

# **PUBLIC UNIVERSITY "KADRI ZEKA" GJILAN**



## **KEY PERFORMANCE INDICATORS AT UKZ**

**GJILAN, 2020**

## **Rector's Speech**

Dear all,

UKZ has taken very important steps this year. However, the journey to its full constitution as a modern university is not yet complete. In this year we have successfully completed the creation of the infrastructure of the quality assurance process.

The *UKZ Performance Indicators* document is one of the basic documents for this purpose and will also serve as a guide in planning and evaluating all the work of the academic staff and administrative staff of the Public University "Kadri Zeka".

Now that we are working on increasing the study programs, increasing the number of Faculties, improving Master and Doctorate studies, the importance of this document is even bigger for the development of university studies.

During this period, we expect the UKZ administration to grow and be trained to administer the university independently.

These are all expected to be met in the near future: meeting the criteria and requirements of the Kosovo Accreditation Agency, the MES, as well as the community needs - university studies at UKZ prepare the students for the Kosovo market as well as the European market.

Yours sincerely,

The Rector

Prof. Asoc. Dr. Bajram Kosumi

Rector’s Speech .....	1
INTRODUCTION .....	6
KEY PERFORMANCE IDICATORS.....	8
1. Teaching and Learning .....	8
1.1. Ratio of applicants to the number of students admitted to each study programme .....	8
1.2. Student Academic Performance.....	8
1.3. Dropping out of University.....	8
1.4. Transfer of Students from one University to Another .....	8
1.5. Graduation .....	9
1.6. Our Graduates.....	9
1.7. Teaching .....	9
1.8. Theory-Practice Relationship .....	9
1.9. Number of New Programmes in the Last Three Years .....	10
2. Quality Assurance .....	10
3. Scientific Research.....	10
3.1. Scientific Publishing.....	10
3.2. Scientific Conferences .....	10
3.3. Research Projects.....	11
3.4. Citing Scientific Papers .....	11
3.5. Cooperation with the Industry .....	11
4. Service to the Community/Society .....	11
4.1. Providing Training through the Training Centre in UKZ .....	11
4.2. Membership in Boards and Commissions outside the University .....	12
4.3. Media Activities .....	12
4.4. Participating in Public Activities outside the University .....	12
5. International Cooperation.....	12
5.1. Official International Activities .....	12
5.2. General Scientific Cooperation.....	13
6. University Environment .....	13
6.1. Staff Satisfaction.....	13
6.2. Student Satisfaction .....	13
6.3. Skills and Competencies of Graduates .....	13
6.4. The Library .....	14
6.5. Laboratories .....	14
6.6. Technological Equipment.....	14
6.7. The Usefulness and the Quality of Facilities .....	14

7. Finance and Administration .....	14
7.1. The Budget .....	15
8. Human Resources.....	15
8.1. The Staff .....	15
8.2. Technical Staff.....	16
8.3. The Student/Staff Members Rapport .....	16
8.4. Promotion .....	16
8.5. Training .....	16
8.6. Staff Turnover.....	16
9. UKZ Promotion.....	16
9.1. Number of website visitors per year for the last three years .....	17
9.2. Ranking in webometrics for the last three years .....	17
9.3. Number of UKZ followers on social networks .....	17
9.4. Number of UKZ promotional videos .....	17
9.5. Number of published documents containing positive feedback for UKZ.....	17
9.6. Number of success stories published from current students .....	17
9.7. Number of success stories from alumni students .....	17
9.8. Number of student activities in the last three years.....	17
9.9. Number of trainings offered per student and alumni .....	17
9.10. Number of orientation sessions on campus.....	17
9.11. Number of virtual interviews .....	17
9.12. Number of revised CVs, cover letters, and supporting documents such as portfolios ..	17
9.13. Number of times students were assisted in postgraduate studies and employment.....	17
9.14. Number of activities organised and coordinated in the service of students.....	17
9.15. Number of career counselling and guidance sessions .....	17
9.16. The number of activities that ensure the creation of a welcoming environment that respects the unique backgrounds, beliefs and goals of students .....	17
Conclusion .....	18

**List of Abbreviations**

CQAES	Council for Quality Assurance and Evaluation Supervision
SPUKZ	Strategic Plan of the University "Kadri Zeka" in Gjilan
KPI	Key Performance Indicators
UKZ	University "Kadri Zeka" in Gjilan

## INTRODUCTION

*Success is not a list of 'glossy' words, charts and figures.*

*Success is about the contribution of anyone who wants the institution where he works to excel.*

### What are the key performance indicators?

The key indicators of higher education performance are measurable values used by educational institutions to measure and track their progress on specific objectives. Furthermore, these performance indicators help educational institutions to monitor and evaluate how well they are performing and directing policy formulation as well as setting their own goals. Key performance indicators are measures that provide statistical information and data that allow comparing and defining the progress towards a given goal. They are considered an important administrative tool to monitor progress towards achieving strategic goals:

- They are the measures that provide information and statistical data that allow comparing and determining the progress towards a certain goal.
- They are an important administrative tool to monitor progress towards achieving strategic goals.
- They are statistical indicators that provide a subjective measure of the performance of higher education institutions as a numerical measure of the degree of achievement of goals.

Key performance indicators are one of the many tools that help answer a very important question: how do we know what we have achieved?

At the same time, in order to compare with other institutions of higher education, through key performance indicators, the following questions are answered:

- Where do we stand compared to others?
- What areas need improvement?
- Which universities have the best results to compare our activities with?
- How to embody the example these universities set?
- How can we achieve more excellence than these universities?

### Why are performance indicators needed?

- They can show how well something is working;
- They can support evaluation, decision-making based on evidence/facts/data, strategic direction, policy-making and University management
- They can provide data on overall performance;
- They can contribute to the overall picture of what the University is doing;
- They identify areas for improvement and development;

- They can indicate where to intervene;
- They contribute to the promotion of continuous improvement;
- They contribute to the promotion of a well-organized learning environment;
- They can define/measure progress;
- They can indicate where to address areas of developments and improvements with students.
- They can modify the culture of the institution.

### **What are the goals of key performance indicators?**

- Assist the educational institution in determining and measuring its progress towards achieving its goals
- Provide reliable information on the highest performance of the educational institution.
- To enable the institution to compare its work with other institutions.
- Assist in the process of monitoring performance and its development and contribute to the follow-up of these institutions.

### **What was the methodology of developing key performance indicators for UKZ**

The Central Commission for Quality Assurance and Evaluation, during the process of drafting this document, has relied on UKZ documents, such as the Provisional Statute, Strategic Plan, set of regulations and other supporting materials, as well as on some models of performance indicators from prestigious universities.

In the UKZ Strategic Plan, a critical element in the successful achievement of the set goals and objectives has been the successful identification and measurement of Key Performance Indicators (KPIs). In the past months, in the regular meetings of this commission and in close coordination and cooperation with the management of the University, the performance indicators of UKZ were identified and drafted.

The package of performance indicators will be updated annually. Depending on the results, activities aimed at improving and further developing specific indicators will be planned.

The UKZ Strategic Plan 2017-2022 has set out *ten* main objectives as the basis on which the University will achieve its vision during this period. In order to meet these objectives, a number of key Performance Indicators have been identified which we are presented below.

## KEY PERFORMANCE INDICATORS

### 1. Teaching and Learning

Teaching and learning is the backbone of the academic activity of a University. It is about teaching students about the theoretical and practical part of different disciplines in order to prepare them for the labour market and their contribution to the local culture. "Kadri Zeka" University has always offered academic programs of an international standard in terms of the content and methodology used. Teaching methodologies are in line with the latest developments in teaching methods as well as technology utilization.

Below the indicators pertaining teaching and learning are elaborated separately.

#### 1.1. Ratio of applicants to the number of students admitted to each study program.

- 1.1.1. This performance indicator shows us the ratio between applicants for each study program with the number of students admitted.
- 1.1.2. This performance indicator shows us the ratio between applicants to the number of students admitted in total in the UKZ in the past three years.

#### 1.2. Student academic performance

- 1.2.1. This performance indicator measures student performance based on the average grade earned and based on the other specifics according to the study programs.
- 1.2.2. This performance indicator shows the average grade of students over the years during their studies so far in UKZ for the past three years.

#### 1.3. Dropping out of University

- 1.3.1. This indicator represents the percentage of the number of students who drop out of university (for academic or non-academic reasons) before the completion of the study program with the total number of students enrolled persemester.

#### 1.4. Transfer of students from one University to another

According to the statute of the University "Kadri Zeka"

1. The student can change the study program, by starting his/her studies in one study program and completing them in another study program in the same department or in the other academic departments of the University.
2. The change of the study program is possible between the study programs, in order to achieve the same level of education in accordance with the provisions of this Statute.
3. When changing the study program, the student is allowed to start the new study program if at least 50% of the exams have been passed successfully during the old study program and are acknowledged in the new study program.
4. According to point 3, the student is allowed to enrol in the new study program:



- 4.1. Be at least a second year student or,
  - 4.2. In the following year of study that is after the old study program.
5. The change of the study program cannot be done if the student is required to enrol in the first year of studies in the new study program, in accordance with points 3 and 4.

1.4.1. This transfer indicator is the ratio of the result by subtracting the number of students transferred from UKZ versus the number of students transferred to our university to the number of students prior to transfer. The ratio is presented as a percentage and can be a positive sign indicating that the university has increased the number of students or a negative sign in cases of decrease in the number of students.

### **1.5. Graduation**

1.5.1. This performance indicator is a measure of the ratio of students who have graduated year by year compared to the total number of students expected to graduate if each had completed their studies on time. Graduation rate of 1.0 means that all students graduated on time that year.

1.5.2. This performance indicator is calculated for each faculty separately as they differ in the total number of semesters to complete the graduation requirements. Graphs are presented: data on the number of students who have graduated according to the study programs for all academic units and the ratio between students who have graduated on time and who could have graduated.

### **1.6. Our Graduates**

1.6.1. Through this performance indicator we measure the number of students who have completed bachelor studies in our country, who within the first six months after graduation

- a) were employed,
- b) enrolled in Master studies,
- c) didn't enter the job market and
- d) didn't pursue Master studies.

### **1.7. Teaching**

The teaching load of a professor is the equivalent number of students with full teaching load per professor.

1.7.1. Equivalent number of students with full teaching load per professor, at university level, in the last three years

1.7.2. Equivalent number of students with full teaching load per professor at the faculty level, in the last three years

### **1.8. Theory-practice relationship**

1.8.1. Through this performance indicator we present the connection and the relationship between the theory and practice of the courses according to the faculties

- 1.8.2. Through this performance indicator we present the connection and relationship between theory and practice of courses at the University level

### **1.9. Number of new programs in the last three years**

- 1.9.1. This performance indicator shows the number of new programs within our University for the last three years.
- 1.9.2. This performance indicator shows the number of new programs by faculties for the last three years.

## **2. Quality Assurance**

The primary mission of quality management is the continuous improvement of the academic units and the university as a whole. The process of continuous improvement is enabled by the commitment of all parties involved and their empowerment is recommended, which is made possible through running regular staff activities.

- 2.1. There are mechanisms for quality assurance and development in the university such as:
  - 2.1.1. The Council for Quality and Evaluation Supervision at University Level;
  - 2.1.2. Central Office for Quality Assurance;
  - 2.1.3. Quality assurance coordinators within the faculties
- 2.2. Moreover, for the effective functioning of the quality system we have created quality assurance instruments that are part of the package of instruments in UKZ.

## **3. Scientific Research**

In the strategic plan of UKZ, in 2020 a strategic plan is planned to be drafted for *scientific research*. In addition to strategic research objectives, the Plan will include detailed activities on research and support of academic staff for scientific research.

### **3.1. Scientific Publishing**

- 3.1.1. The performance indicator that refers to scientific publications serves as a measure of the number of scientific publications in scientific journals or the publications of books or monographs per year in proportion to the academic staff per faculties accordingly.
- 3.1.2. The performance indicator that refers to scientific publications serves as a measure of the number of scientific publications in scientific journals or the publications of books or monographs, per year for the academic staff as a University

### **3.2. Scientific Conferences**

- 3.2.1 This performance indicator measures the percentage of participation in international conferences by academic staff compared to the total number of academic staff at university level per year (for the last three years).

- 3.2.2. This performance indicator measures the percentage of participation in international conferences of the academic staff of the faculties per year [for the last three years]
- 3.2.3. Moreover, through this performance indicator, the number of scientific conferences and symposia organized by the university within the academic year is presented [for the last three years]
- 3.2.4. Through this performance indicator the number of scientific conferences and symposia organized by the faculties within the academic year is presented [for the last three years]

### **3.3. Research Projects**

- 3.3.1. This performance indicator measures the total number of research projects funded by the annual (internal) budget of the university
- 3.3.2. This performance indicator measures the total number of research projects funded by external agencies through various grants.

### **3.4. Citing Scientific Papers**

- 3.4.1. This performance indicator measures the number of citations to papers published in journals by full-time academic staff at UKZ [for the last three years]
- 3.4.2. This performance indicator measures the number of citations of papers in journals published by full-time academic staff by faculties [for the last three years]

### **3.5. Cooperation with the Industry**

Through this performance indicator we measure the level of cooperation with manufacturing companies and operating businesses in our country.

- 3.5.1. Number of meetings with factories per year [for the last three years]
- 3.5.2. The number of changes offered in the programs as a result of the recommendation of the companies

## **4. Service to the community/society**

As an added value of the university's role as a centre for producing highly qualified graduates through unique programs in our country as well as establishing international quality scientific research, the University gives great importance to cooperation with the community as well. The university plays a key role in the community through its great contribution to providing knowledge and cultural activities.

### **4.1. Providing training through the Training Centre in UKZ**

- 4.1.1.1. Number of projects offered/won/developed,
- 4.1.1.2. Number of trainings held,
- 4.1.1.3. Number of members trained by the centre,
- 4.1.1.4. Number of modules designed,

4.1.1.5. Number of staff members who have given training

4.1.1.6. Number of issued certificates

#### **4.2. Membership in boards and commissions outside the University**

4.2.1. Data on the number of staff members involved in boards or commissions outside the university for the last three years, broken down by participation.

#### **4.3. Media activities**

4.3.1. This performance indicator measures the number of public activities of university staff such as: giving public lectures, publishing articles, making media appearances, etc. in UKZ per year [for the last three years]

4.3.2. Data on the number of public activities of university staff such as: giving public lectures, publishing articles, making media appearances, by faculties per year [for the last three years]

#### **4.4. Participation in public activities outside the University**

This performance indicator measures the participation of external visitors to the university in the case of various activities as well as the participation of university staff in charitable or volunteer activities.

4.4.1. Data on the number of external visitors to the university on the occasion of various activity occasions

4.4.2. Data on the participation of university staff in charitable or volunteer activities outside the institution.

### **5. International cooperation**

The University in its role as an institution of higher education supports cooperation with international academic institutions and academic staff in order to participate in current scientific developments and to be in line with new scientific developments.

The formal international activities of the University are to achieve memoranda of cooperation and exchange of students with prestigious research institutions. Another very important activity is the cooperation of the faculties with their counterparts in other academic and research institutions through joint research and exchange of visits. Another important activity is the contribution of academic units in international scientific societies through their staff, an activity that promotes the position of the University in the international scientific community.

#### **5.1. Official international activities**

5.1.1. Through this performance indicator we present the number of different cooperation agreements with different institutions;

5.1.2. Through this performance indicator we present the number of different cooperation agreements of Faculties with different institutions;

- 5.13. The number of international organizations/institutions the University is a member of.

## **5.2. General Scientific Cooperation**

521. This performance indicator includes data in the given academic year regarding the main activities in which the academic staff is involved according to the following classification:

- **Scientific committees.** The Number of academic staff as per Faculties that are members of international scientific, cultural and professional organizations.
- **International Cooperation.** The Number of activities carried out between Faculties and international institutions/organizations, either individually or in groups.
- **Joint cooperation.** The number of joint activities between an academic unit and another institution outside the University.
- **Leading positions.** The number of academic staff being members of boards of international cultural and research societies.
- **Editorial boards.** The number of academic staff serving being members of the editorial boards of international scientific journals.

## **6. University Environment**

The University always aims at providing an environment which serves as a means to meet its objectives. This includes an efficient management system, the availability of appropriate resources whether human or material in order to continuously improve teaching and learning. The university offers good environmental conditions for both staff and students in order to assist the education process. Classrooms and laboratories are equipped with modern equipment and technology. Moreover, the Faculty is oriented towards the use of modern teaching methods in order to produce the highest quality graduates.

### **6.1. Staff Satisfaction**

- 6.1.1. This performance indicator evaluates the staff satisfaction in terms of services and various issues that were researched through questionnaires.

### **6.2. Student Satisfaction**

- 6.2.1. This performance indicator evaluates student satisfaction with teaching and learning, as well as for other services provided.

### **6.3. Skills and Competencies of Graduates**

- 6.3.1. This performance indicator shows to what extent have the studies at our university helped the students to find in the labour market by surveying employers

- 6.3.2. This performance indicator shows to what extent have the studies at our university helped the students to fit in the labour market by surveying employers

#### **6.4. The Library**

Through this indicator we present the number of book titles in the library in relation to the number of students how much access they have to the library.

- 6.4.1. The number of book titles in the library in relation to the number of students, at the level of UKZ as a whole
- 6.4.2. The number of book titles in the library in relation to the number of students per faculty
- 6.4.3. The library access rate [the number of students enrolled compared to their total number] per faculty
- 6.4.4. The library access rate [the number of students enrolled compared to their total number], in the UKZ

#### **6.5. Laboratories**

- 6.5.1. Through this indicator we evaluate the number of laboratories and lab equipment of the University
- 6.5.2. Through this indicator we evaluate the number of laboratories and lab equipment per Faculty

#### **6.6. Technological Equipment**

Through this indicator we present the number of computers per student as well as the number of software that is accessible to the academic staff and students.

- 6.6.1. The number of computers per academic staff members in the UKZ and Faculties separately.
- 6.6.2. Number of computers per student in UKZ
- 6.6.3. Number of software programmes in disposition to academic staff in UKZ
- 6.6.4. Number of software programmes in disposition to students in UKZ

#### **6.7. The usefulness and the quality of facilities**

- 6.7.1. This performance indicator evaluates the usefulness and quality of facilities in order to ensure quality.

### **7. Finance and Administration**

The efficiency and transparency of the financial and administrative system in our University serve as a basis for the smooth running of the higher education delivery process.

The Kadri Zeka University implements the scope and planning of the implementation of program policies based on the Strategic Plan for Higher Education in Kosovo for the years 2017/2021, the Strategic Plan for the development of the University "Kadri Zeka" for the years 2017/2022 and the work plans for fiscal years. The activities are related to the financial resources defined in the Medium-Term Expenditure Framework for the years 2020/2022, the Law on Budget for the fiscal year 2020 and the expectations for the years 2021/2022 as well as the sources from donations for

specific activities.

The budget of the Kadri Zeka University is characterized by the consultation process and the systematization of the requirements of the central administration and academic units harmonized with the final budget limits set by the Ministry of Education, Science and Technology and the Ministry of Finance. The requirements are harmonized with the academic units, considering that the activities are related to the implementation of the responsibilities defined by the scope of the institution of Higher Education in Kosovo.

The limits set by MTEF 2019/2021 and the Law on Budget for 2020 justify the sufficient budgetary measure and sustainability of financial resources to carry out the mission, objectives and activities related to the strategic documents approved by the decision-making bodies of the university.

### **7.1. The Budget**

This performance indicator shows the University budget for the last three years as well as shows the forms of budget distribution.

7.1.1. The University budget for the last three years

7.1.2. How the budgeted was distributed.

## **8. Human Resources**

The University has always believed that human resources are crucial to the level of quality and competence of the graduates. Therefore, much emphasis is put in the whole process of staff recruitment.

Academic Staff of UKZ are always involved in scientific activities that enable them to be updated with the latest terms and terminologies in their specific fields. Moreover, the administration staff members are going to be trained for the purpose of better fulfilling their tasks and responsibilities.

### **8.1. The Staff**

8.1.1. This performance indicator evaluates the number of academic staff according to their:

- Qualifications;
- Gender;
- Academic Call
- Age

8.1.2. Also, the number of administration and other staff members:

- Qualifications;
- Gender;
- Age

## **8.2. Technical Staff**

This performance indicator evaluates the technical staff according to their:

- Qualifications;
- Gender;
- Age

## **8.3. The Student/Staff Members Rapport**

8.3.1. This performance indicator shows the student-academic staff, student-administration staff and student-technical staff rapport for the last three years in UKZ

8.3.2. This performance indicator shows the student-academic staff, student-administration staff and student-technical staff rapport per faculty for the last three years

## **8.4. Promotion**

This performance indicator evaluates the promotion of different staff members at the university: Academic staff, administrative and support staff and technical staff.

8.4.1. Promotion of academic staff during the academic year in the faculty level and UKZ level

8.4.2. Promotion of administrative and support staff

8.4.3. Promotion of technical staff

## **8.5. Training**

This performance indicator shows the number of staff members who have won scholarships. It also shows the number of academic, administrative and technical support staff who have attended training in the last three years.

8.5.1. The number of staff members who have won scholarships per year in UKZ and per faculty [for the last three years]

8.5.2. The number of academic, administrative and support staff as well as technicians who have attended trainings in the last three years.

## **8.6. Staff Turnover**

This performance indicator measures the level of staff turnover per year [for the last three years]. It also presents the reasons for staff turnover such as retirement; termination of the contract; resignation.

8.5.1. Staff turnover statistics for the last three years in UKZ and per faculty

8.5.2. Reasons for staff turnover: retirement; termination of the contract; resignation in UKZ and per faculty



## **9. UKZ Promotion**

This performance indicator measures the promotion of the university, categories:

- 9.1. Number of website visitors per year, for the last three years
- 9.2. Ranking in webometrics for the last three years
- 9.3. Number of UKZ followers on social networks
- 9.4. Number of UKZ promotional videos
- 9.5. Number of published documents containing positive feedback for UKZ
- 9.6. Number of success stories published from current students
- 9.7. Number of success stories from alumni students
- 9.8. Number of student activities in the last three years
- 9.9. Number of trainings offered per student and alumni
- 9.10. Number of orientation sessions on campus,
- 9.11. Number of virtual interviews,
- 9.12. Number of revised CVs, cover letters, and supporting documents such as portfolios.
- 9.13. Number of times students were assisted in postgraduate studies and employment
- 9.14. Number of activities organized and coordinated in the service of students
- 9.15. Number of career counselling and guidance sessions
- 9.16. Number of activities that ensure the creation of a welcoming environment that respects the unique backgrounds, beliefs and goals of students.

## **CONCLUSION**

In order to improve the quality of higher education institutions, we should review and measure key performance indicators on a periodic basis. We, as an institution of higher education, have drafted the main performance indicators through which we identify our strengths as an institution, but also the areas where we need improvement.

Measuring and reporting performance indicators for our institution will serve not only as a tool to improve quality in the higher education but also as a key tool for better strategic management, as well as to increase transparency and accountability by ensuring that the University of "Kadri Zeka" in Gjilan, is an institution that fulfils its mission to provide contemporary teaching for the preparation of quality staff in unique areas for Kosovo, the region and beyond, dedicated to conducting research, professional projects, professional counselling being in the service of sustainable development and betterment of welfare and social advancement.