



BPrAL - PPOHE  
Kolegji AAB

AAB College  
Strategic Development Plan

2018-2022

Prishtinë, January 2018



## Introduction

Following the successful implementation of the AAB 2013-2017 Development Plan, the Board and the Rectorate of AAB College have decided to review the implementation of the previous plan and the development of the new AAB 2018-2022 Development Plan. To this end, a core team has been appointed to coordinate the process of drafting the Plan, as well as the broader team (covering key planning areas) that will contribute by participating in planning workshops. The core team has held regular monthly meetings throughout the planning process, while the broader group has participated in two planning workshops. Budgeting of activities and action plan are designed by a closer working group.

### Main stages of drafting the plan:

- i) Appointment of working groups
- ii) Reviewing the implementation of the previous Plan 2013-2017 and data collection
- iii) Assigning fields of intervention and of strategic objectives
- iv) Assessment of the current situation and analysing data
- v) Identification and description of measures
- vi) Drafting the action plan and budgeting the activities
- vii) Drafting the communication plan and translating the document

### Development Plan 2013-2017

Review of the 2013-2017 Plan has shown that most of the objectives and measures envisaged there have been implemented and the expectations about their implementation have been overcome. Thus, investments made in infrastructure, technology, means of transport, employment of teaching staff (due to change in KAA's criteria) and other issues have been exceeded. Expectations for the number of accredited programs, number of registered students, administrative staff, new established institutions and others have also been exceeded. The only point of relative challenges has been the field of scientific research, which has come as a result of lack of support from the authorities, pressures on quality assurance in the academic and infrastructural aspect, and the relative lack of capacity among staff. Another area that has made significant progress and that has had the greatest potential is the area of quality assurance. Here, despite the added investment, some expected effects have been missing. Internal analysis has shown that mainly external factors has prevented the development of quality to the extent expected. For this reason, the current plan attaches particular importance to these two areas, on the one hand, and builds on the great achievements in other areas.

### Wider context

After two decades of efforts to rebuild the higher education system, Kosovo education is entering a stage of genuine development. These two decades were years of education compensation lost during the tough years of the last decade of the last century. This period was characterized by the almost universal participation of the population in higher education when (with 60 students per 1000 inhabitants) Kosovo

was able to participate in education not only in the region but also in the most developed European countries.

This period has faced AAB College with extraordinary pressure. This is because, unlike manufacturing and industry, the quality of services in higher education depends largely on the customer. In private higher education the customer is the student. There is little impact on the quality of services provided at the institution of higher education if the student is not motivated to study. Such an orientation is also imposed by the politicization and nepotism practices of public sector employment in Kosovo: the quality of the diploma was not looked at but the document itself. Such a situation has put AAB College in front of the essential challenges: being in the midst of its mission for quality education and the unfair competition from other institutions in getting the students.

Another major challenge for AAB was the unequal treatment of private institutions by educational authorities in Kosovo. With rare exceptions, private institutions and students graduated from these institutions continue to be treated unfairly by public authorities in Kosovo. This situation has been contributed by the legal framework in force that makes discrimination between institutions, and has discriminatory treatment practices of graduates from the public sector and the treatment of students or our graduates when students apply let say for the continuation of studies by private higher education institutions in Kosovo.

Despite these difficulties, AAB has recorded an average annual growth rate of around 20% over these five years, which represents a unique development for a higher education institution in Kosovo and the region. AAB has made the largest investments in the field of higher education infrastructure in Kosovo and perhaps even wider. AAB is the largest non-public institution of higher education in the region and the second in Kosovo - after the University of Prishtina. AAB is ranked as one of the best institutions in the region according to the ranking system of the higher education institutions Webometrix. Moreover, AAB has provided about 90% of permanent qualified personnel under the strict requirements of the Kosovo Accreditation Agency. It has digitized the academic and administrative processes with original programming applications, it has doubled the number of bachelor and master programs, it has increased the number of students for about 10-20% per year, the quality and number of student services has improved significantly and new institutions of education and vocational training have been established.

Within the strategies for tracking trends in higher education in Kosovo and beyond, AAB has started institutional and program restructuring since 2015. To this end, several institutions within AAB were established, as follows:

- AAB Institute – non profitable institution
- British School of Kosovo
- Institute for Auditing and Accounting
- German Professional School
- Study programs in the field of medicine have been accredited.

Now AAB, as part of the higher education system in Kosovo, is entering a new development phase. At the core of this phase is that the market and customer requirements have changed: it is a growing process that is requiring more than just one degree - it requires competence to perform a job, especially in the most sought after professions in the country and in Europe. This is because market demand has shifted from the public sector as the main employer, to the private sector and (more and more) to the European market.

Intervention fields

Planning teams have identified the following areas, which were then used to better structure the status evaluation process:

1. Management and administration
2. Quality assurance
3. Student Services
4. Teaching and research
5. Infrastructure and Technology
6. Cooperation and partnerships

Cross-cutting issues: Innovation and Social Dimensions

Assessment of the current situation:

As stated above, AAB has undergone extremely dynamic development processes over the last five years that have faced staff with multiple challenges but with achievements that have made AAB distinguishable not only in the country but also in the region. The SWOT analysis tool has been applied for the analysis of the situation by analysing the advantages and weaknesses (internal), and the opportunities and risks as external factors outside the control of AAB but which should be considered to build on them to prevent or reduce their potentially negative effect (dangers).

The planning groups have carried out an analysis of the current situation in the areas of intervention by identifying around 230 aspects (mainly advantages and weaknesses) which then have been transformed into specific development objectives. The following, briefly illustrate key aspects of the situation assessment by planning groups.

Management and administration:

*Decentralization:* In this area AAB has had to follow the strong development of the organization with corresponding changes in the organizational structure and content of administrative services. Consequently, there have been changes in the structure of the college's organization of study programs at faculties. For this reason, but also because of the increasing number of students, AAB has realized a delegation and decentralization of multiple responsibilities from the Rectorate level to the Dean's level. Deans thus have taken on more responsibilities in the selection and management of personnel as well as in the management of material and financial resources. Consequently, the number of administrative services that are being carried out at the Dean level, including transfers, job placement supervision, quality management, student projects and so on, has been increased.

*Digitalization of the administration:* During this period, a considerable part of the administration services were digitized, including eManager (planning and reporting), e-Kiosk (certificate issuance), recording student's attendance to lectures (electronic identification system), communication management in the teaching-student relationship eProfessor), electronic teacher evaluation by students, payroll system (based on electronic records), and many more. All of these were original solutions designed by AAB programmers within the administration sector. These solutions have enabled the release of personnel from routine work to other activities that have helped the student's performance more.

*Establishment of new institutions:* AAB has responded to challenges of time and trends in the field of education in Kosovo through institutional flexibility and the diversification of educational offerings. Within this approach, the AAB Institute, the AAB Institute for Certified Accountants and Auditors, the German Vocational School, the British School of Kosovo and others have been established. Likewise, the study programs in the fields of nursing, dentistry, and radiology have been accredited as a new direction of AAB's development.

The field of management was followed by many challenges that were mainly related to the rapid growth of the institution and the number of students. These include the duplication of responsibilities between the various sectors, the lack of offices from time to time for professors and program coordinators at the faculty level, initial difficulties in using the e-manager, lack of staff to track service growth and others.

Among the opportunities mentioned are the positive AAB image built over the years, better regulation of the legal framework in the field of higher education and science, increased interest of the population to take advantage of the opportunities offered for study and others. At the same time, working groups have identified many risks that have continued to come from the wider circle and context in Kosovo. In this sense, apart from the continuing lack of financial support by the education authorities, it is necessary to distinguish the continuation of the existence and implementation of discriminatory provisions in the legal framework of the education sector to private higher education institutions (here, first of all, Article 16 of The Law on Higher Education prohibiting the preparation of teachers from private higher education institutions - a unique provision nowhere to be found in similar frameworks in Europe). Likewise, practices and cases of discrimination of students of private institutions have continued, such as during employment and enrolment in further education in public institutions. AAB has made its contribution through legal means to mitigate these discriminatory provisions and practices in our country.

#### Quality Assurance

*Quality Assurance Framework:* A new and more advanced quality assurance framework could be one of AAB's major achievements during the previous development plan period. Here the Office of Quality has been fully consolidated and has become fully operational, the responsibilities and duties of management and professors are precisely assigned to the QA process, relevant forms have been developed for all aspects of QA (including student and teacher assessment, curriculum development, accreditation, self-evaluation and others), key processes of quality assurance have been digitized (eg teacher evaluation by students), procedures for monitoring and support of personnel are set up and implemented. All of these

are the basis for further quality development at AAB College in the strategic interventions of the period covered by this plan.

*Staff development and employment:* At the same time, AAB has invested heavily in providing qualified personnel (according to strict KAA requirements) and also in the academic and professional development of teaching staff. In this context, AAB has managed to have 100% qualified staff according to the requirements of the Accreditation Agency and over 85% of full-time teaching staff in AAB. On the other hand, a series of activities have been organized for the professional development of staff with local and international trainers. This has also led AAB to look forward to the next stage of improving the quality of teaching and research in AAB in the next five years.

The key challenges are also related to the many achievements and the dynamism of the processes through which AAB has passed in the last five years. Thus, there were difficulties in implementing the digitalization of various aspects of quality assurance (for example publishing electronic syllabuses and building student assessment based on this approach); the integration of a large number of new teaching staff in the culture and routines of AAB; the lack of qualified personnel in Kosovo for new teaching subjects in line with technological, economic and social trends; exceeded methodology of the work of a part of the staff; lack of sufficient knowledge of new technologies; inability to use electronic resources online by staff and other students.

At the same time, various opportunities for quality assurance have been identified in AAB. First of all this is related to the membership of KAA in ENQA because it enables direct recognition of our diplomas from European countries. In addition, it is also mentioned the greatest opportunity of students and staff to participate in various mobility and exchange programs with representatives from international institutions. Technology development has also opened up many opportunities to facilitate the quality assurance process at AAB. In parallel with the opportunities, AAB expects to be faced with various dangers, such as the non-positive image created by some private colleges, discriminatory policies of educational authorities in Kosovo, the situation created after the dismissal of the State Quality Council of the Accreditation Agency, frequent changes in bylaws that regulate the quality of higher education, the passing of the adoption of the law on higher education by the Assembly of Kosovo. Etc.

#### Student services

AAB regularly evaluates students regarding the academic and administrative services provided to them. The results of these assessments serve AAB for the further advancement of these services and the provision of new services. In addition to these student opinions, the planning groups identified a number of achievements that had served to improve student life, their administration and their performance in studies. This includes access to electronic resources, transport security, tutoring support, digitalization of student services, realization of research projects with student participation, provision of additional classes according to the needs identified in certain courses and others. Among the weaknesses identified by student assessments and planning sessions were included: relative lack of literature, distance of the library from the facility where lectures were held, more opportunities for practical work and others. Among the opportunities and requirements for student service advancement are more student activities on campus

and abroad, more study visits, better utilization of opportunities offered by new facilities, organization of more student projects and more. All of these are addressed in the proposed measures of this Plan.

#### Teaching and scientific research

In these two core areas for each higher education institution, AAB has made significant progress over the past five years. In the field of science, a dozen scientific conferences of national and international character are organized either by AAB staff or in cooperation with institutions from the region and Europe. Thematic symposia and debates have been organized with local experts, with ambassadors and senior officials from the country and from the world. Also, dozens of professors have been assisted to participate in scientific conferences and to publish their works in scientific journals. Dozens of titles of books, monographs, poems review and more are published in this period. A publishing house was established for the publication of original scientific, artistic and publicity works and for translation of masterpieces from other cultures. International awards have been established for various fields and prizes have been awarded to meritorious people in the field of creativity, peace and vitality. Two or three issues of the scientific journal "Thesis" are published each year by publishing dozens of articles from AAB's or foreign authors. In the field of teaching, the process of curriculum development has been consolidated, the methodology of student work has been advanced, materials and literature have been provided for all courses, advanced assessment of students and other aspects that made AAB distinct from all other institutions in Kosovo and possibly in the region. In 2017, AAB for the first time successfully organized the process of academic promotion of its staff. In this framework more than 20 doctor of science were promoted in the assistant professorship, and 20 assistant professors have promoted in associate professor. This is reflected by the different ranking platforms of universities in the world that place AAB among the most prominent online institutions, with more scientific works and more frequent referrals of staff or institution.

On the other hand, deficiencies have to be overcome or addressed to further advance teaching and research in AAB. This includes the lack of sufficient funds for scientific research, the lack of skills for designing and implementing scientific projects, the relative lack of interactive teaching skills, the need to design and implement more academic and professional development programs, insufficient use of eProfessor and others. Literature, provision of more frequent and qualitative cases for professional practice, adaptation of teaching and market research trends were among the identified aspects that require serious treatment over the next period covered by this Development Plan. Numerous opportunities are open to this in the further opening of the institution to European staff exchange programs (Erasmus +) and research programs (Horizon 2020).

#### Infrastructure and technology

AAB over the past five years has been among the largest investors in higher education in Kosovo. Only in the last two years, teaching facilities have been expanded to more than 25,000 m<sup>2</sup> only on the Prishtina campus. Earlier, AAB facilities were built in campuses in Gjakova and Ferizaj. At the same time, it is invested in technological equipment, student transportation, in labs and in classrooms in order to become one of the most modern institutions in the region. At present, AAB should continue to invest in infrastructure to track institutional growth both in student numbers and in the expansion of educational offerings (with new programs). Another important element is the lack of gardening of external spaces of the campus in Prishtina



similarly to the high standard placed in the interior part of the college. At the same time, despite significant investments in the supply of facilities with technological equipment, AAB should continue to invest in this direction to keep up with the rapid development of new technologies. In addition, during the assessment of the current situation in the field of infrastructure, it has been noted that the physical facility of the Central Library has somewhat lagged behind the new physical expansion of the Prishtina campus. This requires further assessment of the situation and finding an adequate solution that would be in the service of easier and better use of literature by AAB's students.

#### International cooperation

In the area of international cooperation, AAB has faced numerous challenges, above all external, but considerable success has also been achieved. Among the key challenges have been the stagnation of Kosovo integration and thus of higher education into the relevant European structures. Due to the inability to join the Council of Europe, Kosovo cannot sign the Declaration and fully join the Bologna Process and in the European Higher Education Area. The process of European integration has been hampered by the opportunity to benefit from various European funds and programs and the free movement of professors and students. Such a status has made AAB unable to enter into a cooperation agreement with European elite institutions, while some signed agreements have tended to remain on paper.

Despite these difficulties, AAB over the past period has been distinguished among Kosovo's higher education institutions by the number of international scientific conferences, for initiating the mobility process (exchanges) of staff and students with European higher education institutions (Poland, Lithuania, Belgium, etc.), the organization of the international summer school, the signing and practical implementation of several agreements (especially with Turkish higher education institutions), enrolment of students from third countries, joint competition in European funding projects etc.

Overall, it has been noted that the quality of international cooperation depends on institutional capacities and the quality of staff. Such a fact has also been confirmed by the increase in the degree of cooperation in all spheres of higher education in the region and Europe in the last few years. Thus, the number of participation in the international staffing conferences has increased, the number of publications in quality scientific journals has increased significantly, and visits of representatives of foreign institutions to AAB have increased. Ultimately, these successes have made AAB ranked high by all ranking systems of higher education institutions that include similar institutions in the region. In all these ranking systems, AAB is ranked among the top in Kosovo and among the top ten institutions in the region. Consequently, it is realistic to expect that in the coming years, AAB initiatives and successes in the international arena of higher education will be added.

### Main features of the new Plan 2018-2022

During the planning process, the rectorate working groups held two core group meetings, two extended group meetings and two Steering Council meetings to discuss and formulate the vision and mission of the college, the areas of intervention, strategic objectives, measures and targets of the Development Plan. Initially, working groups agreed on the vision and mission of the organization, as following:

#### Vision

AAB is a leading university institution in the region in applying innovative approaches in the field of higher education, science and technology. AAB sets new trends in the field of higher education in Kosovo and the region and is part of the most relevant networks of higher education institutions in Europe and beyond. AAB is a leader in the country's European integration processes and a promoter of social and economic development.

#### Mission

AAB contributes to the society through:

- delivery of quality and diversified programs of higher education and applied science to the labour market in Kosovo, the region and beyond;
- advancing, creating and disseminating knowledge through scientific research in order to improve the welfare and health of the population, as well as cultural, social and economic development;
- providing an environment that results in social mobility and personal development of the individual - responsible citizen.

In addition to this, AAB engages in dynamic dialogue with economic and social partners to provide relevant educational and research services and cultivates a secure environment that enables creativity, critical thinking, tolerance, and universal values of teachers and students within the framework of an education life long learning program in accordance with the highest standards applied in the region and beyond.

#### Intervention fields

1. Management and administration
2. Quality assurance
3. Student Services
4. Teaching and research
5. Infrastructure and Technology
6. Cooperation and partnerships

Cross-cutting issues: Innovation and Social Dimensions

Planning groups have determined that innovative approaches and social dimensions are related aspects that will be outlined across all measures and interventions of this strategic plan. This attitude has also been productive in the recent development plan as it has made AAB to set trends and standards on one side and to provide more accessible treatment for all those who are devoted to personal development (social dimension). Within the latter, AAB during the last development period has divided hundreds of

scholarships, has offered non-compensated literature, has implemented study programs in local languages, and has provided mentoring and material support to assist student performance.

### Strategic objectives

To develop the vision and accomplish its mission, AAB has set a number of strategic objectives for the next five years. The planning group has set out a strategic objective for each area of intervention. The following are the strategic objectives of the Development Plan:

- OS 1. Establish effective management and administration in support of academic and research processes
- OS 2. Provide increased support for transparent and participatory quality assurance procedures
- OS 3. Provide student support services that provide optimal working conditions for improving student performance
- OS 4. Support development and research projects of staff and students in order to enhance the relevance of studies
- OS 5. To improve working conditions and establish a culture of excellence, innovation and use of new technologies in order to develop the quality of educational and research services
- OS 6. Promote cooperation with local and international partners to facilitate the communication and exchange of knowledge, values and achievements of AAB staff and students with similar institutions at home and abroad.

### Description of measures according to the strategic objectives

After setting strategic objectives, the planning groups have identified a number of concrete measures and activities that will serve to implement AAB's development objectives. The following provides short descriptions of the strategies measures through which the implementation of these objectives is intended.

#### 1. Establish effective management and administration in support of academic and research processes

##### **Measures:**

*1.1. New regulations are drafted to monitor the development and expansion of AAB, as well as to install a new culture of excellence and innovation in management, teaching and research.*

*AAB appoints a working group to assess the needs for new regulations in order to follow up on new institutional, organizational, structural, human and technological developments. After the needs assessment, the work plan and the dynamics of drafting and adopting new regulations are drafted. Depending on the area being regulated, the Rectorate or the Steering Council shall appoint working groups for drafting relevant regulations. AAB can engage overseas experts depending on the expertise available at AAB. In some cases, before the final adoption, a number of regulations are piloted to see their applicability in practice.*

*1.2. Advancing digitalization of administration*

*Initially, AAB will evaluate the current state of digitalization of services and the satisfaction of professors and students with these services. An important aspect of the assessment will be the research of good digitization practices in other higher education institutions in the country and in the world. The assessment will be made by an independent assessment team, who will draft a report on the degree of digitalization of the services. Based on the report, the plan for advancing the digitalization of administrative and student services in AAB will be developed. The action plan should contain a detailed description of the three to four key projects and resources needed for their realization. For this purpose, recruitment will be made of additional staff in the programming sector and further professional training of existing staff will be done. The programming unit will also engage the best students from the faculty of computer science in practical work in the unit. The most successful attendants in practical work will be offered the job after their graduation.*

*1.3. A more decentralized system of leadership and management of AAB College is established*

*The Rectorate appoints a team for assessing good management practices of higher education institutions in the region and Europe. The task of the team is to evaluate the best practices for regulating the relations between the Board, Rectorate and Faculties, Administration and Deaneries, technical support of the academic side, students and teachers, AAB's student organization organization, etc. Based on the results of the study, a report with recommendations for AAB restructuring will be drafted in accordance with AAB's best practices and development needs. Based on the recommendations, new structure and new relationships between the college's segments and bodies are set. The new structure is also followed by a*

*plan of internal staff migration. At the same time, the plan will also include staff training activities for new assignments in line with the migration plan.*

#### *1.4. The eManagement system is upgraded and implemented*

*Within the digitalization of the administration, particular attention will be paid to the finalization of the mechanism of eManager. For this purpose, the quality of the current system, its use, its positive sides and its challenges will be considered. Based on the results of the review, a decision will be taken to redesign it, to upgrade the system or to apply another system ready to facilitate management in AAB via digital technology. For better decision making, good international practices will also be taken into account - in particular among AAB's partners.*

#### *1.5. The AAB performance appraisal system is upgraded and implemented*

*AAB in 2015 started with a pilot project for assessing staff performance. Within the new 2018-2022 Development Plan, assessment of the implementation of that system will be carried out and further developments will be established. The approach of the performance appraisal system should be developmental rather than punitive. That is, the system will be built on the job mission and based on individual staff development planning with the aim of achieving the best of the mission. For the implementation of this measure, the following activities will be organized:*

- Evaluating the current performance evaluation system*
- Recommendations for advancement of the system*
- Decision on the Performance Evaluation Program (drafting of guidelines and regulations)*
- Personnel reporting to the performance appraisal system, including the role of each member*
- Defining the mission of the organization, unit and each individual workplace*
- Assessment of the needs for professional development of staff (identification of programs)*
- Implementation of staff training programs. These programs may include short courses for certificates, formal study programs, participation in exchange programs and mobility with partner institutions and others.*
- Implementation of the performance appraisal system in accordance with approved regulations and guidelines.*

#### *1.6. Advancing marketing services to track the diversification of AAB's academic and research services*

*Identify the development needs of marketing staff and organize training programs in accordance with the needs and the mission of the unit and the workplace, including professional programs in the field of marketing at home and abroad;*

*Training programs are organized for marketing unit staff in the field of internationalization of higher education;*

*Training programs for staff of registration centers (in the field of communication, IT, AAB programs and policies, information materials, etc.) are organized.*

*Develop a communication program with partners and the community, including a plan of events and activities with the community.*

*1.7. Supporting the programming and IT sector to continue the digitalization of administrative and academic processes.*

*For this purpose, a program will be developed for the training of programming staff and IT in the field of programming and maintenance of new technologies. This training can be done in the form of two-three-day short courses or up to six-month certificate courses. This is because digitalization of services is the strategic orientation of AAB that never ends.*

*1.8. Public Information Enhancement and Website Improvement Sector Supported.*

*a) AAB will develop a special action plan for improving public sector activities. AAB's new approach consists of: a) strengthening the Public Relations Office (PR), and b) integrating PR activities in the day-to-day activities of all units. This means advancing internal communication and better utilization of external communication capacities.*

*b) to strengthen the PR's office: a full-time official will also be engaged, and interns (second and third year students) from the faculty of mass communication will be engaged for two months to one semester. Office staff will be offered opportunities for continuous professional development at home and abroad.*

*c) Improving communication: AAB will arrange an online schedule of activities organized by all AAB units. These activities will be reflected automatically in the work plan of the PR office. Activities will be classified into three groups of importance and priority. On the other hand, AAB will organize various events aimed at involving media, partners and the community.*

*1.9. Corporate Social Responsibility (CSR)*

*AAB will promote innovative activities that will have a positive impact on society and the environment, becoming one of the leaders in corporate social responsibility (CSR). Management members, academic staff and students will be required to engage in this commitment by strengthening trust in the true values of the social and environmental good in the community. In this regard, AAB College will invest in the surrounding environments, cultural and educational initiatives, will support and encourage staff and students to engage in recycling activities, will support diversity and inclusiveness, will support marginalized groups in Kosovo society and will support the creation of a culture where ethics and respect for legal provisions will be involved in day-to-day decision-making.*

*1.10. Community Service Center is established*

*AAB establishes the Center for Community Services, which aims at providing commercial-based services to the population and conditions for carrying out the practice for AAB students in various fields and disciplines: dental clinics, fitness rooms, mobile nursing services, audit services, services in the field of aesthetics, haircut and others. The segments of this center works based on the highest standards.*

*For this purpose a regulation is drafted which outlines the rights and obligations of all involved parties: professors, students, external partners, clients, institutions, and others. This regulation also provides for the conditions and procedures for establishing such community services within the faculties as well as the financial and management aspects of each such service / institution.*

*Target:*

*At least one field of study successfully organizes quality community service and practical work for students by the end of 2019.*

Strategic Objective 2. Ensure increased support for transparent and participatory quality assurance procedures

**Measures:**

*2.1. Internal quality assurance procedures are effective, apply equally throughout the institution and support the creation of a quality assurance culture within the institution*

- 2.1.1. the link between the internal quality assurance system and the strategic management of the institution has been achieved*
- 2.1.2. all members of the academic and administrative staff understand quality assurance and take responsibility for contributing to quality assurance within the institution*
- 2.1.3. All study programs, regardless of the delivery form (regular studies or part time studies) are subject to the same internal quality assurance procedures*
- 2.1.4. All study programs, regardless of the location where they are offered (on the main campus vs. other branches) are subject to the same internal quality assurance procedures*
- 2.1.5. All study programs, regardless of the level of the NQF (university programs and professional programs) are subject to the same internal quality assurance procedures*

*2.2. All the minimum quality assurance criteria established by the local legislation are met*

- 2.2.1. all requirements from the Administrative Instruction on Accreditation of HEIs in Kosovo have been met*
- 2.2.2. The KAA standards and guidelines requirements have been met*
- 2.2.3. The recommendations given by international accreditation experts through the accreditation process have been completed at the institutional level and study programs level*
- 2.3.4. study programs are drafted in full compliance with the requirements of the National Qualifications Framework (NQF)*
- 2.2.5. Requirements of the Administrative Instruction for Licensing are met*
- 2.3. Ensure that quality assurance processes and policies are maintained in accordance with Part 1 of the European Quality Assurance Standards and Guidelines (ESG 2015)*
- 2.3.1. The principles set by ESG 2015 are an integral part of the quality assurance model within the institution*
- 2.3.2. Quality assurance policies and other related processes are transparent and published on the college's website*
- 2.3.3. The student is involved in the teaching process and is considered an active and constructive partner of this process*
- 2.3.4. Stakeholders, especially the industry and other relevant institutions, are actively involved at various levels of the institution*
- 2.3.5. Public information on the activities of the institution is increased*
- 2.3.6. At least once in five years the institution voluntarily is subject to an external evaluation by an international quality assurance organization*



*2.4. Digitalization of the main elements of the teaching and assessment process of students is advanced. Digitalization of all institution processes and management of information generated by digital platforms is enhanced. The information management system which brings effective and informed decision-making within the institution is advanced.*

*2.4.1. Digitalization of the main elements of the teaching and assessment process of students is advanced*

*a) Digitization of important aspects of the learning process is continued, including the advancing the publication of silabuses (including the introduction of courses through video projections), the improvement of the use of presentation technology (Power Point or Prezi), publication of literature, checking and archiving of tasks and outcomes, teaching-student communication for learning purposes, and so on. For this purpose, the eProfessor's implementation will be evaluated over the first two years. The assessment process will include the ideas of all relevant stakeholders, as well as good practices in other institutions at home and abroad. Based on the evaluation recommendations, appropriate interventions will be made in the system.*

*B) Student's assessment through online tests with continue as part of the implementation of digitalization processes.*

*a) Online testing will not replace or eliminate test forms with open questions, seminars, projects, essays, and others. The purpose of this test form is the facilitation and dynamism of the student assessment process, and consequently of the learning process. Online testing will be piloted initially in a number of cases, to be finalized based on the findings of the pilot's assessment. The system is expected to be implemented from the academic year 2018-19.*

*2.5. Establish and functionalize the Center for Continuous Professional Development (for AAB staff and regulated professions)*

*Innovative Teaching Center (ITC): AAB establishes the Center for Innovative Teaching. This center will offer professional advancement programs in the field of:*

- Pedagogy and didactics of higher education,*
- Application of innovative approaches to higher education and new technologies in teaching.*

*The Center provides certified training and professional support services for academic and administrative staff in AAB (including the German Professional School and British School of Kosovo) and other higher education institutions in order to enhance the quality of teaching and studies. The Center will hire a fully-fledged full-time coordinator and job-placement facilitator.*

*The center will have these three main components:*

- Training programs - including the design of guidelines*
- Counselling and mentoring*
- Technology and teaching materials*

*Training programs and modules will be offered in two forms:*

- AAB staff training program*

- *Personnel advancement program for the purpose of academic advancement (semi-commercial).*

*Target:*

*ITC becomes fully operational in 2018.*

*By 2022, all AAB staff have attended at least one initial program and an advanced vocational training program.*

#### *2.6. Developing and accrediting new attractive educational and training programs (included in the NSGE.*

*2.6.1. Each year, AAB will use the results of market studies conducted by public and independent institutions, as well as will carry out market needs assessments with its own experts to determine which new programs will be developed. The results of these studies can also serve for the termination or modification of programs in certain areas (if there is no interest or no clear prospect for graduates).*

*2.6.2. AAB will also work on the creation of three industry councils (in the field of social, medical and art sciences). These industrial advice will be consulted on a regular basis and will be part of the decision making process for drafting/dismissing/modifying the curricula of AAB and of the professional school. During the implementation period of this Plan, AAB will focus also on certification programs and multidisciplinary programs.*

*In addition, AAB faculties will regularly update at least 10% of the content of all accredited courses to track the trend of advancement of knowledge.*

*Target:*

- *Three Industrial Councils have become operational by the end of 2019.*
- *Each year, at least two new study programs are drafted / accredited.*
- *Every year syllabuses are updated.*

#### *2.7. Designing, accrediting and implementing online study programs targeting students from the diaspora and from other countries.*

*AAB will design / draft and accredit online study programs that will be used either for the implementation of combined learning or for e-learning. This form of learning will also serve to facilitate the involvement of Albanian students from the Diaspora and foreign students who will study at AAB in the future. The program will be designed by the AAB programming unit in collaboration with AAB experts in selected areas.*

*Target:*

*At least one online study program is available by the end of 2020.*

Strategic objective 3. Provide student support services that provide optimal working and study conditions for performance improvement.

**Measures:**

*3.1. Library activities are being developed to support and enhance the performance of students during their studies*

*The AAB library staff will finalize the student information / training program and will implement it at the beginning of each semester with all new students. This sector will develop brochures, leaflets, brief information, sketches and orientation guidelines to facilitate student access and benefit from library services.*

*Library staff will also draw up a guide on good practices of using book resources and avoiding plagiarism and other forms of unethical behaviour in academic work. This guide will be distributed at the beginning of each year and will be a compulsory part of at least one lecture in all courses at the college.*

*3.2. Services are provided to support students from minority communities and for students with special needs (support in literature, technology, language support, etc.);*

*AAB is distinguished in Kosovo for inclusion and support of minority communities. Such a policy will continue and will be strengthened even further during the implementation period of this Plan. To this end, AAB will strengthen the coordinating point for minority communities (by engaging a member of academic staff in each department, among other things, to provide academic support to communities). In addition, cooperation agreements with institutions in the region will be negotiated in the languages of minority communities in Kosovo; scholarships will be allocated to members of these communities; special study trips will be organized for students of minority communities; there will be an obligatory part of any mobility agreement with relevant educational institutions and others.*

**Target:**

*By 2020, the number of students coming from minority communities in Kosovo has doubled.*

*All community members - AAB students have optimal conditions for good performance in studies throughout the implementation period of this Plan.*

*3.3. Study trips (at least one per semester department) are organized at home and abroad for better realization of curricula*

*For the implementation of this measure, AAB will organize study trips in the country, in the region and in Europe, respectively for all students of master programs and for most students of the bachelor level. Travel expenses will be covered jointly by AAB and the participants. Participation in these trips will be part of the student's curricular obligations. The main purpose of travel will be to enrich the student learning experiences with good practices at home and abroad for their field of study. The study tour plan will be approved at the*

*beginning of the academic year by the university's Management Board. Individual trips will be approved by the dean and vice-rector for learning under the travel plan.*

*Target:*

*Each student benefits from the learning experiences of at least one study trip during one academic level.*

*3.4. Student life activities are organized inside and outside the AAB campus in order to familiarize students with the institution*

*The AAB Steering Council divided the fund for the activities of the Student Union (US) of AAB. This fund covers the expenses of the Student Union's approved activities from the US Annual Work Plan. Before the beginning of each academic year (August of each year), the Student Union proposes to the Steering Council the annual work plan for approval. The activities approved by the Plan are covered by the Student Activities Fund.*

*3.5. Student activities are organized for the best information, recognition and liaison of AAB with secondary schools;*

*The AAB Student Union will draft a campaign for the promotion of AAB values and good practices targeting the community and primary and secondary schools in Kosovo. The Steering Council and the Rectorate will support the most creative approaches and activities of this plan.*

*Target:*

*Every year, all students from secondary schools in Kosovo recognize the values, advantages and good practice of studying at AAB.*

*3.6. Foreign language courses in local languages are organized for all students interested in facilitating the integration of students from communities and foreign students.*

*AAB's English Language Academy (ELA) will continue its activity during the period covered by this Plan by strengthening the component of local and German language. For this purpose, teachers will be engaged and the curricula will be developed / borrowed for the purpose of implementing the measure.*

*Target:*

*All interested students benefit from this opportunity with preferential terms (while with a discount of up to 50% of the cost).*

#### Strategic objective 4. To support research projects of staff and students in order to increase the relevance of the studies

##### *4.1. Funds for research projects of AAB staff are enabled*

The AAB Steering Council allocated 2% of the AAB budget for research projects. These projects aim at advancing basic and applied research and serve to improve educational and scientific services at AAB. Some of these tools are used to increase research capacities, to cover the costs of doctoral projects, to compete in various scientific programs and other funds (such as Horizon 2020) and to organize scientific conferences (for the presentation of research scientific results). One of the main criteria of these projects is the inclusion of new researchers and increase the relevance for the country's economic and social development. AAB will also set other criteria for the selection of winning projects.

Target:

- Each year AAB supports at least 50 small research projects.
- Every year, at least two scientific conferences of regional and international character are organized for the presentation of the results of the research projects.

##### *4.2. Funds for research projects of AAB students are enabled*

AAB allocates each year the fund for the needs of student research projects. The annual amount of the fund is determined in the annual work plan. AAB professors and students compete jointly for the funds of this opportunity. The fund serves primarily to cover part of the costs of research projects for the development of Bachelor and Master thesis topics.

Target:

- AAB helps implement the research part of at least 50% of diplomas by 2022.

##### *4.3. Measures are taken for more systematic integration of research into study programs*

The Rectorate drafts the regulation for the integration of research into study programs. The regulation aims to implement a systematic approach to the integration of scientific research into teaching and learning. This approach enables the gradual integration of scientific research methods into learning, as well as enhancing the student's independent work during the study period. This approach (scientific method and independent work) should culminate in the work of the Bachelor and Master thesis.

##### *4.4. There is a fund for participating in conferences and publishing articles at home and abroad*

AAB holds open competition for participation in conferences and for publication of articles in scientific journals pursuant to the relevant regulation. Requests are reviewed and approved by the Rectorate periodically (every two months). The Rectorate supports participation only in those conferences and magazines with proven scientific value.

##### *4.5. Various awards have been established that affirm scientific research at AAB*

The Rectorate of AAB and the Senate drafts and approves the regulation for the affirmation of scientific research at AAB. This regulation envisages a number of prizes for distinguished work and scientific

accomplishments, including the most cited professor, the best book, the best scientific article, and similar. The Rectorate appoints a selection committee for the winners. Prizes are awarded each year at the end of the year or any other date.

Target: The respective awards in the field of scientific research are allocated annually

#### 4.6. Capacities for local and international calls for research projects are built

AAB will organize a training program for designing research projects in general, and for drafting international research funds (such as Horizon 2020). These trainings are organized by both AAB experts and external experts, with the organization of MEST or the European Commission.

Target:

- Every year, at least one workshop is organized for application in international scientific programs
- During the implementation period of this Plan, each AAB professors have the opportunity to participate in at least one capacity building activity for the design and management of research projects

#### 4.7. AAB strengthens and supports the "Thesis"

AAB will review the composition of the Editorial Board of the journal and will strengthen the secretariat of the journal. AAB will begin publishing the online version of the Thesis magazine by the end of 2019. All papers published in Thesis are read by at least two independent reviewers. The Thesis editorial will continue to publish thematic numbers, following on-going conferences organized by AAB's faculties (or group of faculties).

Goal: "Thesis" magazine is published at least twice a year in electronic format and on paper.

#### 4.8. Funds are allocated for the organization of International Scientific Conferences

AAB will continue to organize scientific conferences of regional and international character. AAB's Rectorate approves the annual proposal of scientific conferences submitted by the faculties. The approved conference expenses are covered by the AAB fund for scientific research.

#### 4.9. Publishing activity of staff, research workers and literary creators in Kosovo will be supported.

In 2017, AAB has established its publishing house, which aims at facilitating the publishing of the university book, the culmination of scientific research in Kosovo, the outstanding achievements of knowledge and publicity, as well as the culminating works of literary and artistic creativity in Kosovo, in the region and beyond. The workbook of the publishing house has been drafted and during the period covered by this Plan the implementation of ambitious publishing plans is expected. The publishing house has appointed its own Publishing Council and calls have been prepared for the publication of various works.

Target: Publication of at least 10 works per year.

*4.10. Research centres for medical professions and journals with ISSN and international scientific council are established.*

*AAB in 2018 will establish a research center in the field of medical sciences. The work for the establishment of the Center will be led by the Vice Rector for Science and the Deans of the respective faculties of AAB. In addition to the Center, AAB will also launch the publication of a scientific journal in medical fields. The scientific council of this magazine will have local, regional and international representation and will serve to publish the results of scientific research carried out by AAB professors and other educational and scientific institutions in Kosovo and beyond.*

*4.11. Practical work component is strengthened*

*AAB has already developed highly productive professional practice routines for its students in all areas of study. In order to advance this important aspect, at the level of rectorate AAB will establish and will consolidate the unit for practical work. This unit will engage in active co-operation with partner institutions to provide quality internships for AAB students. For this purpose cooperation protocols will be negotiated and signed. On the other hand, AAB will enable its students to carry out practical work within their own departments and units that fit the nature of studies at the respective faculties.*

*Target:*

*By 2020 all study programs enable / approve students with at least two professional practice experiences of at least 200 hours.*

Strategic objective 5. To advance working conditions and establish a culture of excellence, innovation and use of new technologies in order to develop the quality of educational and research services

**Measures:**

*5.1. Campus in Pristina is adjusted*

*After adjusting the academic environment within AAB facilities, the AAB Steering Council will authorize a project for arranging the campus in Pristina. The AAB design firm will engage in campus arrangement in a way that provides easier communication between campus facilities in Pristina, creates outdoor learning spaces and free time corners for students, provides information on better orientation within the campus, regulates the bus waiting point, provides a unique and distinctive entirety for the entire campus, adds green spaces (by adjusting quadrants like in British universities) and creates spaces for student sports activities within the campus, and so on.*

*Goal: By 2020, the outer distinctive feature of the campus in Prishtina is created.*

*5.2. New spaces on campus in Pristina are provided*

*The AAB Rectorate has estimated that for the achievement of the development objectives, about 20000 m<sup>2</sup> of internal space will be required for the existing faculties and new faculties to be established in the meantime. This will be achieved through the upgrading of existing facilities and the construction of a new facility. These new spaces should provide more learning rooms, lessons rooms and free time corners for students, room for professors and labs.*

*Target by 2020:*

- *All regular professors have a work desk with other accompanying services.*
- *Establish internal and external environments for independent academic work of students (at least 5 m<sup>2</sup> per student).*

*5.3. Digital library services are digitized*

*The University Library has already established its profile in helping students to provide the required academic and scientific materials. Due to the great importance of library services for student performance, during the period covered by this Plan, AAB will provide qualified and dedicated staff to the library as well as provide continuous professional development for personnel in relevant areas for their job. In addition, AAB will triple the physical books fund and will ensure AAB's participation and permanent student access to the most popular online resources (such as EBSCO) as well as in online libraries and online journals (medicine, economics, education, and others). The library staff will develop a training and information program for staff and students on the use of online resources. This program will be mandatory for the promotion of academic staff. On the other hand, the attendance of the program will be calculated with an appropriate number of ECTS credits for the attending students.*

*Target:*



- Until 2021 the University Library has been fully functionalized and consolidated as one of the best university libraries in the region.
- Until 2022, the number of visitors to the library has increased fivefold;
- By 2020, the number of physical books has tripled in AAB's university library

#### *5.4. Management and maintenance of AAB facilities is digitalized (through the installation of smart-home technology)*

*In order to increase the efficiency of maintenance and logistics services, AAB will make the digitalization of facility management services. This will be achieved in collaboration with staff and with computer science students, programming unit personnel, and external companies. The digitized facility management system will be based on the principle of 'smart home' and will include all aspects of facility management: fault signalling, maintenance, temperature regulation, lighting regulation, fire safety, vehicle management, bus timetable, and so on. The principle of digitization will be incorporated into the earliest planning stages for all new facilities in AAB.*

*Target: Digitalization of the management of objects and assets is finalized by 2021.*

#### *5.5. New technological equipment is added to the faculty's learning needs (computers, smart charts, laboratory equipment, new workshops, etc.).*

*AAB will develop a plan to supply new technology equipment. This plan will be based on the standards of similar institutions in developed countries and the regular annual requirements of the departments. These requirements are submitted to the Rectors office at the end of each academic year (in June) in the framework of preparations for the next academic year. The focus of supplies will be the devices that have a longer use lifetime and can be adapted to new developments. In this context, the appropriate number of students computers will be provided, sufficient number of smart tables, standard equipment for each class in line with the most advanced trends in the region.*

*AAB will create some (at least three) technology rooms that will be used for testing (online and offline) of students, for experiments, for smart-homes, and others. These rooms will be used (as a test room) also commercially based for other public and private parties.*

*Target:*

- *By 2020, AAB will become a leader in the region for its technological and educational base.*
- *By 2021, AAB has achieved the standards of European higher education institutions for new technology equipment.*

#### *5.6. The transportation service are digitized*

*The administration and logistics department will continue the process of digitalization of transport services. The main objectives of this process are: a) the ability to monitor online movement of vehicles by management; and b) the ability of students to see buses reaching the terminals on their own mobiles.*

*Target: Digitalization of transport services is realized by the end of 2018.*

*5.7. Various commercial and non-commercial cultural and academic activities are organized at AAB Theatre and AAB campuses.*

*AAB will continue to organize various commercial and non-commercial activities in its facilities, especially in the Faruk Begolli Theatre. In addition to the professional theatre festival, AAB will also launch other cultural events in the field of cinema, music, figurative arts and more. Opportunities offered by AAB's architecture will also be used by AAB's students and staff to organize exhibitions, performances, presentations, dramas, sports activities, recitals, and more. Part of these activities will be integrated with other academic and scientific events such as conferences, roundtables and debates.*

*Target: At the end of the implementation period of this Plan, AAB is transformed into a dynamic and lively cultural and artistic environment related to academic and scientific aspects.*

*5.8. The technological basis and digitalization of services in the campuses of Ferizaj and Gjakova are advanced*

*AAB Steering Council and Rectorate during the implementation period of this Plan will ensure that the quality of administrative and logistic services in Ferizaj and Gjakova are identical to those on the Prishtina campus. For this purpose, a working group with three campuses will be formed. This group will draft a plan for advancement of working conditions and logistical support in campuses in Ferizaj and Gjakova. For some services that cannot be provided in these two campuses, periodic transport can be provided to provide the same benefit to their students (for example, the use of laboratories, theatres, sports halls, fitness centres, etc.).*

## Strategic objective 6: Cooperation and partnership

### *6.1. Office for International Cooperation is strengthened*

*After several years of operation with relative success, it has become necessary for AAB to establish a consolidated Office for International Cooperation. Such an office should fulfil several functions:*

- a) Negotiation and signing of international agreements*
- b) Drafting project proposals and project management*
- c) Co-ordination of cooperation programs*
- d) Mobility management for all faculties*
- e) Facilitating internal partnerships in order to carry out practical work.*

*For this, staff office needs to be engaged: one director and three program coordinators - all of them familiar with relevant fields (projects, mobility, partnerships) and foreign languages. After the engagement, additional staff training will have to be organized.*

### *6.2. Mobility agreements and mobility programs for staff and students are signed and implemented (Erasmus +)*

*AAB College has already established several cooperation agreements for realizing mobility programs for students and staff. Over the next five years, AAB will multiply the number of collaborative programs and individual mobility of staff and students. This will be achieved by increasing the capacity for sending and receiving staff and students. For example, free foreign language courses will be organized for students and concerned staff, information sessions, training programs for students and for staff will be organized for mobility programs, leaflets and brochures will be printed for AAB but also for foreign partner institutions of higher education, capacity for accommodation and food will be increased, institutional support for issuing visas for our students and staff will be organized. AAB will work to increase the opportunities for competition to mobility programs, always within the framework set for Kosovo by the European Union.*

Target: Competing in at least one ERASMUS PLUS project per year.

AAB will also work to reach bilateral agreements on exchange of students and staff and mutual recognition of the achievements of the host institution. This will be accomplished in particular with higher education institutions in the region (Albania, Montenegro, Macedonia, Bosnia and Herzegovina, and others).

Target: Signing at least one such bilateral mobility agreement per year.

### *6.3. Capacities for competition in local and international higher education projects are build*

*AAB will establish a project management office within the Office for Cooperation and Partnerships. At this office at least one full-time expert will be employed. Other officials will be hired for project implementation depending on the projects received. This office will cooperate with all faculties at AAB for competing in various projects for local and international funds. The training program will initially serve to build the*

capacity of office staff for drafting and managing international projects. In the second phase, this office will organize staff training for drafting projects for local and international funds.

Target:

- Drafting and adoption of a regulation for participation in local and international projects.
- Completion and functionalization of the office by the end of 2018
- Apply with at least one project per year.

*6.4. Agreements for the implementation of study programs have been signed and implemented by well-known international institutions (all levels).*

AAB will step up efforts to increase the volume and quality of cooperation with institutions from home and abroad. To this end, partners will be identified, negotiations and cooperation agreements will be signed in the area of personnel development and exchange, mobility, drafting joint programs, organizing conferences and joint research projects. As so far, AAB will be committed to genuine cooperation, avoiding co-operation programs which remain only on papers.

*6.5. Internationalization of educational programs and services is being developed to increase mobility and the number of foreign students enrolled in AAB*

The implementation period of this Development Plan will be characterized by the internationalization of AAB's educational offer. In accordance with the added requirements and new trends in the field of internationalization of higher education, AAB will implement measures in the field of internationalization of higher education to increase its educational offer for mobility, exchange and student enrolment programs from other places. For this purpose AAB will take a number of measures, including:

- construction of a dormitory for the placement of guest students and lecturers,
- Improving restaurant services at AAB,
- enclosure and arrangement of AAB campus,
- the promotion of transport services,
- advancing online presence and web site

*6.6. Design and implement study programs in other languages*

During the implementation period of this strategy, AAB will start implementing foreign language studies, first of all in English. At the same time, the program will resume in Bosnian and possibly German. Initially foreign language studies will be applied to programs that are most required by external students and for this purpose a special assessment will be made. Also, the engagement of the relevant professors (both from the country and from other countries in the region and beyond) will be done. These programs will aim at attracting students from neighbouring countries and from other countries around the world. AAB College is positioned in a unique geographical and cultural position, and has the right human and infrastructural capacity to carry out such projects better than anyone in the country and in the region. Good management has made AAB to have cost-effective services, making it a comparative advantage to competition in the country and abroad. In this regard, there is also a very positive image already created everywhere.

*6.7. Student information on international mobility programs and opportunities for institutional and individual exchanges are improved*

*AAB will engage officials at the rectorate level and at departmental level for the best information of the students interested in participating in mobility programs and exchanges with other institutions in Europe and beyond. At the same time, the level of information for foreign students who want to know more about AAB will be significantly improved by providing more information and news on the website and by providing electronic answers to questions. A presentation, which will be constantly updated with the latest developments, will be published continuously on AAB's website. In addition, an official of the International Cooperation Office will be available to students for individual application in international mobility projects.*

*Target: The instruments, routines and regular student information procedures have been established for participation in regional and international mobility by the end of 2019.*

### Communication strategy

All communication strategy activities of this plan will be coordinated by the Rectorate. From time to time, the Rector will seek the help of different sectors - especially at the time of reviewing the implementation and review of the plan. In addition, a rectorate officer will be directly involved in monitoring the implementation and informing the Rectorate, the Steering Council, the partners and the public about the process of implementing the plan. The Rectorate, through its quality office, will conduct regular monitoring for the purpose of annual reporting to the AAB Steering Committee on the quality of implementation of the Plan.

AAB's Rectorate has developed a wide-ranging process for developing the 2018-2022 Development Plan. After drafting the Plan, the Rectorate will publish the plan on the College's website for information and feedback from staff, students and partner organizations. After discussing the version and incorporating potential comments, the Rectorate will submit the document to the discussion and approval procedure at the Steering Council.

After approval by the Steering Council, the Rectorate will develop stakeholder information materials, including materials for partners, community and businesses. For this purpose, leaflets and brochures will be drafted, while the website will be continuously updated. Web site materials will be published in Albanian, English and Bosnian in order to reach as many beneficiaries and stakeholders as possible. In addition, information sessions will be organized in the College units to mobilize personnel, administration, students and partners to implement the planned measures in the plan. Then, an information event will be organized according to the need of assessment with schools and with businesses respectively. Here, the other parties will be informed about the relevant parts of the plan.

Each year, in July, consideration will be given to the implementation of the plan measures and the drafting of the annual action plan for the next academic year. This review and planning workshop will include all management personnel and relevant stakeholders. These review workshops will also serve to review and increase the mobilization of staff and partners for its best implementation. In particular, during the process of reviewing implementation, attention will be given to measures dealing with new technologies, innovations, diversification of services and others.

In mid-2020, the mid-term review of the implementation of the plan will be carried out. In this case, a wider involvement workshop will be organized, including partners, community, educational authorities and other similar institutions. This process will mean a review of the implementation and review of the measures envisaged in the original plan. This will be done to adapt the measures with the changing context of the education sector in the country and beyond. This event will also serve to mobilize additional funds to finance the implementation of the plan but also to capitalize on other Plan implementation opportunities that may arise as a result of advancing the European integration process and increasing the College's economic strength, of the population or of the Kosovo budget.

Apart from these forms of communication and information, information tools (electronic and printed ones) will also be used in order to better inform the public about the implementation process, including the challenges and successes of this plan. From the media, priority will be given to electronic and digital media - due to faster information transmission. This will require strengthening the capacities and procedures of the Information and Public Relations Unit. An important segment will be promotion of the Plan and its activities in foreign languages on the AAB website.

### Performance Evaluation Framework

The AAB Development Planning Group for the five year period has developed a general framework for performance evaluation. This framework will serve to monitor the implementation of the 2018-2022 Development Plan. The framework includes the main indicators for which data can be provided which makes it easier to measure and to compare progress with the implementation of the Plan. In addition, the Framework contains the relevant values for the current state (in 2018) and the values that AAB aspires to achieve during the implementation period of this Plan (Target in 2022). In some cases, the targets for 2020 are not defined, but the value of annual growth or growth is determined either in numerical or percentage terms. Units within the AAB (for example, a faculty or Central Library) may develop their own Frameworks with appropriate indicators for performance evaluation in carrying out the activities foreseen in this Plan for the respective unit.

Indicator	Current	Target 2022
Square meter space for students:	~ 2.5 m <sup>2</sup>	~ 5 m <sup>2</sup>
Square meter square/ Total Space	53,000	+ 20,000 m <sup>2</sup>
Number of laboratories:	20	40
Number of computers: per student	1 p�er 10	1 p�er 6
Number of professors for students:	1/30	10 medical 20 human sciences
Bachelor Programs	20	25
Master programs	12	20
PhD programs	0	3 programe
Vocational Education Programs	15	25
Programs in English	0	3
Programs in other languages: local	1	1

Advance digitalization of academic services	50%	100 %
Advance digitalization of administrative services	70 %	100 %
Digitalization of facility management	20 %	70 %
Number of means of transport - buses	8	11
Online Programs	0	3
Foreign students	30	450
Mobility Agreements	10	30
Number of staff in mobility	10	50
Number of students in mobility	20	200
Nr. of scientific projects: Increase%	10	30% per year
Nr. international projects: (Erasmus, Horizon)	0	Min 1 per year
Nr. of student research projects: increase%	10	20 - 30% per year
Nr. scientific articles with support from AAB:%	12	20 - 30% per year
Number of participation in conferences with support from AAB: increase in%	15	20 - 30% per year
Number of conferences supported by AAB:	8	20 per year
Number of scholarships for academic development	5	5 per year
Number of books / monographs about AAB	80	20%
Number of books in library /	7700	20%
Library online	8	20
Number of online resource accesses	X	25%
Publication number of Thesis scientific journal	2	4 per year
Number of scientific journals	1	1+2 online



Number of programs in summer school	1	5
Number of participants in summer school	40	200

## Budget

The AAB 2018-2022 Development Plan foresees that a total budget of € 13,642,250 for the five-year implementation period, which are foreseen to be covered mainly by own resources (Standard 2.3). The detailed budget for five years of this action plan, broken down by areas of intervention and by each year (expressed in Euros), can be seen as following:

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
<b>Management</b>	293000	293000	282000	272000	272000	<b>1,358,000</b>
<b>Quality</b>	57000	72000	82000	92000	102000	<b>410,000</b>
<b>Students</b>	129,300	129,300	129,300	129,300	129,300	<b>646,500</b>
<b>Science</b>	440000	443000	443000	448000	453000	<b>2,227,000</b>
<b>Infrastructure</b>	1709600	2815800	1715550	1602300	1036500	<b>8,808,750</b>
<b>Cooperation</b>	40000	40000	40000	36000	36000	<b>192,000</b>
<b>Total</b>	<b>2668900</b>	<b>3793100</b>	<b>2691850</b>	<b>2579600</b>	<b>2028800</b>	<b>13,642,250</b>

The measures envisaged in this plan are all of a developmental and investment character, ie they do not include operating expenses (salaries, regular maintenance of facilities, utilities, heating and other expenses). As in any development plan, the main costs here are investment in infrastructure. However, the proportion of investment infrastructure - development programs is more balanced in this plan (about 50-50). A significant part of the funds go to science (about 2.2 million euros), in education technology (including teaching tools and laboratory and technological equipment) and to create a more friendly learning environment for students and for working conditions for professors. Other expenditures are foreseen for quality management (about 1.8 million euros) and for student and international cooperation (about 0.8 million euros).

As outlined above, the plan foresees that over the next five years AAB will have to provide about € 3 million a year to enable its realization. If you look at investment assets in this college over the last two years, such an objective does not seem unreachable.

With more active conversation with educational authorities and donors, and with a greater focus on development projects and commercial activities, it is expected that some of these tools will start to be provided by other sources - apart from own resources of AAB.