



## STRATEGIC DEVELOPMENT PLAN OF "FAN S. NOLI" UNIVERSITY 2022-2027

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## **INTRODUCTION**

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"Fan S. Noli" University is an institution of higher education which, over a period of fifty years, has standardized a competitive academic and scientific profile in the course of university education development in Albania. This university can be considered as one of the most important poles of educational, economic and social development in the southeast of Albania. Relying on values and tradition, preserved in time, currently, this university aims to offer sustainable standards, that orient academic and scientific activity towards new forms of teaching, research and development, in order to meet the challenges of living in an open society of constant evolution and demands. The vision of growth and development of this institution is oriented towards the European Higher Education Area, as an opportunity to increase professionalism and partnership in its academic offer.

Based on these premises, "Fan S. Noli" University has drafted its 6-year development strategy in order to determine the main development trends, foreseen in a series of strategic objectives related to each other and the stakeholders involved in this process. The following Strategic Planning presents a summary of the process and methodology used, starting from the assessment of the current situation, the definition of the challenges and opportunities so far, the design of milestones for a common sustainable strategy, the definition of the role and function of the stakeholders. These elements are illustrated within the detailed strategic framework in the next six-year action plan of this university. This strategic planning is a dynamic document in continuous improvement and represents an open, comprehensive summary, reflecting the necessary updates in time. Governing bodies and authorities can use this document as a memorandum, measuring the gradual implementation of academic planning in line with key development directions. The Strategic Plan that details the Development Strategy, guarantees the continuity and legitimacy of the latter at the institutional level for certain annual periods.

## **CURRENT SITUATION OF "FAN S. NOLI" UNIVERSITY**

### **1.**

#### **DEVELOPMENT STRATEGY AND ITS IMPORTANCE**

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This strategic document was drafted by the Rectorate of "Fan S. Noli" University on the basis of proposals received from the main units and basic units, on the main directions of activity for the period 2022-2027. The framework, in which higher education is offered in Albania, defines the universities not only as teaching centers, but as important poles of the development of the respective regions, through professional teaching and research in accordance with the needs of the market, cooperation with public and private stakeholders, as well as the increase of international partnership.

The Development Strategy of the University "Fan S. Noli" is based on the Statute of this University, the Strategic Plan for its development in the period 2016-2020, the National Strategy for Education 2021-2026, as well as the labor market requirements of Korça region and beyond. It also comes as a result of consultations with faculty, students, relevant administration sectors, key labor market actors in each major unit, and internal quality assurance reports in previous years. The Strategic Plan that follows is drafted on the details of the priorities of this Strategy in a comprehensive process of lines, action plans and provision of financial support for them.

In this strategic plan are taken into account the plans made by the respective units and faculties, as well as the proposals given by the Student Council, in order to maintain strategic compliance with the requirements of Law no. 80/2015 "On higher education and scientific research in institutions of higher education in the Republic of Albania", article 40 item 3, item 38 item b), item 49 point b). This plan provides mechanisms and instruments that are able to ensure full coherence of strategic objectives and actions needed to achieve the expected levels of results.

## 2.

### STRATEGIC PLANNING METHODOLOGY

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The strategic planning of Fan S. Noli University is based on the following issues:

1. The analysis of the current situation of the University "Fan S. Noli" and elaboration of the SWOT analysis upon the light of the changes and results achieved by the strategic objectives set in its previous short / long term plans, including discussions in the basic units mentioned above.
2. Defining strategic and basic objectives in accordance with the indicators derived from the above-mentioned analysis.
3. Perputhja the goals of this plan with the mission and vision of "Fan S. Noli", University mainly focusing on improving the main institutional activities: education, research and internationalization.
4. Determining specific indicators of quantitative results, related to each basic objective.



5. Discussing the strategic map, created in cooperation with the Rectorate, Dean's Offices and the Student Council, in order to make possible changes.
6. Approving the final draft of the Strategic Development Plan of "Fan S. Noli" University 2022-2027, by the Board of Administration and the Academic Senate.

### 3.

## STRATEGIC FRAMEWORK

### MISSION AND VISION OF "FAN S. NOLI" UNIVERSITY

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This document aims to identify the main priorities and the development objectives of "Fan S. Noli" University in the next six years. In addition to analyzing the current state of the institutional framework, this document also focuses on the objectives in order to increase the quality of academic services and the internationalization of the latter, the university's connection with the labor market and the assessment of the financial situation, in order to create optimal conditions for a sustainable development of this institution.

#### **Mission of "Fan S. Noli" University:**

"Fan S. Noli" is a public university and as such has the main mission to create, transmit, develop and protect knowledge through teaching, research and services in the fields of economics, agriculture, humanities and social sciences, natural sciences and education sciences.

#### **Vision of "Fan S. Noli" University:**

"Fan S. Noli" University aims to be the most important center of the academic and scientific life in Korça region, by directly contributing to the educational, economic and sustainable development of local, regional and wider communities, through the promotion of study programs recognized and open nationally and internationally to the students and researchers, focusing on the development of professional and research skills, to meet with dignity the demands of the labor market.

#### **"Fan S. Noli" University is:**

- an institution where the activity of students, professors, researchers, administrative and technical staff is closely related to the academic freedom in education and research, of thinking "different" and social responsibility;
- place of creation, development, transmission and protection of knowledge, which guarantees qualifications at levels 5-8 of the Albanian Qualifications Framework, as well as forms of continuing education;



- a public academic institution, which continuously updates teaching, research and transfer of knowledge for the benefit of the society, at the regional, national and international level.

**As mentioned above "Fan S. Noli" University realizes the mission through these objectives:**

- To prepare skilled specialists for the labor market in the fields it covers in all study programs, through teaching and institutional, professional, sports, clinical and teaching practices;
- To train new researchers in various primary fields, taking into account the main directions of development of the region, through scientific research and publishing activity;
- To meet the standards in order to guarantee the teaching and scientific process in all the study cycles that it offers;
- To assist and support cultural and socio-economic development at the regional, national and international level, by promoting, organizing and performing cultural and educational services;
- To provide equal opportunities to benefit from higher education and lifelong learning.
- To contribute to economic, social and cultural development at national and regional level, as well as to strengthening public and national security;
- To support the strategic priorities and development interests of the country;
- To promote international cooperation in the field of higher education;
- To develop critical and analytical thinking, to cultivate a sense of responsibility and commitment of people, cultures, events and various issues related to the individual and the community;
- To prepare professionals and active citizens for the Albanian democratic society and for European values;
- To conduct scientific studies in order to develop the science study programs, tha it provides and provide services for solving the most important problems in the Korça region and beyond;
- To provide the continuous qualification of senior specialists in various fields, becoming an important center of qualification and development of modern technologies.

**"Fan S. Noli" University acts in line with:**

- The fundamental human rights enshrined in the Constitution of the Republic of Albania;
- free development of study, scientific research, as well as cooperation at national and international level;
- spirit of cooperation with governmental or non-governmental institutions, businesses and enterprises, educational institutions, maintaining its status independent of any ideological, political or religious orientation;



- values related to ethnic and social diversity;
- the vision to prepare worthy professionals who will serve to a more inclusive, ever-changing society.



## 4.

### **HISTORY OF THE DEVELOPMENT OF "FAN S. NOLI" UNIVERSITY**

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"Fan S. Noli" University started its function as an institution of higher education in June 15, 1971, when the Higher Agricultural Institute of Korça was opened by the decision of the Council of Ministers. In the first academic year 1971-1972 were enrolled 43 students and by 1991 this Institute graduated about 1210 agricultural specialists. On the basis of the Higher Agricultural Institute, on January 7, 1992, by decision of the Council of Ministers, the University of Korça was established as the Polytechnic University of Korça, consisting of three main units: the Faculty of Agriculture, the Faculty of Economics and the Faculty of Pedagogy. In 1994 by the decision of the Council of Ministers no. 213, the University of Korça was named "Fan S. Noli". Since that year, "Fan S. Noli" University has expanded its teaching and administrative structure.

In May 2015, the President of the Republic of Albania, Mr. Bujar Nishani awarded to "Fan S. Noli" University of Korça the decoration "Honor of the Nation" for an outstanding contribution to the development of education, culture and science.

In December 18, 2001, "Fan S. Noli" University was honored by the President of the Republic, Mr. Rexhep Mejdani with the golden decoration "Naim Frashëri", for important contribution during 30 years in the preparation of senior specialists in agriculture, economics, education and health, for valuable achievements in research-experimental work, for a special role in the spread of culture in the region of Korça and beyond.

In 2017, during the Institutional Accreditation process, "Fan S. Noli" University was accredited for a 5-year period by the British Quality Assurance Agency. Currently, 9 study programs are in the process of accreditation, three of which were accredited with the maximum ratings.

## 5.

### **CURRENT STRUCTURE OF "FAN S. NOLI" UNIVERSITY**

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In fulfillment of its academic mission, "Fan S. Noli" University consists of the following functional structures:

### **ACADEMIC STRUCTURE AT INSTITUTIONAL LEVEL:**

- **Academic Senate**

The Academic Senate is the highest collegial decision-making body of "Fan S. Noli" University. It currently consists of nineteen members, two of whom are students. The Academic Senate makes decisions on important issues of the University in the field of teaching, research and administration, guaranteeing autonomy, academic freedom and student rights.

- **Board of Administration**

The Board of Directors is the highest governing / collegial administrative body. It guarantees the financial stability of "Fan S. Noli" University and the fulfillment of its mission. The Board of Administration of "Fan S. Noli" University consists of seven members, where one of them is elected by the students' vote. On the proposal of the Academic Senate, the Board of Administration approves the strategic development plan, the annual and medium-term budget, as well as the number of staff at all levels of the institution.

- **Rectorate**

The Rectorate is a collegial body headed by the Rector and it consists of the Rector, Deputy Rectors, the administrator of the institution and the heads of the main units. He drafts the strategic development plan of "Fan S. Noli", University based on the proposals of the basic units and the main units of the university, as well as those of the administrator. It also compiles the program and the annual report of teaching-research activities, as well as the plan for collaborations and agreements that are under his competence.

- **Rector**

The Rector is the highest academic authority of Fan S. Noli", University, as well as its legal representative for academic and protocol issues. The Rector is elected by the members of the assemblies of the academic staff of the main units and the students of "Fan S. Noli" University. He is the head of the Academic Senate and a member of the Conference of Rectors of the Albanian Universities.

- **Administrator**

The administrator of "Fan S. Noli" University is the highest administrative authority and he is also responsible for the financial situation of the university. The administrator is the legal representative of "Fan S. Noli" University for financial and administrative matters. He is responsible for drafting, monitoring and controlling the implementation of the annual budget of the University, as well as being responsible for all economic and financial activity of the university.

- **Deputy Rectors**





Fan S. Noli University consists of two Deputy -Rectors: the Deputy Rector in charge of Teaching and the Deputy-Rector in charge of Science and International Relations.

The Deputy Rector in charge of Teaching organizes and controls the teaching process at the university level, he follows the drafting and implementation of teaching plans and curricula in the main units and basic units, he drafts the structure of the academic year for the teaching process at university level and the annual report of teaching activity of "Fan S . Noli" University and he submits it to the Rector for approval.

The Deputy-Rector in charge of Science and International Relations monitors and she controls the progress of scientific work and projects at the university level, monitors the scientific cooperation of the units of "Fan S. Noli" University with scientific research institutions, other universities (inside and outside the country), production enterprises, etc., as well as she works on scientific studies for the perspective development in the field of research.

#### ● **Council of Ethics**

The Council of Ethics is a collegial body of "Fan S. Noli" University, which promotes and reviews issues related to ethics in the activity of the teaching and research process, as well as in other institutional activities. The Council of Ethics of "Fan S. Noli" University consists of 7 members (the Rector, one representative from each main unit, one student representative and one representative from the academic and administrative support staff). It works in a collegial way.

#### **ACADEMIC STRUCTURES AT THE MAIN UNIT LEVEL:**

- Assembly of academic staff;
- Dean's Office (headed by the Dean and it consists of the Dean, Deputy Dean, heads of basic the units);
- Dean;
- Deputy-Deans

#### **ACADEMIC STRUCTURES AT THE BASIC UNIT LEVEL:**

The head of the department is the academic managing authority and the representative of the basic unit. He manages all the teaching and scientific activity in the basic unit, prepares the distribution of the teaching workload that is approved in the basic unit, prepares and proposes to the naming bodies the study curricula of the basic unit, new directions and study profiles, projects for study programs and scientific research, etc., as well as he reports to the Dean and the Dean's Office about the progress of the teaching and research process in the basic unit.

#### **ORGANIZATION AND ADMINISTRATIVE MANAGEMENT:**

- **The Directorate of Economy** carries out the continuous administration of the procurement process, based on the legislation in force for procurement, as well as it manages the transport and maintenance needs of "Fan S. Noli University ".



- **The Directorate of Finance** monitors all financial operations related to the expenses for the activity of "Fan S. Noli" University, staff payments in cooperation with the Legal and Human Resources Directorate, operative expenses and investments in cooperation with other units, as well as closes the annual balance sheet for the entire university. It also monitors the implementation of all the financial procedures for the implementation of the University budget, other budgets (services, donations, projects), maintaining relevant documentation in close contact with state financial bodies in implementation of laws and bylaws.
- **The Internal Audit Unit** implements the policy and strategy of "Fan S. Noli" University for the continuous development of the audit in achieving the standards.

#### **ASSISTING-ACADEMIC STRUCTURES OF AN ADMINISTRATIVE CHARACTER AT THE INSTITUTIONAL LEVEL:**

- **Directorate of Curriculum and Institutional Evaluation:**
  - Sector of Studies and ICT;
  - Sector of Curriculum, Institutional Evaluation and Alumni.
- **Directorate of Projects and Scientific Research:**
  - Sector of Project and Research;
  - Sector of Scientific Cooperation and International Relations;
  - Scientific Library.
- **Legal and Human Resources Directorate:**
  - Legal and Protocol-Archive Sector;
  - Information and Promotion Sector.
- **The Erasmus + Coordinator** coordinates projects for capacity building and student / staff mobility within the Erasmus + program.
- **The coordinator of the Continuing Education Center** has the function of organizing and developing training and qualification activities for in-service teachers. The main directions of the work of this center are focused on the development of the teaching skills and innovation in education, in the ways and practices of professional development of teachers, etc.
- **The Innovation Center** aims to motivate students and young people, in general, towards entrepreneurship. "Fan S. Noli" University and the Innovation Center are always looking for new collaborations, with the priority of supporting young people in this regard.
- **The Student Sports Association** of "Fan S. Noli" University, located at Rectorate building, aims to promote sports in student life through the development of sports activities locally, nationally and internationally.
- **The Student Council** promotes and coordinates the participation of students and their representation in the governing bodies of the university, as well as in the teaching-research structures. The General Student Council of "Fan S. Noli" University and the Student Council of



each Faculty is elected by the vote of all students. The Student Council expresses opinions and proposals on all issues of the general interest to the University.

**ASSISTING - ACADEMIC STRUCTURES OF AN ADMINISTRATIVE CHARACTER AT THE MAIN UNIT LEVEL ARE LISTED BELOW:**

- Quality Assurance Unit;
- Teaching secretary;
- Library of the Faculty;
- Dean's Assistant.
- **Assisting-academic structures of an academic character at the level of basic unit:**
  - Laboratories;
  - EDE- Experimental Didactic Economics.
- **Assisting-academic structures of an administrative character at the level of basic unit:**
  - Secretaries in the Department.

**FACULTIES AND DEPARTMENTS OF "FAN S. NOLI" UNIVERSITY**

Today, the University "Fan S. Noli" consists of 4 Faculties, which are organized in 15 departments and 1 teaching group.

- **Faculty of Agriculture:**
  - Department of Agronomy;
  - Department of Agribusiness;
  - Department of Agri-Food.
- **Faculty of Education and Philology:**
  - Department of Language and Literature;
  - Department of Education;
  - Department of Foreign Languages;  
(with the Linguistics teaching group)
  - Department of History and Geography.
- **Faculty of Economy:**
  - Department of Finance and Accounting;
  - Department of Management;
  - Department of Marketing and Tourism.
- **Faculty of Humans and Natural Sciences:**
  - Department of Social Sciences;
  - Department of Nursing;



- Department of Mathematics and Physics;
- Department of Biology and Chemistry;
- Department of Informatics.

## 6.

### STUDY PROGRAMS

Currently at the University "Fan S. Noli" provides 60 Study Programs (54 active and 6 inactive):

- **7 two-year Professional Study Programs;**
- **23 Undergraduate Study Programs (Bachelor);**
- **23 Second Cycle Study Program (3 MSC, 7 PM 120 credits and 13 PM with 60 credits),**
- **1 Third Cycle Study Program (Doctorate).**

#### STUDY PROGRAMS (ACTIVE)

##### ● **Two - year Professional Study Programs (120 credits):**

1. "Education for infancy and early childhood" (Department of Education);
2. "Office Assistant for Communication, Library and Archive" (Department of Language and Literature);
3. "Agricultural Business Management" (Department of Agribusiness);
4. "Veterinary Management" (Department of Agri-Food);
5. "Seed and seedling production techniques" (Department of Agronomy);
6. "Assistant Manager" (Department of Management);
7. "Social Service" (Department of Social Sciences).

##### ● **First Cycle Study Programs (Bachelor - 180 credits):**

1. "Teaching in Primary Education I-VI" (Department of Education);
2. "Teaching in Preschool Education" (Department of Education);
3. "Physical Education and Sports" (Department of Education);
4. "Language and Literature" (Department of Language and Literature);
5. "History-Geography" (Department of History and Geography);
6. "English Language" (Department of Foreign Languages);
7. "Agri-food" (Department of Agri-food);
8. "Agribusiness Management" (Department of Agribusiness);



9. "Agronomic Engineering" (Department of Agronomy);
10. "Finance-Accounting" (Department of Finance and Accounting);
11. "Economics" (Department of Finance and Accounting);
12. "Management" (Department of Management)
13. "Business Informatics" (Department of Management);
14. "Business Administration in Marketing" (Department of Marketing and Tourism);
15. "Management in Tourism and Hospitality" (Department of Marketing and Tourism);
16. "Philosophy-Sociology" (Department of Social Sciences);
17. "Administration and Social Policies" (Department of Social Sciences);
18. "Mathematics-Informatics" (Department of Mathematics and Physics);
19. "Mathematics-Physics" (Department of Mathematics and Physics);
20. "General Nurse" (Department of Nursing);
21. "Midwifery" (Department of Nursing);
22. "Biology-Chemistry" (Department of Biology and Chemistry);
23. "Information Technology" (Department of Informatics.)

● **Second Cycle Study Programs (Master of Science - 120 credits):**

1. "Master of Science" in "Culture, Media and Editing" (Department of Language and Literature);
2. "Master of Science" in "Finance" (Department of Finance and Accounting);
3. "Master of Science" in "Social Philosophy" (Department of Social Sciences).

● **Second Cycle Study Programs (Professional Master - 120 credits) (teacher):**

1. "Professional Master" in "Teaching in Primary Education" (Department of Education);
2. "Professional Master" in "Teaching Albanian Language and Literature" (Department of Language and Literature);
3. "Professional Master" in "Teaching English Language" (Department of Foreign Languages);
4. "Professional Master" in "Teaching History and Geography" (Department of History and Geography);
5. "Professional Master" in "Teaching Social Sciences" (Department of Social Sciences);
6. "Professional Master" in "Teaching Mathematics and Informatics-Physics" (Department of Mathematics and Physics);
7. "Professional Master" in "Teaching Biology and Chemistry" (Department of Biology and Chemistry);

● **Second Cycle Study Programs (Professional Master - 60 credits):**



1. "Professional Master" in "Teaching in Special Education and inclusiveness (Department of Education);
2. "Professional Master" in "Quality and Food Safety" (Department of Agri-Food);
3. "Professional Master" in "Integrated Rural Development" (Department of Agribusiness);
4. "Professional Master" in "Agrarian Engineering, Horticulture Profile" (Department of Agronomy);
5. "Professional Master" in "Finance-Accounting" (Department of Finance and Accounting);
6. "Professional Master" in "Banking and Insurance" (Department of Finance and Accounting);
7. "Professional Master" in "Business Administration" (Department of Management);
8. "Professional Master" in "Marketing" (Department of Marketing and Tourism);
9. "Professional Master" in "Tourism, attractions and events management" (Department of Marketing and Tourism);
10. "Professional Master" in "Digital Marketing" (Department of Marketing and Tourism);
11. "Professional Master" in "Public Administration" (Department of Social Sciences);
12. "Professional Master" in "Nursing" (Department of Nursing);
13. "Professional Master" in "Modern Telecommunication Systems and Internet Technologies" (Department of Informatics)

● **Third Cycle Study Programs (Doctorate):**

1. "Doctorate" in "Sustainable Horticulture" (Department of Agronomy)

**STUDY PROGRAMS (INACTIVE):**

● **First Cycle Study Programs (Bachelor - 180 credits):**

1. "French Language and Culture" (English Language Department);
2. "Plant Medicine and Horticulture" (Department of Agronomy);
3. "Business and Commerce" (department of Marketing and Tourism).

● **Second Cycle Study Programs (Professional Master - 120 credits) (teaching):**

1. "Professional Master" in "Teaching for teachers of vocational schools" (Department of Education).

● **Second Cycle Study Programs (Professional Master - 60 credits):**

1. "Professional Master" in "Tourist Guide" (Department of Marketing and Tourism).

● **Second Cycle Study Programs (Master of Science - 120 credits):**

1. "Master of Science" in "Plant Medicine" (Department of Agronomy).





## 7.

### STUDENTS AND ACADEMIC PERFORMANCE

#### STUDY OF THE ACADEMIC PERFORMANCE (2016-2020)

Studying the progress of the priority areas of the Strategic Development Plan of "Fan S. Noli" University, the improvement of the quality of the study programs, the opening and reorganization of study programs, the improvement of the curriculum based on learning outcomes, the improvement of quality of teaching; the following presents the continuity of the constituent elements of the teaching activity.

#### New admissions and study programs in the period 2016-2020

Currently at the University "Fan S. Noli" 3500 students continue their studies from all districts of Albania and from Albanian lands.

At the University "Fan S. Noli" teach 157 effective lecturers, of which 5 professors, 29 associate professors, 75 doctors of science, 7 professors and 41 others. In the academic years 2016-2020 the number of part-time lecturers has varied between 96 and 136.

Academic year	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Nr. PAE	156	157	156	161	158
Staff / student ratio	1/30	1/30	1/29	1/22	1/21

Year after year, the staff / student ratio is influenced by the total number of students and for each study program has resulted within the criteria (according to the relevant DCM for the standards of staff / student ratio). The new admissions regarding the period 2016-2020 have undergone continuous changes in both quantitative and qualitative direction. Changes in bylaws, related to the average grade criteria, as well as the decrease in the number of graduates from year to year has led to a continuous change in the number of students at the HEI level. This has been the main reason that has affected the inputs of each year, even though the promotional activities are regularly conducted for each year.

Academic year	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Admissions in all cycles	1491	1474	1583	1342	1338

Based on the data of new admissions for 5 academic years, there is a decrease in admissions from the beginning to the end of the period, with the exception of the academic year 2018-2019, due



to the activation of 14 new study programs. In the following years, the number of students continues to decline, being reflected in the total number of students according to the table below.

**Total number of students during the period 2016-2020:**

Academic year	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Number of students	4750	4726	4549	3629	3334

**Number of the graduate students during the period 2016-2020:**

Academic year	2016-2017	2017-2018	2018-2019	2019-2020
Graduations	1140	1231	1413	1341

During the academic year 2019-2020, the University "Fan S. Noli" faced a difficult challenge in terms of the progress of the teaching process. Isolation as a result of the pandemic from the Covid-19 virus, created new requirements on the way of organizing teaching/learning processes mainly based on online teaching. Based on the best practices brought by the academic staff, as well as the need for new ways of teaching, important measures were taken for the organization of the teaching process through online learning platforms. After the first period of online teaching and learning (second semester of the academic year 2019-2020) all the necessary measures were taken to implement a unified platform for all academic staff, before the start of the new academic year 2020-2021.

- The start of the new academic year 2020-2021 found the academic staff prepared to organize the teaching processes through online platforms.

More specifically, a lot of training sessions, based on a project, were organized, on the possibilities provided by the MICROSOFT OFFICE 365 package, which also includes the MICROSOFT TEAMS platform. The whole academic year was organized on the basis of this platform, as a successful way that can be used in the future.

- Subscription to the online library was already enabled.
- The "Cleanscore" project was implemented as an evaluation format for students.

**New study programs, reorganizations (trends):**

The opening of the new study programs or their reorganization is an ongoing process of development of "Fan S. Noli" University, responding to market needs for professions required on the one hand and updating requirements according to changes in the labor market on the other hand.



The amendments to the law on higher education in 2015 and the new needs of the labor market led the "Fan S. Noli University " to the demand for the opening / reorganization of study programs. Pursuant to the new law on higher education, the study programs of the second cycle Master study programs were adapted, from 90 credits to 60 or 120 credits and in 2019 it was approved by MESY (MESY requisition no. 1287/1, dated 15.03. 2019).

Pursuant to the strategy for the development of "Fan S. Noli University " it is applied, every year, in MESY for the opening / reorganization of study programs, namely:

**In 2017, it was applied for 2 study programs, approved by MESY:**

- "Professional Master" in "Public Administration" (Department of Social Sciences);
- 2-year professional study program "Education for infancy and early childhood" (Department of Education).

**In 2017, it was applied for 14 study programs, approved by MESY:**

- 2-year Professional Study Program "Social Service";
- 2-year Professional Study Program "Office Support for Communication, Library and Archive";
- 2-year Professional Study Program "Assistant Manager";
- 2-year Professional Study Program "Techniques for production of seeds and seedlings";
- 2-year Professional Study Program "Veterinary Management";
- 2-year Professional Study Program "Agricultural Business Management";
- "Bachelor" in "Business and Commerce";
- "Bachelor" in "Business Informatics"; "Bachelor" in "Economics";
- "Professional Master" in "Banking and Insurance" (60 credits);
- "Professional Master" in "Tourist Guide" (60 credits);
- "Professional Master" in "Agrarian Engineering", Horticulture Profile (60 credits);
- "Professional Master" in "Quality and Food Safety" (60 credits);
- "Master of Science" in "Culture, Media and Editing".

The opening of new programs for this academic year aimed at increasing the number of students for the departments or faculties that were endangered as a result of the decrease in the number of students by setting the average grade according to the relevant DCM.

**In 2019 it was applied for 2 study programs:**

- "Executive Master" study program in "Management in Education";
  - "Bachelor" study program in "Physical Education and Sports";
- of which was it approved the "Bachelor" study program in "Physical Education and Sports".

**In 2020 it was applied for 9 study programs (opening / reorganization):**



- 2-year Professional Study Program "Administrator in sales and services";
- 2-year Professional Study Program "Computer systems and networks";
- 2-year Professional Study Program "Assistant Accountant";
- "Bachelor" Study Program in "Media and Philological Culture";
- "Bachelor" Study Program in "Primary Education Sciences" (reorganization);
- "Professional Master" Study Program in "Special Education for Inclusiveness";
- "Professional Master" in "Education and social service";
- "Master of Science" in "Information Technologies in Business";
- "Executive Master" in "Management in Education".

We emphasize the fact that MESY did not approve any of the proposed programs.

**In 2021 it was applied for 3 study programs and the reorganization of 3 active programs:**

- 2-year professional study program "Administrator in sales and services" (New study program);
- "Bachelor" study program in "Agribusiness Management" (reorganization);
- "Bachelor" study program in "Tourism Management and Hospitality" (reorganization);
- "Professional Master" study program in "Digital Marketing" (New study Program);
- "Professional Master" study program in "Teaching for Special Education and inclusiveness" (New study Program);
- "Professional Master" study program in "Tourism Management, Attractions and Events" (reorganization).

According to an overview of the curriculum development in the recent years, it can be seen that main units are extensively focusing on the requests for the change or opening of new study programs according to the labor market needs and national priorities. Regarding the legal changes, they have tried to meet the needs of the labor market and high school graduates to attend one of the study programs offered by "Fan S. Noli" University.

## 8.

### QUALITY ASSESSMENT

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## ACCREDITATION OF STUDY PROGRAMS

The accreditation process has placed the "Fan S. Noli University " in front of a challenge in meeting the requirements of the applicable law. The importance of this process is related to meeting the standards in quality assurance through external and internal mechanisms, involving a number of actors in this process.

"Fan S. Noli" University is continuously involved in all the processes for the internal quality assurance, but as a result of changes in legislation, in January 2017 it was involved in the process of institutional accreditation by the British Accreditation Agency QAA. This process served to assess the quality of the academic offer of "Fan S. Noli" University and it identified areas for improvement at the HEI level, and not only, preparing for the evaluation of study programs.

After the final evaluation by the Accreditation Board (DBA no. 65, dated 21. 09. 2017), which accredited the "Fan S. Noli" University for 5 years, measures were taken to meet the recommendations and the work continued on the accreditation of programs of study.

Based on the decision, taken by the Rectorate 282, dated 21.5.2019, the accreditation process for 9 study programs of the first cycle "Bachelor" and study programs of 2-year professional character:

1. "Bachelor" study program in "Agro-food";
2. "Bachelor" study program in "Agronomic Engineering";
3. "Bachelor" study program in "English Language";
4. "Bachelor" study program in " Teaching in Primary Education I-VI";
5. "Bachelor" study program in "Finance - Accounting";
6. "Bachelor" study program in "Management";
7. "Bachelor" study program in "Administration and Social Policy";
8. "Bachelor" study program in "Biology-Chemistry";
9. 2-year Professional Study Program in "Education for infancy and early childhood".

The main units were involved in this new process by engaging all the staff and students in the internal and external evaluation of the quality of specific study programs. All the study programs have completed this process and some of them have received the maximum rating by the experts.

- "Bachelor" study program in "Management" (Accredited for 6 years);
- "Bachelor" study program in "Biology-Chemistry" (Accredited for 6 years);
- "Bachelor" study program in "English Language" (Accredited for 5 years).

All of the above mentioned have served to "Fan S. Noli" University as an institution and to the basic units to evaluate the academic offer, to identify strengths, weaknesses, recommendations and to further improve this offer through concrete measures.





The recommendations and tasks left by the first group of study programs for accreditation are being taken into account by the basic units in the second group of the study programs (13 study programs) applied for accreditation during April May 2021:

1. "Bachelor" study program in "Language-Literature";
2. "Bachelor" study program in "Business Administration in Marketing";
3. "Bachelor" study program in "History-Geography";
4. "Bachelor" study program in "Mathematics-Informatics";
5. "Bachelor" study program in "Mathematics-Physics";
6. "Bachelor" study program in "Information Technology";
7. "Professional Master" study program in "Quality and Food Safety";
8. "Professional Master" study program in "Agrarian Engineering, Horticulture Profile";
9. "Professional Master" study program in "Finance-Accounting";
10. 2-year Professional Study Program "Social Service";
11. 2-year Professional Study Program "Assistant Manager";
12. 2-year Professional Study Program "Veterinary Management";
13. 2-year Professional Study Program "Agricultural Business Management";


Based on DBA no. 65, dated 21. 09. 2017 On the institutional accreditation of "Fan S. Noli University " the period of validity of the institutional accreditation is until 30. 09. 2022.

Based on the *"Manual for procedures and deadlines for quality assessment within the accreditation of HEIs and study programs"*, the application for periodic accreditation will take place in October 2021. Preparatory work for the periodic accreditation has started by coordinating the work to provide the supporting documentation of the internal evaluation report and their translation by the structures in the Rectorate. After identifying the main documentation, a specific action plan will be drafted to coordinate the work performed on the ongoing process.

The following table presents the data on the accreditation of the current study programs:

The Study Program	Total	Accredited	Application for accreditation	Not accredited
Professional Study Program	7	1 / 14%	4 / 56%	2 / 30%
Bachelor Study Program	26	8 / 31%	6 / 23%	12 / 46%





Professional Master (120 credits)	8	—	—	8 / 100%
Professional Master (60 credits)	14	—	3 / 21%	11 / 79%
Master of Sciences	4	—	—	4 / 100%
Ph.D	1	—	—	1 / 100%

## 9.

### SCIENTIFIC RESEARCH

"Fan S. Noli" University considers the scientific research, as an integral part of its activity as an institution of higher education and at the same time as part of the further qualification of the academic staff.

#### Academic staff during the period 2016-2020

The academic staff of "Fan S. Noli" University has made continuous efforts to increase the level of qualification. For each academic year the University has undergone changes in the qualifications of full-time academic staff by increasing the level of qualification through obtaining Scientific Titles / Degrees.

#### Titles and degrees of the academic staff

Academic year	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Dr./Phd	3	8	9	4	1
Prof. as. dr.	3	—	—	—	1

In the following years, the qualifications have continued at the level of scientific degrees due to the “freezing” of the functioning of the commissions for awarding titles in Albanian HEIs.

Aktualisht stafi reflekton kualifikimet si më poshtë:

Title / grade	Msc.	Dr.	Doc.	Phd.	Prof.as.dr.	Prof.dr.
Number	39	73	4	5	28	6
Percent	25 %	47 %	3 %	3 %	18 %	4 %

**The scientific activities** of regional, national and international character, organized by UNIKO and relevant units during the period 2016-2020 are 78, of which 4 International Scientific Conferences, 11 National Scientific Conferences, 14 book promotions / presentations, 9 scientific seminars, 18 lectures, 2 workshops, 16 round tables, 4 scientific forums.

From the data collected from the analysis of the annual activities of each unit, it results that in the period 2016-2020:

- The academic staff of the Faculty of Agriculture has a decrease in participation in international conferences, while there is an increase in the number of participants in scientific symposia, seminars and trainings within the faculty.
- The academic staff of the Faculty of Education and Philology has a decrease in participation in international conferences, while there is an increase in the diversity of the scientific activities participating in two international congresses
- The academic staff of the Faculty of Economy has a decrease in participation in international conferences, while there is an increase in the diversity of scientific activities mainly participating in roundtables and open lectures under the students participation.
- The academic staff of the Faculty of Human and Natural Sciences has had a significant consistency in participating in scientific activities, as well as in organizations within the faculty.

PUBLICATIONS - UNIKO	2017-2018	2018-2019	2019-2020
National Magazines	106	12	15
International Magazines	77	33	58
Magazine with an impact factor	6	16	2
Books / Monographs	6	-	15

Botimet shkencore 2017-2020





In the same period, UNIKO was part of the consortium of 11 international Erasmus + KA2 projects and 4 Erasmus + KA1 mobility agreements, through which the mobility of teachers and students was made possible and the teaching infrastructure is also modernized.

**Buletini i Universitetit “Fan S. Noli”** është organi që boton dhe promovon veprimtarinë kërkimore-shkencore të këtij institucioni. Ai është i pajisur me ISSN: 2078-7111, e cila e identifikon si organ publikimesh shkencore. Në periudhën 2016-2020, buletini ka dalë në publikim si botim i veçantë nga secila njësi kryesore e universitetit, përkatësisht: 8 botime të veçanta të Vjetarit “FEF”, 4 botime të veçanta të “Natyra dhe kultura” dhe 1 botim i veçantë “Studime ekonomike”. Fushat kryesore të serive të shkencave të zbatuara janë: bujqësi, ekonomi, matematikë, ndërkohë që fushat e serisë së shkencave shoqërore përfshijnë: historinë, gjuhësinë, letërsinë, mësimdhënien, psikologjinë dhe arsimin.

From 2019 the bulletin, as well as its special editions, have been published online, in PDF format, to be used by the community as well, including students, as supporting literature for diploma theses, or for further specializations, in link: <http://unkorce.edu.al/botime-elektronike>

Nr.	Year	Faculty of Economy	Faculty of Education and Philology	Faculty of Agriculture	Faculty of Human and Natural Sciences
1.	2020		“Scientific yearbook FEP”, Nr.7		
2.	2019		“Scientific yearbook FEP”, Nr. 6		
3.	2019	“Economic studies”, Vol. 1			“Nature and culture”, Nr. 3
4.	2018		“Scientific yearbook FEP”, Nr. 5/1		
5.	2018		“Scientific yearbook FEP”, Nr. 5/2		
6.	2018				“Nature and culture”, Nr. 1
7.	2018				“Nature and culture”, Nr. 2
8.	2018		“Scientific yearbook FEP”, Nr. 4		
9.	2017		“Scientific yearbook FEP”, Nr. 3		
10.	2016		“Scientific yearbook FEP”, Nr. 2		
11.	2016		Scientific Bulletin (social science series)		

There is generally a consistency in terms of its periodical publication and an equally consistent distribution at the faculty level; the latter have published mainly the works of scientific activities organized by the unit itself. During these years, it has been noticed a lack of the publications of the



professors of the Faculty of Agriculture in the UNIKO Bulletin and studies in the fields of agricultural sciences as well. In the last issues of the Bulletin, the publication of articles in English has been encouraged in order to be prepared for applying at the international centers that give the right of impact factor.

**The library** of "Fan S. Noli" University provides about 30,000 books with over 12,000 titles belonging to different fields, but they are more focused on the field of market economy, agronomy and psycho-pedagogy. This fund is currently distributed in five facilities and respectively in:

- Scientific Library at the Rectorate;
- Library of the Faculty of Economics;
- Library of the Faculty of Agriculture;
- Library of the Faculty of Education and Philology;
- Library of the Faculty of Human and Natural Sciences

#### **Services:**

- Online library" which serves as a database form where the student is served all the titles of the fund that the library provides, enabling research and study conditions, the same as at the best universities in other European countries <https://172.16.0.8/login.aspx>
- the URL catalog of the pages to which we have accessibility, e.g. that of the Bank of Albania, where in addition to the exchange of materials, the material also comes accessible online for browsing and study. <https://www.bankofalbania.org/Botime/>
- online library ProQuest <https://www.search.proquest.com/pqrl/?accountid=143248>
- The digital library "U Library" offers a large number of electronic resources over 170,000 books, over 70 million academic articles, as well as articles in various newspapers, an unlimited number of maps and other audiovisual tools.  
<https://search.ebscohost.com/login.aspx?direct=true&scope=site&site=eds-live&authtype=custuid&groupid=main&profile=eds&custid=ns083234&dbquery=&search-prefix=&uquery>
- creating an online database, filing and classifying the library fund through the "TIME" program.

Digitization of the "Nolian Fund"; fund donated five years ago to the University, is currently in the process of scanning and filing, in order to be easily available to the interested readers, thus becoming part of the fund of the University Scientific Library.

#### **Laboratories available to the scientific research and teaching:**

##### **Didactic laboratory for research:**



- Laboratory of Agrochemistry;
- Laboratory of Pedology;
- Laboratory of Digital Phonetics;
- Laboratory of Hotel-Tourism;
- Laboratory of Chemistry and Analytical Chemistry;
- Laboratory of Biology and Molecular Biology;
- Laboratory of Physiotherapy;
- Laboratory of Optics;
- Laboratory of Informatics I / II.

#### **Didactic Laboratory:**

- Laboratory of Plant Protection;
- Laboratory of arboriculture;
- Laboratory of Vegetable;
- Laboratory of Phytotechnics;
- Digital Laboratory of Foreign Language Training;
- Laboratory Financial Computerization;
- Laboratory of Nursing;
- Laboratory of General Physics (Electromagnetism);
- Laboratory of General Physics (Mechanics).

## **10.**

### **SWOT ANALYSIS**

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#### **Strengths of “Fan S. Noli” University:**

1. The only higher education institution that consistently operates in the south-eastern area of Albania for a period of 50 years, with 5-year institutional accreditation;
2. Successful start of the accreditation process of the Study Programs;
3. Geographical position at the junction of three countries (Albania-Greece-Northern Macedonia);
4. Facilities, infrastructure of modern information technology and scientific library for a normal development of teaching and research activity;
5. Laboratory infrastructure with a didactic and research direction;





6. Significantly high number of Secondary and Lower Education Institutions in the Korça Region (about 300), which favors the Study Programs in Teaching Profile;
7. 99% stable academic and administrative staff in the last four years;
8. Sustainable and dynamic field of study and research in creating new directions of academic study;
9. Active participation in international projects (capacity building – Erasmus +);
10. Significant participation in international projects (extensive cooperation at national and international level);
11. Effective organization of professional, institutional, clinical and sports practices of students in the fields of education, agriculture, economics, medicine, social sciences, etc .;
12. Involvement of students in decision-making, as full members of the Academic Senate, the Council of Ethics and the Internal Quality Assurance Units;
13. Periodic evaluation of the internal quality;
14. Experience gained from the Centers of Excellence, as a basic research and training unit for the continuous education;
15. Possibility of the periodic publication of the Scientific Bulletin.

#### **Weaknesses:**

1. Significant decrease in the population of the Korça Region and as a consequence it is noticed a decrease in the number of students in Primary and Secondary Education Institutions (about 29% less students in the period 2016-2020). This decrease is reflected in student registrations in the study programs.
2. General tendency of the graduates in certain study programs;
3. Unsatisfactory quality of student in some study programs;
4. Stagnation of the qualification of professors with scientific titles;
5. Inability to offer doctoral programs in the third cycle (doctoral studies) and delay in opening the third cycle study programs Executive Master;
6. Limited mobility for students, academic and administrative staff. Lack of the deepened knowledge of foreign languages by the academic staff in general;
7. Narrow scope of applications in national and international projects from all faculties;
8. Lack of digital library and limited use of faculty libraries;
9. Lack of a suitable sports environment for curricular subjects and extracurricular activities;
10. Lack of a complete database for the employment of graduate students in years and the continuous connections with them;
11. Non-utilization of the full efficiency of the laboratories and equipment mainly obtained by the project funds;
12. 12. Stagnation of publications in the Bulletin of "Fan S. Noli" University;
13. 13. Lack of a complete strategy for promoting the academic offer;





14. 14. Limited cooperation with the stakeholders in the regional market and beyond.

**Opportunities:**

1. The location of "Fan S. Noli University " in the southeastern region of Albania, bordering two Balkan countries, offers opportunities for inviting students in the region and beyond, as well as for the exchange of experiences in the field of education and research;
2. Human and infrastructural capacities for opening executive master programs;
3. Experience of cooperation with foreign HEIs for the opening of joint programs, the increase of mobilities, the establishment of research centers and their enrichment with literature as well as the internationalization of the academic offer; membership in international academic networks;
4. Extension of the range of modules offered by the Continuing Education Center in other areas, besides teaching;
5. Academic staff on the verge of qualification in the next cycle of scientific qualification;
6. Integration processes, joint projects in which "Fan S. Noli" University is involved, create great opportunities for expanding cooperation with institutions inside and outside the region and beyond, in the field of teaching and research

**Threats:**

1. The general decrease in the number of births and consequently it is noticed a decrease of the number of the High School Graduates;
2. Low quality of incoming student-candidates coming from vocational high schools;
3. Lack of a map of the programs at the national level and lack of the national ranking of the Albanian HEIs, as well;
4. Changes in the budget definitions of the higher education fund;
5. The lack of a large employment market at the regional level, the lack of data on employment at the regional level and beyond, creates difficulties in the orientation of study programs and setting quotas in each program.



## 11.

### Objectives

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#### **MAIN OBJECTIVES OF STRATEGIC DEVELOPMENT**

1. Institutional organization;
2. Teaching, curricula, academic staff, internal quality assurance;
3. Infrastructure, services, promotion;
4. Scientific research and innovation;
5. Internationalization of the academic offer;
6. Students.

#### **1. INSTITUTIONAL ORGANIZATION**

In the framework of further institutional development and increase of the quality of services offered in "Fan S. Noli" University it is foreseen:

- Further consolidation of the sectors already approved in the organizational chart of "Fan S. Noli" University;
- Increasing and supporting the activity of the Internal Quality Assurance Unit;
- Consolidation of scientific research structures and academic publications at Faculty level;
- Increasing the activity of the Promotion and Career and Alumni Center;
- Standardization of the activity of the Studies and ICT Sector;
- Expanding the focus of the Projects and Research Center;
- Increasing the range of lifelong learning modules offered by the Center of Continuous Education.

#### **2. TEACHING, CURRICULUM, ACADEMIC STAFF, INTERNAL QUALITY ASSURANCE**

##### **● TEACHING AND CURRICULUM**

Regarding to teaching, in the following academic years it will be aimed to conduct a series of computer-based exams (alternatives). The purpose of computer-based exams is objectivity in assessment and transparency.

Initially, computer-based exams will be conducted in several courses of the First Cycle Study Programs: "Bachelor" in "General Nursing", "Bachelor" in "Midwifery" and "Bachelor" in



"Information Technology". In the following years this will be extended to other study programs offered by "Fan S. Noli" University.

Another objective for the coming academic years is the consolidation of new teaching methods, especially for online learning.

Regarding the study programs it is aimed:

- Opening of new study programs, in particular study programs that close the study cycles (second cycle programs that are a continuation of the first cycle programs);
- Opening of Third Cycle Study Programs (Executive Master);
- Opening of joint study programs with international institutions;
- Fulfillment of legal obligations for all study programs in the framework of their accreditation according to legal provisions, as well as the fulfillment of recommendations by the Accreditation Board for each study program;
- Strengthening current curricula;
- Market research study (in order for the data to be used for promotion as well as for bringing high school graduates attention towards the University);
- Expanding the focus of qualifications according to market needs;
- Encouraging the application of scientific findings in teaching activities;

An important part of the First Cycle Study Programs covered by "Fan S. Noli" University are study programs of teaching profile. "Fan S. Noli" University offers 9 study programs (Bachelor) of this profile:

- "Bachelor" in "Mathematics-Informatics"
- "Bachelor" in "Mathematics-Physics"
- "Bachelor" in "Biology-Chemistry"
- "Bachelor" in "Philosophy-Sociology"
- "Bachelor" in "Language-Literature"
- "Bachelor" in "History-Geography"
- "Bachelor" in "English Language"
- "Bachelor" in "Teacher for Preschool Education"
- "Bachelor" in "Teacher for Primary Education"

There are about 300 Institutions of Pre-school Education, Primary Education and Secondary Education. This high number shows the importance of the study programs of teaching profile at "Fan S. Noli" University.

In the last 4 years there have been a significant decrease in the number of students enrolled in these study programs. The factors that have influenced this phenomenon are mainly: the average



grade of candidates, the oversupply of the labor market and the decline in the number of students in primary and secondary schools.

The strategy of our university during the period 2020-2027 for the consolidation of study programs of teaching profile will be based on the four points below:

● **Continuous contact with Secondary Education students**

This will be achieved through various activities that will also include students of Higher Secondary Education from Korça region and beyond.

● **“Rroke Shkencën” Olympiad**

Students of Higher Secondary Education schools of Korça Region participate in this Olympiad participate the students of the Higher Secondary Education schools of Korça Region. It is based on students’ group work (5 representative students from each high school). In the next 4 years we will add some profiles in this Olympiad, in order to include most of the profiles related to teaching offered by the University. The profiles of the Olympiad will be: mathematics, informative technology, physics, biology, chemistry, language-literature and social sciences. The Olympiad will be organized and managed by the respective profiles’ departments and will include students of these study programs.

● **Various trainings offered for students of Secondary Education by the academic staff of the University**

Every year, during the period January-May the academic staff of the University will provide short-term trainings for graduate students of Higher Secondary Education to help them with the State Matura exams. These trainings aim to introduce these students with “Fan S. Noli” staff and to bring their attention towards studying at “Fan S. Noli”

● **ACADEMIC STAFF**

In the following years, for the academic staff of the university it is aimed:

- Consolidation of internal/external academic staff ratio;
- Further promotion of the academic staff qualification for scientific titles and degrees;
- Encouraging the academic staff to consolidate scientific research and to apply research findings in teaching activities;
- Encouraging the academic staff to participate more in programs or projects of common interest.

● **INTERNAL QUALITY ASSURANCE**

In terms of quality assurance the University focuses on two divisions: internal quality assurance and external quality assurance. The University has already developed the Internal Quality Assurance system, which supports its activity in three pillars: *assurance, control and quality assessment*. The Internal



Quality Assurance Unit which supports and provides expertise is also part of this system. External quality assurance includes taking measures to complete the processes of institutional accreditation and accreditation of study programs.

University's strategy for the period 2020-2027 for quality assurance is focused on the following main objectives:

- Carrying out quality evaluation for institutional accreditation and evaluation for accreditation of study programs
- Taking measures for the processes of institutional accreditation and accreditation of study programs
- Meeting quality assurance standards
- Quality control and enhancement through appropriate actions and measures
- Quality assurance of services and infrastructure

### **3. INFRASTRUCTURE, SERVICES, PROMOTION**

#### **●Infrastructure**

Regarding the University infrastructure, it is aimed:

- Creating the necessary facilities for consolidating the student/m<sup>2</sup> ratio;
- Establishment of laboratories in function of teaching;
- Implementation of physiotherapy laboratory;
- Renovation with the necessary literature of the faculty libraries and the scientific library;
- Construction of an additional building at the Faculty of Natural and Human Sciences (on the foundations of the existing library building).

#### **●SERVICES**

One of the main objectives for the academic year 2021-2022 is the restructured teaching secretary team. This includes the amalgamation of all secretaries of the 4 faculties of the university, and the creation of a central secretary team in charge of teaching and a central secretary team in charge for the electronic system. Within this structure students will receive all the necessary services (certifications, payments, etc.).

Another objective is the creation of a new website through which students and the interested individuals will receive all the information on the study programs and the studies and current academic year progress.

#### **●PROMOTION**



Promotion as a communication means and process between what the university offers and the potential students should be considered as an important part that can help increase the quantitative and qualitative inflows of students. To increase the promotional activities efficiency, the University will be focused on these main objectives, which will be converted into concrete activities:

- Drafting the institutional promotion strategy;
- Active involvement of departments;
- Involvement of of job market representatives;
- Inclusion of current and graduate students;
- Establishment of the advisory board;
- Updating promotional materials;
- Organizing promotional activities best presenting what the University offers.

#### **4. SCIENTIFIC RESEARCH AND INNOVATION**

In defining strategic objectives in the field of research "Fan S. Noli" University takes into consideration the principle of research freedom, the principle of research ethics, the principle of professional responsibility, legal obligations and financial responsibility, which are all principles that guide research activity for the good of humanity and the expansion of scientific borders. This aims to improve the scientific research content with a focus on quality teaching, adaptation to national priorities and increasement of independent research ability in function of sustainable development.

Approximation of institutional objectives with national ones for the research and technology sector, in aspects that are related to the quality of research, research-scientific infrastructure, applied research conducted at social level, connection of research with teaching.

- The primary goal of research at "Fan S. Noli" University is increasing the teaching quality considering its findings as an integral part of the qualifications offered by the university curriculum.
- Research is also considered part of the promotion of academic staff, as researchers and innovators, in a broader social, conomic, regional, national and international context.

##### **Research priorities:**

- Increasing the research activity in faculties and its standardization with the principles of research ethics;
- Increasing the publishing activity of the academic staff (financial support of international publications);
- Involvement of students in research;
- Cnnection of research with university curricula and qualifications;
- Encouragement of national and international cooperation in applied research;





- Increasing the influence of UNIKO in the region, as an institution that offers specialized expertise in the fields of agriculture, education, economy, natural, human and health sciences in support of national priorities;
- Full usage of the research structure capacities in the respective units, in order to enable qualified services to third parties.

## 5. INTERNATIONALIZATION OF THE ACADEMIC OFFER

Focusing on the international partnership in teaching and research, as well as increasing the cooperation forms with other HEIs or institutional networks of higher education, in terms of international presence in the research and teaching process that is conducted in the institution, in publications of academic staff, as well as exchanges within study and teaching periods.

Currently “Fan S. Noli” University has 127 active agreements with partner institutions in the Balkans and in Europe. It is a member of these academic networks: ASECU, AUF, UNIMED, AURORA CDS, BUA.

### Cooperation agreements:

During the period 2016-2020, 120 cooperation agreements are signed as follows:

#### ① 28 international agreements with foreign HEIs with the main objective:

- participation in scientific activities organized by each university;
- joint organization of scientific activities;
- exchange of scientific materials, literature and books;
- joint publications;
- exchange of experience between academic, administrative staff and students;
- joint participation in projects;
- creating opportunities for joint study programs;
- cultural exchange, etc.

#### ② 35 national agreements with HEIs (11), associations, organizations, centers, institutes, various institutions (24) with the main objective:

- exchanges in function of institutional and inter-institutional development;
- exchange of academic staff for the teaching process;
- exchange of professors, researchers and students for teaching and research activities;
- encouraging, supporting and implementing joint research projects; promotion, support and implementation of other scientific activities (conferences, seminars and publications in areas of common interest);



- exchange of scientific literature, books, scientific publications, academic projects and information on courses, conferences, seminars and databases of common interest;
- joint publishing contracts if there is a common interest; organization of joint social and cultural activities;
- exchange of experience related to the management of the institution, etc.

### **3 57 national agreements signed for students' internships.**

These agreements have been signed with various institutions, organizations and businesses according to the profile of the study programs that the University offers and the needs for students' internships. Most of them are signed at faculty level and are closely related to the profile of the faculties and the profile of the institutions/businesses with which the agreements are signed. The main objective of these agreements include:

- creating real opportunities for students to conduct professional practice at these institutions/organizations/businesses;
- organizing and engaging in joint projects and activities of regional level;
- conducting lectures, round tables, training seminars with the participation of directors and specialists of these institutions and students;
- exchange of experience and expertise;
- each party provides facilities in the framework of research and study, with the aim to engage students in research;
- bringing students closer to the labor market and thus facilitating their future employment process through pre-established contacts between employers'/organizations/institutions/businesses and the University/students through interaction during professional internships;
- any other activity of common interest.

The main objective of the above-mentioned is to create a credibility and professionalism profile related to teaching, research and international cooperation within the framework of development and capacity building projects mutually.

#### **Main directions**

1. Concrete international partnership and cooperation;
2. Joint study programs and long-term mobilities;
3. Joint scientific research according to international standards.

The internationalization of the academic offer in the next five years aims at its promotion in a wider academic network, aiming at promoting concrete partnership mainly in increasing the quality of scientific research, in the sustainability of diplomas offered on an international market, promoting and increasing the visibility of the academic achievements of academic staff and students through



quality institutional publications, organization of joint scientific activities, participation in projects-ideas in order to increase institutional capacity and their direct impact on the social and economic development of the region.

The International Relations Sector as a supporting administrative structure creates new inter-university exchange links through:

- identification of international HEIs that offer opportunities for cooperation;
- deepening and diversifying UNIKO cooperation with strategic partners in the Balkans and Europe, in terms of the above-mentioned;
- encouraging the exchange of students, researchers and academic staff;
- coordination of processes for offering dual degree diplomas;
- membership in academic networks and strengthening of the position in the networks ASEC, AUF, UAMID of which the University is a member already;
- application in international project programs such as: Erasmus+, Horizon 2020, CBC, Marie Curie Scholarships, Fullbright Scholarship, etc.;
- coordination of procedures for the establishment of joint study and research centers;
- increasing the communication with the academic diaspora, alumni and former academic staff that are employed in international HEIs.

### **1 Joint study programs and long-term mobilities**

Offering joint study programs, with the main focus on programs of second and third cycle, aims to increase the quality of qualification offered by the curriculum, the sustainability of diplomas offered in a wider market of the European area, as well as the promotion of academic experience of staff.

- in-depth studies of professional qualifications in the international market, focusing on professions of the future;
- encouraging inter-institutional cooperation, in common academic fields similar to the above-mentioned;
- identification of real capacities in each faculty for joint programs and applied research;
- updating the Erasmus+ Course Catalog for international students and encouraging mobility;
- detailing the legal and financial framework that facilitates credit recognition and transfer procedures of staff/student mobility;
- drafting international programs/trainings/short-term summer schools for staff, students, alumni and stakeholders.

### **2 Joint scientific research according to international standards**



- encouraging the organization of joint international scientific activities; standardization of procedures and their documentation;
- drafting stimulating policies for the participation of staff and students in research activities abroad;
- establishment of joint research and study centers and updating the literature resources available to research staff;
- increase of the Scientific Bulletin quality through the expansion of its Scientific Board with members from partner universities; its publication in English language and application for international indexing;
- encouragement for scientific publications in indexed journals that are internationally recognized;
- involving students in research and creating bridges with international partners for the organization of scientific activities;
- including online teaching in the university curriculum and the increase of programs offered in the form of "blended learning";
- fostering entrepreneurship and innovation spaces/qualifications in the university curriculum.

## 6. STUDENTS

The University aims to create an inspiring environment for enrolled students and those who are expected to be enrolled in the future by offering quality and professional commitment that meets their best expectations. In this regard, the University will be based on several main objectives:

- Improving student support services to increase the quality of studies and student life;
- Creating an inspiring work and learning environment, focusing on student-centered teaching, as a way to empower the student in all forms of education, providing the best solution for sustainable and flexible learning ways;
- Organizing activities which are directly related to students and increasing the quality of social and artistic life of students;
- Expansion of the Alumni network and collection of data on the professional progress of individuals who have completed their studies at "Fan S. Noli" University and organizing activities and meetings with graduate students.



# 1. THE PLAN OF EXPECTED RESULTS FROM OBJECTIVES - TEACHING ACTIVITY AND QUALITY ASSESSMENT

OBJECTIVE			ACTION PLAN
<b>Objective 1</b>	Opening new study programs, in particular programs that close the study cycles (second cycle programs that are a continuation of the first cycle study programs)		Opening and updating second cycle study programs.
			Opening of Third Cycle Study Programs (Executive Master).
		Opening of joint study programs with international institutions	Offering joint study programs, with the main focus on the second and third cycle.
			Promoting inter-institutional cooperation in the framework of joint study programs.
<b>Objective 2</b>	Fulfillment of legal obligations for all study programs in the framework of their accreditation according to legal provisions		Designing international programs/trainings/short-term summer schools for staff, students, alumni and stakeholders.
			Carrying out internal quality assessment for institutional accreditation and evaluation for study programs accreditation.
			Taking measures on institutional accreditation processes and accreditation of study programs.
<b>Objective 3</b>	Strengthening current curricula	Curriculum restructuring, improvement and	Additions to the recommendations left by the Accreditation Board for each study program.
			Unification of the format of study program regulations and syllabuses for the respective

		continuous change	courses in each study program.
			Restructuring of study programs to meet the demands of the labor market.
			Reorganization of the first and second cycle study programs with the aim to increase the learning outcomes and profiles of the graduates in relation to the needs of individuals and society.
		Consolidation of teaching programs	Continuous contact with students of Secondary Education "Rroke shkencën" Olympiad Various trainings for students of Secondary Education by the Academic staff of the University.
<b>Objective 4</b>	Market research studies	Expanding the focus of qualifications according to market needs	Use of data to restructure programs or to open new programs
			Standardization of data needed for promotion.
<b>Objective 5</b>	Further promotion of the academic staff qualification for obtaining scientific titles and degrees		Promoting the academic staff qualification in improving the pedagogical skills to approach the standards for <i>Quality Assurance in the European Area of HE</i> .
		Promoting the application of scientific findings in teaching activities	Increasement and improvement of the quality of teaching and learning.
			Use of new methodologies.
<b>Objective 6</b>	Meeting quality assurance standards	Quality control and enhancement through actions and measures	The progress of the teaching process in accordance with the study plans and programs in all its components.
			Consolidation of new teaching methods, especially for online





			learning.
			Improving the quality and efficiency of the competencies acquired, as well as measuring learning outcomes.
			Involvement of students in quality assurance process

## 2. THE PLAN OF EXPECTED RESULTS FROM OBJECTIVES - SCIENTIFIC RESEARCH

OBJECTIVE			ACTION PLAN
<b>Objective 1</b>	Increasing the research activity in faculties and its standardization with the principles of research ethics	Standardization of research activity	Drafting the Regulation of scientific research at institutional level.
			Drafting the Code of Ethics of Scientific Research and drafting the standards of scientific research.
			Drafting criteria for evaluating the research activity of the academic staff.
			Application of the research platform, as a central, informative and promotional database of scientific research.
			Training sessions on the scientific integrity and professional responsibility of researchers.
			Application of a computer system for preventing plagiarism in research
			Support and improvement of the scientific infrastructure within the units.
			Financial support with research grants through institutional, national and international projects.
			Increase of the capacities of the



			Projects and Research Office
		Increasing the research activity	<p>Increasing cooperation with local and foreign research institutions</p> <p>Encouraging the organization of annual scientific activities.</p> <p>Promoting joint research in areas of interest among the staff and students of partner universities</p> <p>Promoting research findings to stakeholders.</p> <p>Digitalization of the central library resources</p> <p>Library fund cataloging</p> <p>Increasing subscriptions to online libraries</p> <p>Increasing the volume of printed and electronic literature resources in the university library.</p>
<b>Objective 2</b>	Increasing the publishing activity of the academic staff	Increasing the quality of the publishing activity of the academic staff	<p>Restructuring of the UNIKO Scientific Bulletin with the aim to index it in national level and to make it known in international level</p> <p>Establishment of the Scientific Publishing Board and approval of the criteria for academic publications at the institutional level.</p> <p>Defining the procedures for publishing and promoting the publications of university textbooks.</p> <p>Promoting collaborations with publishing houses/research institutes</p>
<b>Objective 3</b>	Involvement of students in research	Increase of the student activity and	Organizing activities with a focus on student research



		involvement research	in	Promoting student research through publications. Creating a database of diploma theses data at institutional level. Promoting the quality of research in the library and increasing the usage of library Revitalization of the Innovation Center. Encourage the publication of online journals in order to promote student research.
<b>Objective 4</b>	Linking research to university curricula and qualifications	Promoting curriculum-based research, enhancing the quality of teaching and mobility		Application for third cycle study programs (joint degrees). Establishment and implementation of the Center for Interdisciplinary Studies/ increase of cooperation with similar units in the region/ supporting innovative ideas for the application of research in the curriculum. Promotion of research activities that aim at increasing the teaching quality (publication of university textbooks). Increasing the number of teaching mobilities for academic staff and welcoming mobilities from cooperating institutions. Promoting the organization of applied research activities.
<b>Objective 5</b>	Promoting national and international cooperation in applied research	Increasing capacity	staff	Promotion of applications in international projects within Erasmus+, Horizon 2020, Jean Monnet, CBC programmes, etc. Encourage staff participation in project writing Promoting mobilities and encouraging the exchange of innovations.



			Erasmus+ Catalog Update
<b>Objective 6</b>	Increasing the influence of UNIKO in the region	Increasing the impact of UNIKO's specialized expertise in the region, in the fields of agriculture, economics, natural and human sciences in support of national priorities	Involvement of academic expertise in addressing and treating certain regional issues.
			Defining the applied research criteria in projects with institutional funds.
			Involvement of staff in regional projects
			Increasing cooperation with market institutions
			Increasing the research capacity of laboratories and the staff responsible for laboratories
<b>Objective 7</b>	Using in full efficiency the capacities of the research structure in the respective units	Using in full efficiency the capacities of the research structure in the respective units, in order to enable qualified services to third parties	Creating joint cooperation programs with business through forms of technology transfer.
			Training of the staff responsible for full utilization of laboratory capacities
			Investments in updating laboratory functions with the aim to search and create databases

### 3. THE PLAN OF EXPECTED RESULTS FROM OBJECTIVES - INTERNATIONALIZATION OF THE ACADEMIC OFFER

OBJECTIVE			ACTION PLAN
<b>Objective 1</b>	Increase of the capacities of the International Relations Sector	Transformation into a supportive administrative structure that creates new opportunities for inter-university exchange	Identification of priority institutions for academic cooperation Deepening and diversifying cooperation of UNIKO with strategic partners in the Balkans and in Europe in the above-mentioned directions. Membership in academic networks and strengthening the position in the academic networks ASEC,

			<p>AUF, UAMID, in which UNIKO is already a partner.</p> <p>Promoting the exchange of students, researchers and teachers in the framework of mobilities.</p> <p>Coordination of the processes for dual degree diplomas.</p> <p>Facilitation of application procedures in Erasmus+ projects, Horizon 2020, CBC, Mari Curie Scholarships, Fullbright Scholarship, etc..</p> <p>Coordination of procedures for organizing joint study and research activities.</p> <p>Increasing communication with alumni and former academic staff that are already employed in international HEIs.</p>
<b>Objective 2</b>	Joint study programs and long-term mobilities	Offering joint study programs, with the main focus on the second and third cycle	<p>In-depth studies of professional qualifications in the international market, focusing on the professions of the future.</p> <p>Promoting inter-institutional cooperation, in common academic fields that are in line with the above-mentioned.</p> <p>Identification of real capacities in each faculty for joint programs and applied research.</p> <p>Detailing the legal and financial framework that defines and facilitates credit recognition and transfer procedures of staff/student mobility.</p> <p>Design of international programs/trainings/short-term summer schools for staff, students, alumni and stakeholders.</p>
<b>Objective 3</b>	Joint scientific research	Promoting joint initiatives	Promoting the organization of joint international scientific



	according to international standards	in the field of research	<p>activities; standardization of procedures and their documentation.</p> <p>Discussion on stimulating policies for staff and student participation in research activities abroad.</p> <p>Updating the literature resources for research staff.</p> <p>Increasing the Scientific Bulletin quality, through the expansion of the Scientific Board with members from partner universities; its publication in English language and application for international indexing.</p> <p>Promotion of scientific publications in journals with internationally recognized index.</p> <p>Involvement of students in research and the creation of bridges with international partners for the organization of scientific activities.</p> <p>Included online teaching into the university curriculum and increasing the number of study programs offered in the form of "blended learning".</p> <p>Promoting entrepreneurship areas/qualifications and innovation in the university curriculum.</p>
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#### 4. THE PLAN OF EXPECTED RESULTS FROM OBJECTIVES - INFRASTRUCTURE, PROMOTION AND STUDENTS

<b>Objective 1</b>	Quality assurance of services and infrastructure	Creating the necessary facilities and establishing laboratories in function of teaching	Developing mechanisms for teaching quality.
			Implementation of the physiotherapy laboratory.





			Renovation of libraries with the necessary literature resources
<b>Objective 2</b>	Drafting the institutional promotion strategy and setting up the Advisory Board	Active involvement of departments and representatives of job market and design of promotional material	Preparing the action plan for the promotional days of "Fan S. Noli" University
			Reorganization of guides and leaflets
			Discussions with the public and private sector
		Organizing promotional activities for the best presentation of what the university offers	Participation in fairs.
			Review and update of data and publications on the official website
<b>Objective 3</b>	Improving student support services to increase the quality of studies and student life	Creating an inspiring work and learning environment	Focusing on student-centered teaching, as a way to empower the student in all forms of education, by providing the best solution for sustainable and flexible learning ways.
			Creating strong links between staff and students
		Organizing activities which are directly related to students and increasing the quality of social and artistic life of students	Fostering the role of the Career Center and Student Council.
			Support for the fulfillment of the Student Council activities and the conducting joint activities.
			Training for the "Career Module" and presentations for the orientation of the first year students for the regulation and studies at "Fan S. Noli" University
	<b>Alumni</b>	<i>Alumni</i> network expansion	Collection of data on the professional progress of individuals who have completed their studies at "Fan S. Noli" University



			Organizing activities and meetings with graduate students, providing references for studies and employment, engaging in university projects, publishing scientific papers, etc.
			Extraction of data from the <i>Alumni</i> network with the aim to adapt study programs to the needs of the labor market.
			Organizing the <i>Alumni Day</i>
			Alumni Database Update

