear career frameworks for all categories of staff;
 - Performance development and management systems;
 - A formal education and mentoring program for young academic and research staff in the early stages of their careers;
 - Significant investments in mentoring and staff development.
- Implement a rewarding staffing policy to support staff development and advancement and the College's intended strategies, including:
 - A number of awards to evaluate services and achievements;
 - Advanced processes of promoting academic staff with regular promotional rounds;
 - Career framework for researchers;
 - Clarification of appropriate opportunities and processes for the promotion of libraries, information services, administrative, technical, professional and general service staff.
- Review of academic workload models, in order to provide the most balanced workload between research, teaching and community service.
- Promoting a positive organizational culture, by:
 - Support staff participation in comprehensive decision-making processes;

- Building an environment for collegial cooperation between all our staff and increasing employee engagement, activities and programs for health and well-being;
- Creating a calendar year of events to stimulate interdepartmental discussions;
- Establishment of a program for the Good Practices Seminar and Service Innovation;
- Development of additional informal work and social spaces, where colleagues can cooperate and support each other;
- Through the Vice Rector for External Relations, Development and Quality Assurance, operational excellence and transformation organization will be strengthened.
- Providing high quality induction, management and leadership programs for departments.

8. Implementation of digital transformation

- Capacity building for operational excellence and digital transformation.
- Capacity building to optimize and simplify processes in the College, and to design, implement and transform digital services.
- Improving the capacity to organize learning with new technological and learning tools that support the flexibility of our academic programs.
- Support students and staff in the effective use of digital technology for teaching, learning, research, innovation and administration.
- Development of a student information system that supports innovation and enhanced curriculum flexibility.
- Provide sustainable, secure, cost-effective, up-to-date and up-to-date IT and digital services.

9. Integrated Quality Management, Strategic Planning, Financial Sustainability, and Governance

- Carefully manage the College's growth towards strategic development objectives.
- College growth planning over the next five years.
- Ensure that our business financial planning processes and resource allocation processes are easily understood, transparent, and support the College's strategic objectives.
- Professionalism of financial and governance functions to ensure that they are the center of excellence.

- Develop policies and processes for financial planning, resource allocation, and risk analysis to support the decision-making strategy, the planned growth of the College, and the maintenance of a strong balance.
- The financial services of the College to be a center of excellence in processing, controlling and reporting transactions.
- Design and implement finance and budget systems (policies, software, processes, training, and utilization) to improve College management and improve transparency and accountability.

10. Infrastructure development and campus master planning

- Invest in the campus environment and infrastructure, according to a three-year capital development plan, to meet the learning, research, culture, society and recreation needs of a growing campus community.
- Finalize the Campus Master Plan in a three-year phase of capital development, to provide space, facilities and modern research and teaching infrastructure to support enrollment growth planning and research, teaching and learning developments.
- The capital development program for the three-year period will provide:
 - Finalization of the new Clinic on campus, with an area of 18,000 m²;
 - Finalization of a new academic and laboratory space on campus with an area of 4000 m² for the academic year 2022/23;
 - Renovation of old buildings and replacement of facilities that are no longer suitable for the purposes;
 - A variety of technologies that enable informal learning, social learning, conducting meetings and educating the community.
- Develop a strategy for managing campus resources.
- Further development of the College infrastructure database and inventory for all College academic units ;.
- Improving the infrastructure for people with disabilities in the College buildings.
- Working with external partners to build stronger links between campus and community by establishing the College as a resource for the local and regional community.

11. Strengthening Internationalization and global partnerships

- Increasing opportunities for international student mobility at the College.
- Creating wider opportunities for the study of foreign students in the College, increasing the number of international students.
- Increase student mobility partnerships with leading international universities to increase our participation in the Erasmus program by developing a targeted portfolio of Erasmus and Exchange Partnerships.
- Consolidate our relationships with existing partners.
- Identify a limited number of international strategic partners in different regions of the world with whom we will build deep research, teaching and institutional relationships.
- Implement our strategy for internationalization of research to support strong research cooperation.
- Increase the mobility of local and international academic staff to and from the College.
- Inclusion of the potential for research cooperation as a criterion in establishing large international partnerships.
- Provide support for collaborative research with our key international partners and explore international funding opportunities in this area.
- Prioritization for short-term research projects with key international partners.
- Development of short-term international programs (eg summer / winter schools).
- Providing the Office of Foreign Relations to support international students, international academic staff in order to internationalize the College.
- Increasing the number of applications for mobility and scholarships (Office for International Cooperation);
- Support staff for joint projects to obtain international funding;
- Increase the efficiency of transcript and document verification (at the request of international partners);
- Electronic database of international donations and projects;
- Increase cooperation with non-university public or private international corporations.

12. Effective communication and Alumni engagement

- Improving internal communication and cooperation processes.

- Develop and increase the public profile of the College through targeted marketing, media relations and public relations.
 - Systematically engage with alumni, linking them to the College, mobilizing alumni in support of the institution's goals.
- Strengthen the alumni engagement program, recognizing the alumni desire to continue maintaining close relationships with the College.
 - Mobilizing graduates in support of the employment of other graduates, playing the role of model, mentor and providing jobs.
 - Fundraising and providing additional philanthropic funding in support of the College's strategic priorities.

Strategic Goal: Advancement in Research and Innovation - 1. Research Infrastructure

Activity	Responsible Parts	Success Indicator	Period of Implementation
Existence of research policies and guidelines	Research Office, Policy Development Team	Approved policies and guidelines	2025
Institutional research agenda	Research Office	Operational institutional research agenda	2025
Development of research incentive structures	Human Resources, Research Office	Established incentives for research activities	2025
Commercialization and IP protection policies	Legal Department, Research Office	Policies for commercialization and IP protection	2025
Establishment of research offices and support services	Research Office, Institutional Support	Functional research support services	2025
Creation of grant management offices	Finance Department, Research Office	Operational grant management office	2025
Collaboration between research support and academic units	Research Office, Academic Units	Effective collaboration structures with academic units	Annually
Research support infrastructure in academic units	Academic Units	Research infrastructure within academic departments	Continuously
Equipped research laboratories across disciplines	Research Office, Laboratory Management	Functional, well-equipped research laboratories	Continuously
Library resources and critical research support	Library Services, IT Department	Library and critical resources supporting research	Continuously
Institutional financial support for grant applications	Finance Department, Research Office	Internal funding support for research applications	Annually
Mechanisms for managing research projects	Research Office, Finance Department	Functional project management mechanisms	2025
Training and flexible contracts for research staff	Human Resources, Research Office	Training programs and flexible staffing policies	Annually
Programs for human resource development in research	Human Resources, Research Office	HR development programs in place for research	Annually
National research policy engagement	Research Office, External Relations	Engagement in national research policy forums	Continuously

Strategic Goal: Advancement in Research and Innovation - 2. Continuity and Sustainability

Activity	Responsible Parts	Success Indicator	Period of Implementation
Evaluation of funding adequacy	Finance Department, Research Office	Sufficient and stable research funding levels	Annually
Institutional budget contributions to research funding. <i>Strategic Goal:</i> Increase the annual budget for research by 8% to ensure sustained growth and support for research activities.	Finance Department, Research Office	Increased internal budget allocation for research	Annually
Balance between local funding and donor reliance	Finance Department, Research Office	Reduced dependence on donor funding for sustainability	Annually

Strategic Goal: Advancement in Research and Innovation – 3. Partnerships and Collaborations

Activity	Responsible Parts	Success Indicator	Period of Implementation
Evaluation of partnerships with private sector and development agencies	External Relations, Research Office	Increased collaborations with private and development sectors	Continuously
Establishment of links with communities, national bodies, and international scholars	Academic Units, MoH, MESTI, External Relations	Strengthened links with communities, national agencies, and international academic partners	Continuously

Strategic Goal: Advancement in Research and Innovation – 4. Empowerment of Employees

Activity	Responsible Parts	Success Indicator	Period of Implementation
Assessment of involvement of young, female, and marginalized researchers	Human Resources, Research Office	Increased participation of young, female, and marginalized researchers	Annually
Incentives for inclusion of diverse groups in research	Human Resources, Research Office	Established and effective incentive programs for inclusivity in research	Annually

Strategic Goal: Advancement in Research and Innovation – 5. Leadership

Activity	Responsible Parts	Success Indicator	Period of Implementation
Assessment of leadership support for institutionalizing good research practices	Leadership Team, Research Office	Increased implementation of effective research practices	Annually
Evaluation of support for low-capacity academic research departments	Leadership Team, Academic Units, Research Office	Improved research output in low-capacity departments	Annually

Strategic Goal: Advancement in Research and Innovation – 6. Dissemination of Knowledge and Applicability of Research

Activity	Responsible Parts	Success Indicator	Period of Implementation
Evaluation of College's capacity to disseminate research findings	Research Office, Communications Office	Increased dissemination of research findings	Annually
Establishment of knowledge dissemination units and activities	Research Office, Knowledge Management Team	Operational knowledge dissemination units and activities	Continuously
Development of research agendas in consultation with policymakers	Research Office, External Relations, Policy Development Team	Research agendas aligned with development and policy needs	Continuously
Evaluation of research impact on policy and program changes	Research Office, Policy Development Team, External Relations	Demonstrated influence of research on policy and programs	Continuously

Strategic Goal: Advancement in Research and Innovation – 7. Search Portfolio (Research Output)

Activity	Responsible Parts	Success Indicator	Period of Implementation
Evaluation of total research output and breakdown by key development-related sectors	Research Office, Academic Units	Comprehensive assessment of research output by sector	Continuously

Strategic Goal 2: Alignment of Academic Programs with Market Needs

Activity	Responsible Parts	Success Indicator	Period of Implementation
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Development of new study programs aligned with labor market needs	Academic Affairs, Market Research Team	Launch of new study programs in emerging fields	Continuously
Providing a learning environment for independent researcher development	Academic Affairs, Student Development Office	Increased capacity of students as independent researchers	Continuously
Development of measurable program outcomes	Academic Affairs, Program Evaluation Committee	Clear, measurable outcomes for each program	Continuously
Increase cooperation with public and private sectors to align programs with current and future skills needs	External Relations, Academic Affairs, Career Services	Enhanced partnerships with industry for relevant program alignment	Continuously
Setting high expectations for students and providing resources and support	Academic Affairs, Student Services	Improved student support systems to achieve academic excellence	Continuously
Curriculum design to enhance student engagement and integrate new offerings based on market needs	Academic Units, Curriculum Development Team	Successful integration of interdisciplinary modules and foreign language offerings	Continuously
Consolidation of curricula for existing study programs	Academic Units, Curriculum Development Team	Fully updated and consolidated existing program curricula	Continuously

Strategic Goal 3: Expansion of Postgraduate Education

Activity	Responsible Parts	Success Indicator	Period of Implementation
Development of new master's programs aligned with Kosovo market needs	Academic Affairs, Program Development Team	Launch of new master's programs tailored to market demand	Continuously
Enhancing the attractiveness, sustainability, and flexibility of master's programs to increase enrollment	Academic Affairs, Enrollment Services, Marketing	Increased enrollment and improved program flexibility and sustainability	Continuously

Strategic Goal 4: Excellence in Teaching and Learning

Activity	Responsible Parts	Success Indicator	Period of Implementation
Support for the development of teaching and teaching innovation	Academic Affairs, Teaching Development Office	Increased support for innovative teaching practices	Annually
Strengthening College capacities for continuous improvement in teaching and learning	Academic Affairs, Quality Assurance Office	Strengthened systems for teaching and learning improvement	Continuously

Ensuring academic staff development with a pedagogical approach	Academic Affairs, Human Resources	Regular pedagogical development programs for academic staff	Continuously
Promoting and developing student assessment skills	Academic Affairs, Student Assessment Committee	Enhanced skills in student assessment across departments	Continuously
Promoting Personal and Professional Development Plans for academic staff in RDC	Human Resources, Professional Development Office	Implementation of Development Plans addressing academic staff needs	Continuously
Financial support for academic staff's professional and scientific advancement	Finance Department, Human Resources	Increased funding for staff advancement and career development	Continuously
Establishment of a Teaching Innovation Fund and expansion of scholarship programs for teachers	Academic Affairs, Finance Department	Operational Teaching Innovation Fund and expanded scholarship options	Continuously
Evaluation of teaching and learning policies to create an integrated framework	Academic Affairs, Policy Development Team	Integrated policy framework for teaching and learning	Continuously

Strategic Goal 5: Enhanced Student Experience, Services, and Support

Activity	Responsible Parts	Success Indicator	Period of Implementation
Enhancing the quality of the student experience in College	Student Affairs, Quality Assurance Office	Improved student satisfaction and experience metrics	Continuously
Strengthening support for students' personal, professional development, and career planning	Student Affairs, Career Services	Increased capacity for personal and career development support	Continuously
Providing administrative and support services structured to meet student needs	Student Affairs, Administrative Services	Effective, structured support services aligned with student needs	Continuously
Supporting students through all years of study until graduation ('student life cycle' support)	Student Affairs, Academic Support Services	Consistent support for students throughout their study journey	Continuously
Offering diverse learning and extracurricular experiences	Student Affairs, Extracurricular Programs Office	Expanded range of learning and extracurricular opportunities	Continuously
Developing student clubs and societies to support learning	Student Affairs, Clubs and Societies Office	Growth and active engagement in student clubs and societies	Continuously

Strategic Goal 6: Quality Assurance and Continuous Accreditation

Activity	Responsible Parts	Success Indicator	Period of Implementation
Improving quality assurance processes and linking quality improvement with strategic planning	Quality Assurance Office, Strategic Planning Team	Enhanced quality assurance processes integrated with strategic planning	Continuously
Independent review of quality assurance processes to develop a culture of continuous quality improvement	Quality Assurance Office, External Review Committee	Establishment of a continuous quality improvement culture	Continuously
Establishing new principles for quality management and improvement	Quality Assurance Office, Academic Affairs	Adoption of new quality management principles	Continuously
Creating an annual task list for quality improvement based on recommendations	Quality Assurance Office, Academic Departments	Annual quality improvement tasks completed and tracked	Continuously
Monitoring and evaluating the impact of reforms on teaching and learning development	Quality Assurance Office, Teaching and Learning Committee	Positive impact of reforms on teaching and learning outcomes	Continuously
Enhancing feedback collection from students on teaching effectiveness	Student Affairs, Quality Assurance Office	Regular feedback collection from students on teaching effectiveness	Continuously
Systematic evaluation of curricula, syllabi, and their management	Academic Affairs, Curriculum Review Committee	Curricula and syllabi evaluated with stakeholder involvement	Continuously
Institutionalization of student involvement in quality assurance	Student Affairs, Quality Assurance Office	Increased student participation in quality assurance activities	Continuously
Systematic evaluation of academic staff performance	Academic Affairs, HR Department	Regular performance evaluations of academic staff	Continuously
Regular surveys of College staff to improve work experience understanding	HR Department, Quality Assurance Office	Improved understanding of staff work experience through surveys	Continuously
Design and implementation of key academic performance indicators (KPI-A)	Quality Assurance Office, Academic Affairs	Implementation of key academic performance indicators (KPI-A)	Annually

Strategic Goal 7: Development of Human Resources and Faculty Expertise

Activity	Responsible Parts	Success Indicator	Period of Implementation
Providing human resource improvement services to support strategic growth	HR Department, Strategic Planning Team	Enhanced HR services supporting College growth	Continuously
Development of organizational chart and future staff structures	HR Department, Organizational Development Office	Organizational chart and future structures established	Continuously
Strengthening staff support for professional development	HR Department, Staff Development Office	Improved support systems for staff professional growth	Continuously

Professionalizing management and promoting continuous improvement culture	HR Department, Quality Assurance Office	Management practices promoting a culture of improvement	Continuously
Appointment of an executive member for improving management processes	College Leadership, HR Department	Executive role filled for management process improvement	Continuously
Clarification of job duties and responsibilities for administrative staff	HR Department, Administrative Services	Clear job responsibilities for administrative staff	Continuously
Improving recruitment and hiring practices for qualified academic staff	HR Department, Recruitment Office	Improved recruitment and hiring practices	Continuously
Adjusting structure of retired academic staff in study programs	HR Department, Academic Affairs	Optimized structure of retired staff within programs	Continuously
Enabling employment of expert staff from other countries	HR Department, International Relations	Increased employment of expert staff from abroad	Continuously
Supporting staff development through career frameworks, mentoring, and investments	HR Department, Mentoring and Career Development Office	Robust career frameworks, mentoring, and development systems	Continuously
Implementing rewarding staffing policy for staff advancement	HR Department, Reward Management Office	Operational rewarding policy supporting staff development	Continuously
Reviewing academic workload models for balanced workload	Academic Affairs, HR Department	Balanced workload models implemented	Continuously
Promoting a positive organizational culture with engagement activities	HR Department, Organizational Development	Increased engagement in organizational culture initiatives	Continuously
Strengthening operational excellence through Vice Rector for External Relations	Vice Rector for External Relations, Development and Quality Assurance	Operational excellence achieved in collaboration with Vice Rector	Continuously

Strategic Goal 8: Implementation of Digital Transformation

Activity	Responsible Parts	Success Indicator	Period of Implementation
Capacity building for operational excellence and digital transformation	IT Department, Organizational Development Office	Enhanced capacity for digital and operational excellence	Continuously
Optimizing and simplifying College processes through digital services	IT Department, Administrative Services	Streamlined and efficient digital processes within the College	Continuously
Enhancing learning organization with new technology tools	Academic Affairs, IT Department	Improved learning flexibility with new tech tools	Continuously
Supporting students and staff in effective digital technology use	IT Department, Academic Affairs, Student Services	Increased digital literacy and tech utilization among staff and students	Continuously

Development of a student information system for curriculum flexibility	IT Department, Curriculum Development Office	Functional student information system supporting curriculum innovation	Continuously
Providing sustainable, secure, and cost-effective IT and digital services	IT Department, Finance Department	Reliable and secure IT infrastructure for all digital services	Continuously

Strategic Goal 9: Integrated Quality Management, Strategic Planning, Financial Sustainability, and Governance

Activity	Responsible Parts	Success Indicator	Period of Implementation
Careful management of College growth toward strategic objectives	College Leadership, Strategic Planning Office	College growth aligned with strategic development goals	Continuously
Planning for College growth over the next five years	College Leadership, Strategic Planning Office	Clear five-year growth plan for College expansion	Continuously
Ensuring transparency in financial planning and resource allocation processes	Finance Department, College Leadership	Transparent and effective financial planning and resource allocation	Continuously
Professionalizing financial and governance functions as a center of excellence	Finance Department, Governance Office	Excellence in financial and governance functions	Continuously
Developing policies for financial planning, resource allocation, and risk analysis	Finance Department, Policy Development Team	Robust policies supporting financial decision-making and growth	Continuously
Designing and implementing finance and budget systems for improved management	Finance Department, IT Department	Operational finance and budget systems enhancing accountability	Continuously

Strategic Goal 10: Infrastructure Development and Campus Master Planning

Activity	Responsible Parts	Success Indicator	Period of Implementation
Investment in campus infrastructure per a three-year capital development plan	Facilities Management, Finance Department	Improved campus infrastructure to meet community needs	2025-2028
Finalization of Campus Master Plan to support growth in enrollment and research	Facilities Management, Strategic Planning Office	Completed Campus Master Plan for modern facilities and growth support	2025-2028
Execution of capital development program for facilities expansion and renovation	Facilities Management, Project Development Office	Expanded and renovated campus facilities per capital development program	2025-2028

Development of a strategy for managing campus resources	Facilities Management, Administrative Services	Established and effective campus resource management strategy	Continuously
Expansion of College infrastructure database for all academic units	Facilities Management, IT Department	Comprehensive infrastructure database across academic units	Continuously
Improvement of infrastructure for accessibility for individuals with disabilities	Facilities Management, Accessibility Office	Enhanced accessibility in all College buildings	Continuously
Collaboration with external partners to strengthen links between campus and community	External Relations, Community Engagement Office	Strong partnerships promoting College as a community resource	Continuously

Strategic Goal 11: Strengthening Internationalization and Global Partnerships

Activity	Responsible Parts	Success Indicator	Period of Implementation
Increasing opportunities for international student mobility at the College	Office for International Cooperation, Student Affairs	Increased participation in international student mobility programs	Continuously
Consolidating relationships with existing partners	Office for International Cooperation, Partnership Development	Strengthened ties with existing international partners	Continuously
Identifying strategic international partners for deep collaborations	Office for International Cooperation, Strategic Planning Office	Established collaborations with strategic international partners	Continuously
Implementing an internationalization strategy for research cooperation	Research Office, Office for International Cooperation	Increased research partnerships and joint projects internationally	Continuously
Increasing mobility for local and international academic staff	HR Department, Office for International Cooperation	Enhanced mobility for academic staff to/from the College	Continuously
Establishing an Office of Foreign Relations for international student and staff support	Office for International Cooperation, Student Services	Operational Office of Foreign Relations supporting internationalization	Continuously
Increasing applications for mobility and scholarships	Office for International Cooperation, Scholarship Office	Higher application rates for mobility programs and scholarships	Continuously
Supporting staff in joint projects to secure international funding	Research Office, Office for International Cooperation	Secured funding for joint international research projects	Continuously
Improving efficiency in transcript and document verification for international requests	Administrative Services, Office for International Cooperation	Efficient verification processes for international documents	Continuously
Developing an electronic database for international donations and projects	IT Department, Office for International Cooperation	Comprehensive database of international projects and donations	Continuously

Expanding cooperation with international public and private non-university organizations	External Relations, Office for International Cooperation	Increased collaboration with non-university international organizations	Continuously
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Strategic Goal 12: Effective Communication and Alumni Engagement

Activity	Responsible Parts	Success Indicator	Period of Implementation
Improving internal communication and cooperation processes	Communications Office, Internal Relations Team	Improved internal communication efficiency and collaboration	Continuously
Developing the public profile of the College through targeted marketing and media relations	Communications Office, Marketing Department	Enhanced public profile and media presence of the College	Continuously
Systematic engagement with alumni to strengthen connections to the College	Alumni Relations Office, Communications Office	Stronger alumni connections and engagement with the College	Continuously
Enhancing the alumni engagement program to maintain close alumni relationships	Alumni Relations Office, Student Affairs	Sustained alumni engagement through structured programs	Continuously
Mobilizing alumni to support employment and mentorship for graduates	Alumni Relations Office, Career Services	Increased alumni involvement in employment and mentorship support	Continuously
Fundraising and increasing philanthropic funding to support strategic priorities	Development Office, Alumni Relations Office	Successful fundraising initiatives supporting College priorities	Continuously