



**UNIVERSITETI PUBLIK “KADRI ZEKA” GJILAN**

**PUBLIC UNIVERSITY “KADRI ZEKA” GJILAN**

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Nr. Ref. \_\_\_\_\_ / \_\_\_\_\_ Dt. \_\_\_\_\_ / \_\_\_\_\_ / 2020

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Based on Law no. 04/L-037 on Higher Education in the Republic of Kosova, the Statute of the University “Kadri Zeka” in Gjilan, the Regulation on Quality Assurance and Evaluation at the University "Kadri Zeka" in Gjilan, no. 01/2280, dated 21.12.2020, UKZ Senate in the meeting held on 21.12.2020, approved:

**MANUAL FOR PLANNING AND ASSESSMENT OF THE  
PERFORMANCE OF THE ACADEMIC STAFF**

## **1. Introduction**

The capacities of the academic staff and their results in work are a prerequisite for the development and excellence of the teaching process, research as well as achievement of the objectives of UKZ. University “Kadri Zeka” in Gjilan (UKZ) employs one hundred and twelve (112) academic staff members; seventy-five (75) of them are full-time academic staff, and fifty-seven (57) are as external associates with employment contracts of six (6) months to one (1) year. For this purpose, it is important for UKZ to evaluate the capacities and performance of each academic staff including those with leadership positions. In this regard, the UKZ Senate has established the Commission for drafting the UKZ Manual for Planning and Assessment of The Performance of The Academic Staff (MPAPAS). To draft this manual, workshops have been organized and all stakeholders (academic and administrative staff, students, alumni representatives, etc.) have been consulted. The drafting commission has consulted relevant UKZ documents, national documents and models of manuals from other Universities of the country, region as well as models from other universities outside the region. This manual defines the method and mechanisms of evaluation of all the UKZ academic staff including professors, lecturers, assistants, external collaborators and academic managerial staff. The manual is structured in several parts: legal basis, purpose, evaluation principles, evaluators and evaluatees (to whom it will serve), evaluation period, evaluation criteria and procedures.

## **2. Planning and Assessment of the Performance of the Academic Staff**

*Planning* means the drafting of an individual development plan by each member of the academic staff of UKZ, which sets out the objectives of the one-year work.

The term "*performance assessment*" means the assessment of the skills and capacities of the academic staff of UKZ and their contribution towards enhancing the quality and development of the University.

## **3. The purpose and importance of performance assessment of the UKZ academic staff**

The purpose of the MPAPAS is to create a mechanism to help the UKZ staff develop during their career building process, to contribute to the quality of university work, and to harmonize their work with UKZ's strategic objectives.

Therefore, the importance of planning and assessing the performance of the UKZ academic staff is twofold, both individually and at the institutional level:

*3.1. At the institutional level*, the manual is important to plan, monitor, evaluate, develop, and affirm performance excellence in:

- fulfilling the mission and objectives of UKZ;
- improving services to the society and students through quality teaching;
- improving curricula and study programs; enables the harmonization of the performance objectives of the academic staff with the performance standards set by Kosovo Accreditation Agency and

- identifying the level of competence of the academic staff in the field of research and the conditions for their research work provided by UKZ.

3.2. *At the individual level*, the assessment the academic staff member and supervisor gives the opportunity:

- to affirm the work of the academic staff for UKZ;
- to enhance the motivation and commitment of the academic staff for a higher quality teaching and research activity;
- to establish work priorities and expectations on the performance of academic staff during the next annual assessment period;
- to reflect on the benefit, correction, and recommendations for changes of parallel positions in the various units/departments and
- to contribute to their promotion to academic titles in the case of three (3) or/and four (4) year assessments under the Regulation for appointment, reappointment and promotion of the academic staff and the vacancies announced for this purpose.

#### **4. Assessment principles**

The assessment is done by several evaluators: the supervisor (Steering Committee, Rector, Dean or Vice-Dean), students, and self-evaluation. The assessment must be fair, honest and in accordance with the rules of the UKZ Code of Ethics. The following principles should be taken into account when evaluating:

1. *The principle of fairness and equity in evaluation* requires that evaluation be followed by a fair and equitable process on the basis of the use of the same criteria, the same manner and measurable methods, i.e., their assessment should be the same and measurable.
2. *Principle of Confidentiality* implies that the evaluation documents and evaluations carried out by the evaluator and included in this manual should be treated in full compliance with the privacy rules applicable in the Republic of Kosova.

The data are managed by the Office for Quality Assurance and Evaluation (in cases when the evaluation is performed in physical form, the data are managed in cooperation with the quality coordinators) while after analyzing and interpreting the results, these data are submitted to the Office for Academic Development and Quality. These data are not made public in any case and serve for internal reviews.

#### **5. Assessment period**

Assessments for the regular and engaged academic staff, from the questionnaires *the student evaluates the professor* are done on a semester basis, while the *self-evaluation* and *the dean evaluates the professor* are done on an annual basis. Evaluation for meeting the objectives can be carried out at different time intervals because they are not done by the quality office.

The evaluation of the work objectives of the academic staff is done based on the Academic Development Plan which is managed by the Office for Academic Development and Quality in cooperation with the deans of the academic units. While the administration of questionnaires student-professor, self-evaluation and dean-professor is done by the Office for quality assurance and evaluation.

Supervisors should follow the work of the academic staff continuously and have a clear opinion about their performance. The completed report and evaluation forms regarding the work objectives of the academic staff should be submitted to the Department for Academic Affairs at the Rectorate level and handled in accordance with the legislation on the protection of personal data and based on the principle of confidentiality.

After evaluating the work objectives managed by the Office for Academic Development and Quality in cooperation with the Dean, and after receiving the results from the Office for Quality from the questionnaires *student-professor*, *self-evaluation*, and *dean-professor* the Office for Academic Development derives the average of the staff performance, based on these four evaluations and the performance result is communicated to the evaluated staff and the dean of the academic unit.

## **6. Evaluators and evaluatees**

The assessment process has two sides: evaluators and evaluatees. The evaluation of the academic staff in the academic units of UKZ is done by the evaluators listed in the following table. Those evaluators should consider the following ethical rules:

- The procedures and criteria to be used for evaluation must be stated in advance and each party involved should be made clear at the beginning of the academic year.
- The parties involved in the evaluation should declare any conflicts of interest they may have with specific academic staff. This *statement* is made in writing.
- Each party involved in the evaluation must strictly maintain the confidentiality of the data and in case of dispute, only the unit manager can provide additional data or information.
- Reports should be transmitted in full without modifications to the Evaluator, Dean, Rector, Vice-Rector for Academic Affairs and Excellence, and in special cases to other responsible bodies in accordance with applicable legislation in Kosova.
- Each party involved must undertake a personal ethical commitment, which must be signed by them. Any mistake towards the rules of ethics will be considered a serious professional fault and willful harm. Such cases will be dealt with within the Ethics Council or other UKZ bodies based on the applicable legislation in Kosova.

On the other hand, evaluatees should make all the required information available and complete the file according to the evaluation criteria requirements.

The evaluators and evaluatees of the academic staff at University “Kadri Zeka” are as follows:

No	Evaluatees	Evaluators			
		First Evaluator	Second Evaluator	Third Evaluator	Fourth Evaluator
	Staff	Dean	Peer evaluation	Self-evaluation	Student
<b>1.</b>	<b>RECTOR</b>				
1.1.	Rector	Steering Committee	Evaluation	Self-evaluation	Students with whom classes are held
1.2.	Vice-Rectors	Rector	Colleagues of managerial staff	Self-evaluation	Students with whom classes are held
<b>2.</b>	<b>FACULTIES</b>				
2.1.	Dean	Rector	Academic Staff Colleague Evaluation	Self-evaluation	Students with whom classes are held
2.2.	Vice-Deans	Dean		Self-evaluation	Students with whom classes are held
<b>3.</b>	<b>DEPARTMENTS</b>				
3.1.	Department Coordinators	Dean	staff	Self-evaluation	Student
3.3.	Professors (Ass.Dr., Assoc.Dr., Prof.Dr.)	Dean	staff	Self-evaluation	Student
3.4.	Assistants, Accompanists, and Lecturers	Dean	staff	Self-evaluation	Student
3.5.	External collaborators	Vice-Dean	staff	Self-evaluation	Student

Table: Evaluators and evaluatees in UKZ

## 7. Elements of the performance assessment

Based on the Law on Higher Education in Kosova and Article 211 of the UKZ Statute, the activity of the academic staff includes four elements of activity: teaching, research and development, professional activities in the interest of the university or academic administrative services and professional activities in the interest of the society or services to the society.

The weight of these activities may vary as the academic staff career progresses.

*7.1. The following activities are included within the elements for planning and assessment of the learning process:*

- 1) Student Assessment
- 2) Average student passing rate
- 3) Teaching materials and syllabus design for other courses and participants in the design of study programs
- 4) Applying innovative teaching methods (preparing texts, documents and audiovisual instruments specifically designed to enhance the quality and level of teaching;)
- 5) Activities that contribute to achieving better student outcomes:
  - a. Monitoring of individual or group work of students in laboratories and internships related to the respective course;
  - b. Involvement of students in activities related to their continuation in the field of consulting, course assignments, counseling, etc.
- 6) Other relevant activities related to the teaching process that depend on the nature of the courses taught by the academic staff.

*7.2. The following activities are included within the elements for planning and evaluating the research and academic development process:*

- 1) Publications (textbooks, authorized lectures, monographs, scholarly articles, and the creation of other instruments that have an innovative approach in teaching), publications with students as co-authors, concerts, and other artwork.
- 2) Research projects/subsidized activities: Subsidized or commissioned activities by public institutions, or private organizations concerned with the realization of various benefits or the development of technological facilities;
- 3) Cooperation activities with public and private partners at national, regional and international level in research/development activities
- 4) Research conducted in the framework of a doctoral thesis (Dissertation) and supervised research;
- 5) Mobility (Lecturing outside UKZ) for the purpose of scientific research or professional development of the academic staff.
- 6) Other relevant activities relevant to the process of academic development and research.

*7.3. The following activities are part of the planning and evaluation elements of Academic Administrative Services:*

For the other categories of professors and other staff, the administrative duties are considered:

-1) Services for UKZ and its Faculties:

- a. Participation in the meetings of the Faculty Council, Senate, and Steering Committee, etc.
- b. Participation in the process of receiving and analyzing files for students applying to be admitted/enrolled in study programs and various courses.
- c. Participation in various commissions at the UKZ level and UKZ faculties.

- 2) Organizational activities that relate to research:

- a) Organization of conferences, seminars, round-tables, concerts, festivals;
- b) Directing and coordinating projects in teams for both human and physical development when acting within a working group;
- c) Serving as a reviewer, editor, artistic director, producer, etc.
- d) Drafting of other UKZ development projects, etc.

- 3) Mentoring and counseling activities: Supervising students' work as mentors, co-mentors, evaluation committee members, etc.

*7.4. The following activities are included within the elements for planning and evaluation of professional services in the interest of the society:*

Services performed in the public interest by academic staff are based on the University's/Faculty's requirement, or on its own initiative, for an external organization recognized by the Faculty/University.

-1) Participation in various committees/boards in the name of UKZ:

- a) Participation in various bodies of education institutions at local and central level such as: councils of education, administration, local government, etc.
- b) Participation as a member of associations-network of Public and Private Universities, local and abroad;
- c) Active participation in higher education mechanisms.

-2) Participation in scientific, professional and artistic committees/boards on the behalf of UKZ:

- a. Participation in various international scientific-artistic activities.
- b. Active participation in professional bodies that exercise their activity within the departmental and faculty mission areas.

-3) Other similar activities that are in the interest of the society.

## **8. The assessment process**

### *8.1. Individual development plan*

The assessment of the staff will be done through individual development plans containing assessment objectives based on the elements and activities outlined in point 7.

The realization of each element is done through different types of activities and which activities should be part of the assessment of the relevant element and have their own weight of evaluation within that element. For example, the learning component contains several types of activities such as: lecture preparation, curriculum review, syllabus review, preparation of new teaching techniques, etc. Objectives are to be achieved for each activity by the academic staff and academic leadership during the academic year.

The types of assessment activities and objectives under each component will be determined at the beginning of the academic year according to the objectives plan for the academic units and UKZ. This will be done individually for each member of the academic staff, based on the specifics of each person's work. The types of activities for each component of the academic staff's work activity must be taken from item 7 of this manual, approved by the Senate. Inclusion of unauthorized activities is not allowed.

As presented in point 7, the elements of the academic staff's work activity will be: The learning process; scientific research work, academic administration services, and services in society. The measurement of each of these elements is left to the evaluators specified in point 6 of this manual based on the planning form (see Annex no. 1).

### *8.2. Scoreboard, weight and rating levels*

On the basis of the individual development plan presented in Annex No. 1, the academic staff engages in the achievement of timely and quality objectives and at the end of the academic year each of them completes the foreseen objective realization table (see Annex No. 2), which must be documented in a separate file at the academic unit. This table is analyzed by the Dean of the academic unit or the Rector in the case of the Deans, Vice-Rectors, and is signed by them.

Evaluation will be done at these levels: Evaluation at the first level is about controlling the achievement of the detailed objectives for each activity, giving them a value according to the degree of assessment presented in Annexes No. 3 and No. 4. Also at the first level is included the evaluation of the dean for the professor, according to the questionnaire which is managed by the Office for quality and evaluation and is done by the supervisor (Dean or Rector) and is signed by the academic staff member himself/herself based on the description of the performance appraisal rates as set out in Annexes 3 and 4. The evaluation of the teaching process will be done by the academic staff themselves through the self-evaluation form (see Annex No.5) and the evaluation of the academic staff's work by the student, which is done through a more specific questionnaire (See Annex No.6).



The grade weight given by each evaluator is differentially measured according to this priority:

1. Dean: Evaluation through staff objectives and evaluation of the dean for the professor which is carried out through the quality office 40%
2. Self-Evaluation 30%
3. Students 30%

Following this process, based on the assessment of each element of the activity and by each evaluator, the Council for the Quality and Evaluation Supervision (CQES) in cooperation with the Dean (or Vice-dean) of the academic unit may comment on the activities performed by the academic staff and place a grade between 0 and 100 points based on the following scale:

Excellent	Very good	Good	Satisfactory	Not satisfactory
81%-100%	61%-80%	41%-60%	21%-40%	0-20%

## 9. Assessment procedure and institutional responsibilities

The performance assessment report must be completed by the supervisor (Dean, or Rector for the evaluation of Deans and Vice-rectors) and presented to the academic staff through individual meetings organized to discuss performance. During this meeting, the needs of the academic staff member and the next year objectives can be discussed.

After evaluating the work objectives managed by the Office for Academic Development in cooperation with the Dean, and after receiving the results from the Quality Office from the student evaluates the professor questionnaire, self-evaluation questionnaire, the Dean evaluates the professor questionnaire, the Office for Academic Development derives the average staff performance based on these four evaluations, and communicates the performance result to the evaluated staff and the dean of the unit.

The Office for Academic Development is responsible for carrying out the process of evaluating the achievement of the objectives of the academic staff, and after receiving the results of the *student-professor questionnaire, self-evaluation questionnaire and dean-professor questionnaire* accepted by the Office for Quality.

After collecting these four results, the Office for Academic Development is responsible for interpreting the final performance result of each staff.

Evaluators should give an utmost priority to the manner and quality of this process so that we can have a fair and impartial evaluation. Any comments noted should be clear and substantiated.

The steps to be taken to evaluate the performance of the academic staff are:

1. At the beginning of September, when the academic year begins, the Rector and the Deans of the academic units present their annual duties within the academic units, which tasks turn into objectives for the academic staff. These objectives are included in the individual one-year development plan of each of the academic staff.

2. A system of record keeping will be established for each of the academic staff so that the process is objective and fact-based.
3. Evaluation is based on the realization of the objectives argued in figures.
4. At the end of June, the Office for Academic Development notifies the staff and supervisors of the evaluation of staff objectives, while for other evaluations (student-professor, self-evaluation, dean-professor) for the start of the process are notified by the Quality Office, according to deadlines provided in Quality assurance manual.
5. By the Dean/Vice-Dean, the CQES may analyze the evaluation made for different individuals, either on its own initiative or at the request of an individual academic staff member. They can give their opinion regarding the assessment performed, but also on the needs of the academic staff member for improvement or development in specific aspects.
6. Each evaluated academic staff will be informed by e-mail and physical paper of the outcome of the evaluation, and they must confirm receipt of the notification.
7. The report on the evaluation results is placed in the personal file of each member of the academic staff.

#### **10. Review of MPAPAS and the mechanism for monitoring the implementation of this plan**

The MPAPAS is not a static, but live document that can be revised and amended or supplemented. The manual will be reviewed on an annual or bi-annual basis depending on the needs that may arise during the implementation process. For the MPAPAS review, the UKZ Senate establishes a special committee that will be tasked with reviewing the MPAPAS based on implementation monitoring reports.

CQES is responsible for monitoring the implementation of the MPAPAS by drafting an annual report on the progress of implementation by academic units. This report should contain general information on whether all academic units have implemented the MPAPAS and the potential challenges that may arise for the parties involved in the assessment during the assessment process based on MPAPAS. This report will serve as the basic document for the revision of the MPAPAS.

**ANNEX NO. 1. PROCESS OF PLANNING OBJECTIVES FOR THE ACADEMIC STAFF <sup>1</sup>**

Name and surname \_\_\_\_\_

Faculty / Department \_\_\_\_\_

Date: \_\_\_\_\_

No.	Elements of Task (Activity)	Objectives for each activity	Measurement Unit	Amount	Working hours per unit calculated	Total hours	Percentage of evaluation of each activity and objective
1	<b>Learning Process</b>						<b>60 %</b>
	1. Design of new lectures	-Study and collection of Literature					10%
		-Writing chapters					15 %
	2. Syllabus processing	-Processing existing syllabuses					10 %
		- Elaboration of two new syllabuses for two master programs					5 %
	3.Holding the lecture	- Preparation for lecture					10 %
		- Preparing for new lectures					10 %
2.	<b>Scientific research, artistic work</b>						<b>30%</b>
	1.Preparation of monograph (Equivalence by the Faculty of Arts)	Study context analysis					3%
		Analysis of scientific papers carried out in Kosova					2 %
		Literature research					3%
	2.Preparation of scientific Article (Equivalence by the Faculty of Arts)	Literature analysis					6 %
		Data collection and study					6 %
Writing Article						10%	
3.	<b>Administrative Services</b>						<b>5 %</b>
4.	<b>Society Services</b>						<b>5 %</b>
					Total hours		

Objectives were confirmed by:

1. Academic staff \_\_\_\_\_

2. Dekani \_\_\_\_\_

<sup>1</sup> Completion of this table is done only to show how to control the realization of the plan. The data are examples.

**Annex No. 2. TABLE OF IMPLEMENTATION OF OBJECTIVES FROM THE ACADEMIC STAFF**

Name and surname \_\_\_\_\_

Department \_\_\_\_\_

Date: \_\_\_\_\_

No.	Type of Activity Planned and Implemented	Objectives for each activity	Comments on the achievement of objectives	Rating form zero to 100 points	Percentage (%)	Points earned
I		<b>A T K T I V I T E T I</b>	<b>MËSIMDHËNIA</b>			
	1. Design of new lectures / exercises	- Study and collection of literature	Almost all the necessary literature has been collected	90	5 %	4.5
		- Writing chapters	The writing of the chapters has not begun, but they are only sketched	20	4 %	0.8
	2. Syllabus processing	- Processing existing syllabuses				
		- Elaboration of two new syllabuses for two master programs				
	3. Lectures/ exercises	- Preparing for existing lectures / exercises				
		- Preparing for new lectures / exercises				
II		<b>A C T I V I T Y</b>	<b>RESEARCH WORK</b>			
III		<b>A C T I V I T Y</b>	<b>ADMINISTRATIVE WORK</b>			
IV		<b>A C T I V I T Y</b>	<b>WORKING FOR SOCIETY</b>			
	Total points earned					81/100

***A) Comments from the Evaluator:***

He is an important person in the department: \_\_\_\_\_

Need to refine his work: \_\_\_\_\_

The need for professional growth in terms of \_\_\_\_\_

***Final comments***

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

***Proposals:***

\_\_\_\_\_

***Objectives for the future:***

\_\_\_\_\_

Objective No. 1. \_\_\_\_\_

Objective No. 2. \_\_\_\_\_

Comments from evaluatee (academic staff):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signature of evaluator (Dean or Vice Dean or Rector): \_\_\_\_\_

Signature of evaluatee (academic staff / academic leader): \_\_\_\_\_

**ANNEX NO. 3. TABLE FOR PERFORMANCE OBJECTIVE ELEMENTS  
EVALUATION SCALE**

No.	Performance evaluation scales	Description
1	Level 5 - Excellent (81%-100%)	<p><b>It meets and exceeds expectations significantly:</b></p> <p>The academic staff member consistently fulfills the expectations for a given responsibility and exceeds them significantly. The performance of this level is unique and relates to cases where academic staff have achieved outstanding results or have excelled because of the effort, expertise and willingness to persevere.</p>
2	Level 4 - Very good (61%-80%)	<p><b>Fulfills expectations as forecast:</b></p> <p>Evaluation at this level is done when the academic staff fully meets the annual performance objectives. Performance at this level is higher than average and is estimated at 61% to 80%. This evaluation is based on the contribution, quality criteria, quantity and timing of work.</p>
3	Level 3 - Good (41%-60%)	<p><b>Fulfill expectations:</b></p> <p>Academic staff at this level consistently meet expectations regarding annual performance objectives. At this level, it is evaluated when the achievements are satisfactory and the measure of achievement of the objectives is 41% to 60%. This situation relates to cases when a member of the academic staff may exceed expectations in some areas but may not perform in some other areas and for which management may require improvements in the following year. In this case, the academic staff has generally fulfilled the objectives.</p>
4	Level 2 -Sufficient (21%-40%)	<p><b>It does not meet all expectations and there is no continuity in realization:</b></p> <p>Evaluation at this level provides for cases where a member of the academic staff fails to perform some of the planned tasks, and in order to perform these tasks, it is necessary for him / her to make some improvements in his / her work. In some respects it does its job well, but in some it needs additional monitoring and the extent of its improvement in these areas after 1 year needs to be re-evaluated. The university offers additional training for certain objectives it has not met. Evaluation at this level is foreseen when the academic staff member achieves the objectives of 21% to 40%.</p>
5	Insufficient level (0-20%)	<p><b>Lower than expected:</b></p> <p>The academic staff member at this level has failed to meet almost all or part of his or her objectives, and has not shown interest in engaging during the year, and has not shown his / her readiness to improve. In this case, the academic staff is rated at 0% to 20%. When academic staff are assessed at this percentage, management undertakes the following <b>MEASURES:</b></p> <ul style="list-style-type: none"> <li>- For the first time, managers will provide appropriate training in areas where it has stalled;</li> <li>- If assessed at the same rate in the following year as well, management will warn him / her in writing of the termination of contract and offer additional training again;</li> <li>- If the same result is repeated in the third year, UKZ management decides on termination of employment based on the decision of UKZ Senate.</li> </ul> <p>External collaborators when assessed at this percentage for two consecutive semesters, UKZ management will not engage them during the following year.</p>

**ANNEX NO. 4. TABLE OF OBJECTIVES EVALUATION SCALES**

ACTIVITY TEACHING									
No.	Activity Type and Objectives for each activity type	Ponderation	Rating Scales on points						
			1	2	3	4	5	Evaluation	Points earned
1	1.Design of new lectures	10 %	20	40	60	80	100		
	2.Study and collection of literature	5 %	20	40	60	80	100	80	4
	3. Writing chapters	5 %	20	40	60	80	100	60	3
2			20	40	60	80	100		
3			20	40	60	80	100		
4			20	40	60	80	100		
5									
<b>ACTIVITY: RESEARCHWORK</b>									
1			20	40	60	80	100		
2			20	40	60	80	100		
3			20	40	60	80	100		
4									
5									

ACTIVITY ADMINISTRATIVE WORK									
1			20	40	60	80	100		
2									
3									
4									
ACTIVITY WORKING IN THE COMMUNITY									
1			20	40	60	80	100		
2									
3									

## QUESTIONNAIRE FOR THE SELF-EVALUATION OF THE ACADEMIC STAFF

December 2020

Dear academic staff,

University "Kadri Zeka" in Gjilan, in the framework of quality assurance processes, in order to make more comprehensive assessments regarding the performance of academic staff and other issues related to teaching, learning and scientific research has prepared this questionnaire which aims to identify potential areas for improvement and development of academic staff.

The results of this questionnaire will be for internal use only and will not be disclosed to any third party.

Thank you for your cooperation!

Name:

Surname:

Academic Title:

Faculty:

Course:

Date of evaluation:

### Self-evaluation of academic staff

Please give your answers on a scale of 1 to 5 (1 \* weak, 2 \* enough, 3 \* good, 4 \* very good, 5 \* excellent)

A	Work conditions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	I am satisfied with the working conditions offered by the University	5	4	3	2	1
2	I find support from management for any eventual difficulties and challenges	5	4	3	2	1
3	My workload is easily manageable	5	4	3	2	1
4	I am aware of the mission, vision and strategic goals of the University	5	4	3	2	1
5	I participate in the University's policy-making and decision-making processes	5	4	3	2	1
6	I am free to express my ideas and proposals to the UKZ management	5	4	3	2	1
7	The University space meets all the conditions necessary for the realization of effective learning	5	4	3	2	1



<b>8</b>	The space is supplied with adequate equipment (projector, tables, desks, chairs, etc.)	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>9</b>	Academic staff have easy access to technical services where required	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

<b>B</b>	<b>Teaching and personal development</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
<b>1</b>	I manage to present accurately the purpose and objectives of the syllabus	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2</b>	I easily manage exams and student assessment	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>3</b>	I use contemporary teaching methodologies	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>4</b>	The number of students in the hall is suitable for teaching process	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>5</b>	I feel motivated for my work as a professor at UKZ	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>6</b>	I feel integrated within the University	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>7</b>	UKZ organizes enough scientific conferences for academic staff	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>8</b>	UKZ organizes enough activities aimed at developing academic staff	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>9</b>	I am pleased with the opportunities offered by UKZ for my personal development	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

<b>C</b>	<b>Administration</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
<b>1</b>	Communication with the administration is effective	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2</b>	The behavior of administrative officials is correct and professional	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>3</b>	Every request of mine is handled promptly by the administrative service	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>4</b>	The administration is always available for additional clarification and assistance	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

<b>5</b>	I am timely informed by the administration of any changes to the lecture schedule, exams or teaching process	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
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Please list the main challenges you potentially face in UKZ:

- 1.
- 2.
- 3.

Please list the elements that you think should be improved by the University to improve work conditions that affect your performance:

- 1.
- 2.

**THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE!**

**ANNEX NO. 6. ASSESSMENT QUESTIONNAIRE: STUDENT – PROFESSOR  
SEMESTER... 2019/2020**

Dear students,

University “Kadri Zeka” in Gjilan invites you to fill out this questionnaire, which aims to continuously improve the quality of teaching and student learning. Please be honest with your answers, because only in this way will we be able to identify potential challenges within the University and make efforts to remove them.

Please be informed that filling out this questionnaire is completely anonymous. Your answers will only be used by the senior management of the University and will not be disclosed to any other party.

Thank you very much for your cooperation!

**Faculty \***

The faculty is written

**Study program \***

The study program of the faculties is written

**Information:**

**Year of studies \***

Second year

Third year

Fourth year

**Professor / Assistant \***

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**Course \***

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### Questions for the Professor \*

Please give your answers on a scale of 1 to 5 (1 \* weak, 2 \* enough, 3 \* good, 4 \* very good, 5 \* excellent)

A	Questions for the Professor	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The professor is prepared for the course	5	4	3	2	1
2	The professor is clear in the lectures	5	4	3	2	1
3	The professor is transparent	5	4	3	2	1
4	The professor is fair in assessment	5	4	3	2	1
5	The professor is accurate on the hour	5	4	3	2	1
6	The professor is creative in the development of teaching and other activities	5	4	3	2	1
7	The professor creates activities that make the course more comprehensible	5	4	3	2	1
8	The professor encourages student collaboration and participation	5	4	3	2	1
9	The student can freely ask the professor questions	5	4	3	2	1
10	The professor requires interactivity during the lectures	5	4	3	2	1
11	Professor behavior is in accordance with the regulations	5	4	3	2	1
12	The professor is always available for consultation	5	4	3	2	1

B	Questions for the Course	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The syllabus content is in line with contemporary literature	5	4	3	2	1
2	The purpose and objective of the course are clearly defined in the course syllabus	5	4	3	2	1
3	Lectures are followed in accordance with the syllabus	5	4	3	2	1
4	Course materials are available	5	4	3	2	1
5	The course is organized in such a way that it helps me to understand	5	4	3	2	1

	the concepts of the course					
<b>6</b>	Course materials (literature, lectures, slides, etc.) have influenced the development of knowledge and skills in the relevant field.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>7</b>	Assessment activities (tests, presentations, papers, etc.) have helped me to better understand course materials / concepts.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>8</b>	Tests and exams include materials that are discussed in class	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>9</b>	The classroom environment encourages expression of thoughts / ideas	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>10</b>	The structure of the evaluation is fair and appropriate	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

<b>C</b>	<b>SUGGESTIONS AND REMARKS</b>	
<b>1</b>	What did you like most about the course or the professor?	
<b>2</b>	What would you change in this course or in the professor?	
<b>3</b>	Free comments	

<b>C</b>	<b>ADDITIONAL SELF-EVALUATION INFORMATION</b>	
<b>1</b>	What grade did you expect in this course?	
<b>2</b>	How many hours per week do you work if you are employed?	
<b>3</b>	How many hours (credit) of commitment do you dedicate to this semester?	
<b>4</b>	How did you describe your classroom participation?	
<b>5</b>	How well do you prepare yourself for lectures, exercises, and assignments?	
<b>6</b>	How many hours do you read during the day?	
<b>7</b>	Are you able to get more involved in preparing this course? If not, why?	

**THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE!**