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**DEVELOPMENT STRATEGY FOR INTERNATIONALIZATION
AND IRO ACTION PLAN
2020-2025**

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1. Drafting process

This Strategy is designed as part and objective of the ERASMUS + QAUDIC Project, where UKZ is the coordinator. The draft was drafted by the project partners and the process of drafting the "Strategy for Internationalization and Project Management" until the approval of this document by the Senate of the University "Kadri Zeka" in Gjilan went through several phases, through which various activities have been undertaken. . The stages in question are briefly described below:

1.1 Preparation

During the end of June-September 2020 the QUADIC Project partners started drafting the strategic plan. During this period, the members of the Working Group for Drafting the Strategy for IR / PM (WG) were identified by various parties, who were appointed members of this commission, and a Working Plan was prepared for drafting the Strategic Plan. A questionnaire was distributed to all partners in order to assess and take care of the current situation regarding IR / PM offices, policies and legislation.

1.2 Defining areas and analyzing the situation

On October 14, 2020, a one-day workshop organized by UHZ and with working group participants. In this seminar the participants were informed in detail about the process of drafting the strategic plan and determined the areas that will be included in this plan. Also, during this seminar, the situation analysis was conducted for the areas included in this plan, which was conducted through the SWOT analysis. Based on the knowledge of the participants, strengths, weaknesses, opportunities and shortcomings were identified for each of the areas involved. In addition, during this phase, official data and statistics were collected which are provided by University officials for all areas included in this plan, in order to make the analysis of the situation as accurate and comprehensive as possible.

1.3 Defining the vision, mission and strategic objectives

On October 15, 2020, a one-day workshop with the participation of committee members. In this workshop the participants discussed and decided on the vision and mission of this strategy. Also, during this workshop, the participants defined the strategic objectives of this strategy, which aim to be achieved by the time of completion of the implementation of this strategy.

1.4 Determining the expected results and activities

A two-day workshop was held on 16 October 2020, with the participation of committee members. In this seminar the participants identified the main challenges for each field / SO, determined the expected results for each field / SO, and defined and described the activities envisaged for each field / SO.

1.5 Determination of indicators and risk analysis

On October 22, 2020, a one-day workshop was organized with the participation of committee members. In this seminar, participants defined objectively measurable indicators (indicators) for each strategic objective. Also, during this workshop the participants identified and described the assumptions and risks that may affect the implementation of this strategic plan.

1.6 Planning and implementation of the budget plan

On October 23, 2020, a one-day workshop was organized with the participation of committee members. In this seminar, the participants determined the budget for all activities foreseen for the five-year period of this plan, dividing them into categories depending on the source of funding, and detailed the plan for the implementation of this strategic plan for the five-year period, defining the institutions. / bodies responsible for their implementation.

1.7 Drafting the Strategic Plan document

Based on the drafted documents and data and suggestions provided throughout the process, all parts will be integrated into one document and the draft IR / PM Strategy has been finalized, which will be submitted to the Universities for further elaboration.

1.8 Public discussion of the Strategic Plan document

In order to receive remarks, comments and suggestions from all parties, internal and external, the Project partners have organized public discussions with all parties, applying different forms, methods and media of communication. Within this framework, public discussions will be organized with University staff, University students and representatives of local and central institutions, the business community and the general public.

1.9 Inclusion of suggestions and finalization of the Strategic Plan document

After organizing public discussions with different parties, Universities should take into account all remarks and comments and include in the strategy all relevant suggestions that emerged during the public discussions. After that, the Strategy takes its final form as a document, ready for approval by the University Board.

1.10 Approval of the Strategic Plan by the Senate / University Board of Directors

Upon completion of all phases and procedures described above, the Strategy for IR / PM 2021-2025 "will be approved by the University Senate on 11 January 2021.

2. Situation Analysis / Vision and Mission

Vision Statement

The University strives to be a reputable international partner.

UKZ Mission Statement

The Temple of Knowledge which cultivates learning and the development of knowledge, fosters critical thinking and the spirit of entrepreneurship for new research, which aids social and technological development, prepares responsible young people and professionally capable of being part of a society virtual and global, part of an open labor market and at the same time, a model for other members of society.

UKZ's mission is aligned with three main pillars: teaching, research and community service.

This Strategy is coherent with:

- 1. Strategic Plan of UKZ 2017-2022,**
- 2. Regulation for Internationalization of UKZ, nr. 01/623, date 12/06/2020**

3. Strategic Areas

3.1 Education and the international environment

IRO, according to this strategy will achieve strategic objectives, which will be operationalized in the annual action plan:

- Update and implement the regulation for the Office of International Cooperation and Project Management
- Capacity building of the office of international cooperation and project management
- Consolidation of current cooperation agreements with international partners to support the internationalization of the institution
- Creating the infrastructure and building the existing human capacities necessary for international cooperation

SWOT analysis

Internal and external analysis of the University's situation in terms of education and its international environment.

Strengths

Institutional Commitment to Internationalization and Project Management

- Implementation of QUADIC
- Existing infrastructure (existing IR and PM offices)
- Existing staff capacities who speak English and other foreign languages
- Number of agreements signed with other HEIs
- Students' interest in studying at HEIs
- Existing mobility rules and regulations
- International recognition of diplomas
- HEI accreditation policies and quality assurance strategies

Weaknesses

- Lack of study programs in English
- Insufficient administrative staff, responsible for International Relations and Project Management
- Insufficient competence of English speaking staff (academic and administrative)
- Insufficient budget allocation for internationalization
- Insufficient infrastructure (space, library, etc.)
- Insufficient materialization of existing Memoranda of Understanding in order to establish study programs in foreign languages
- Lack of ongoing training for staff on advanced teaching methods

Opportunities

- Erasmus + / Heras and other donor projects
- Cooperation between Kosovo and European countries for the development of study programs in foreign languages

- Experience in implementing joint programs between national HEIs
- Study programs in foreign languages
- Utilizing the international experience of academic staff
- Use of distance learning and adoption of the latest information and communication technologies
- Utilizing innovations in digital devices
- Open access policy to research infrastructure
- QUADIC project management platform

Risks

- Inconsistent government policy in accrediting study programs
- Strong competition of universities at national and international level in the profile of study programs

Performance Indicators

Objective	Realized until 2020	Target until 2025	Comments
Local and international partnership	90	<200	
Increase applications with joint projects for international funding	26	<40	
Implementation of study programs with local and international partnerships and in English	1	<10	
Research, Conferences and Publications	81	<200	
Mobility and Networking	219	<500	
Increasing the number of applications for scholarships	10	<250	

3.2 Research, Conferences and Publications

IRO together with other UKZ units aim to affirm science in order to respond to the economic, legal, political and educational challenges of the society. We work to provide our students with transferable knowledge and to be competitive in the local, regional and European labor market, including the private and public sector, upon graduation.

IRO, according to this strategy will achieve strategic objectives, which will be operationalized in the annual action plan:

- Development of joint international research and publications at the individual and institutional level
- Organizing joint international scientific conferences
- Improving the language and research skills of staff and students
- Improving research infrastructure to meet the needs of internationalization

SWOT analysis

Strengths

- Institutional Commitment for the Internationalization of the research sector
- ResearchCult Project Implementation
- Existing staff with good research capacities
- Experience in organizing international scientific events
- Existing rules and regulations for research and financial support from HEIs and MEST
- Active participation in international consortia, projects and grants
- Capital investments in research infrastructure

Weaknesses

- Existing infrastructure (Existing Research Office)
- Insufficient administrative staff dedicated to the research sector
- Inadequate English language skills
- Insufficient budget allocation for research support
- Insufficient publication among academic staff
- Lack of continuous training for academic staff on advanced research method and scientific writing

Opportunities

- Support from the Ministry of Education and HEIs
- Fundraising for national and foreign grants
- Erasmus + / Heras and other donor projects
- Cooperation between Kosovo academic staff and other persons
- Joint programs between national HEIs
- Current international program finances from MEST, e.g. COST and HERAS
- Utilizing the international experience of academic staff
- Utilizing innovations in digital devices
- Open access policy to research infrastructure
- ResearchCult project management platform

Risks

- Mungesa e buxhetit për aktivitete kërkimore, artistike dhe kulturore.
- Politika jo konsistente e qeverisë për cilësinë e botimit
- Mos gatishmëria e stafit akademik për tu arritur në projektin kërkohet të bëhet

Treguesit e Performancës:

Objective	Realized until 2020	Target until 2025	Comments
Rregullorja për veprimtarinë kërkimore - shkencore	Approved		
Establishment of the Office for Scientific Research			The establishment will take place at the end of 2021 at the latest
Membership in international organizations	10	<50	
Establishment of six (6) scientific journals, (1 for UKZ within the ResearchCult project)			In process, within the ResearchCult project
Establishment of Inter-Institutional Scientific Councils			In process, within the ResearchCult project
Establishment and updating of a register of evaluators (international reviewers, also local reviewers with established international scientific reputation).			In process, within the ResearchCult project
Organizing local and international scientific conferences	81	<200	
Creation of UKZ magazines	0	<5	

3.3 Mobility and Networks

The University recognizes student and staff mobility as an opportunity to engage in the internationalization process. The University also recognizes the importance of mobility internationally and provides opportunities for staff and students to engage in international mobility. The purpose of all this is to maximize the exchange opportunities and use of identified identified potential funding streams and international partners and to provide information to students and staff interested in mobility:

- Increasing the mobility of academic and administrative staff (outgoing / incoming)
- Increasing student mobility (outgoing / incoming)
- Organize International Summer Schools and other short-term exchanges
- Vitalizing and expanding the network of international partners and memberships in a variety of international associations

SWOT analysis

Internal and external analysis of the University situation in terms of mobility and networking.

Strengths

- There is interest from the management, academic staff and students of the University for the international movement (outgoing and incoming).
- Implementation of QUADIC and use of other mobility instruments
- Existing University / staff liaison with university staff in Europe and elsewhere
- Current international cooperation and joint projects
- Existing mobility rules and regulations
- Active participation in international consortia, projects and grants
- Use of experience from existing networks e.g. BUA, ENAI, etc.

Weaknesses

- Inadequate English language proficiency of staff and students
- Unattractive destination for international students
- Lack of courses offered in English
- Lack of online materials in English

Opportunities

- Support from the Ministry of Education
- Fundraising for national and foreign grants
- Erasmus + / Heras and other donor projects
- Cooperation between Kosovo and other countries
- Study programs in foreign languages
- Utilizing the international experience of academic staff
- Use of distance learning and adoption of the latest information and communication technologies
- Utilizing innovations in digital devices
- QUADIC project management platform

Risks

- The issue of visa liberalization
- Institutional and study program (Re) Accreditation
- Willingness of staff and students to get involved in mobility projects
- International universities are reluctant to cooperate and involve the University in the activities of the movement.
- There is no interest from international academic staff and students for the international movement with the University.
- No budget allocation to promote and support the international movement by the University and donors

Objective	Realized until 2020	Target until 2025	Comments
Regulation on staff and student mobility	Approved		
ICM mobility agreement	3	<100	
Summer school		<5	
Use of distance learning and adoption of the latest information and communication technologies			
Implementation of study programs with local and international partnerships and in English	1	<10	
Research, Conferences and Publications	81	<200	
Mobility and Networking	219	<500	
Increasing the number of applications for scholarships	10	<250	
Offering English Language Courses		<50	

3.3 Project Development and Management

Capacity building in project development and management is one of the main trends of ZMO and UKZ. This has to do with the fact that the internationalization of the university is a global trend and participation in international projects brings a new spirit of development of the institution by building capacity in various fields for both staff and students. UKZ is the Coordinator of a project in Erasmus +, with 18 local and international partners, with a budget of 991,831.00 €. The project is about capacity building for internationalization and project writing and management and will last until 2023. The QUADIC project is about internationalization and capacity building in project writing and management and includes a total of 10 working packages. Within this project it is foreseen to create offices for international cooperation and projects in those universities. These objectives are:

- Capacity building of staff for project management skills
- Encourage and support staff to develop international projects
- Conception, preparation, submission and implementation of joint international projects
- Establishment of project management infrastructure

SWOT analysis

Internal and external analysis of the University situation in terms of project management.

Strengths

- Institutional Commitment to Internationalization and Project Management
- Implementation of the QUADIC Project
- Existing infrastructure (existing IR and PM offices)
- Existing staff capacities
- Current international cooperation and joint projects
- Active participation in international consortia, projects and grants

Weaknesses

- Insufficient administrative staff for project development and management
- Inadequate English language skills
- Insufficient budget allocation to write projects
- Lack of training for staff
- Lack of official recognition of involvement in international projects to promote academic and administrative staff
- Lack of project management platforms / programs
- Lack of experience in project development and management

Opportunities

- Fundraising for national and foreign grants
- Erasmus + / Heras and other donor projects
- Cooperation between Kosovo and Albania and other countries
- Joint programs between national HEIs
- Utilizing the international experience of academic staff
- Utilizing innovations in digital devices
- QUADIC project management platform

Risks

- Willingness of staff to develop and get involved in international projects

Performance indicators:

Objective	Realized until 2020	Target until 2025	Comments
MoU	90	<200	
Application in Erasmus + Projects	20	<100	
Application in HORIZON 2020 projects	0	<20	
Application in other programs	20	<150	
ICM mobility agreement	3	<100	
Capacity building of staff for project management skills	20	All staff	
Training of academic, administrative staff and students to design international projects;	5	<50	
Information days	<10	<50	
Informative guide for international students and professors;		<5	In the drafting process