PUBLIC UNIVERSITY "KADRI ZEKA" GJILAN

STRATEGIC PLAN 2023-2028

Gjilan, December 2023

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EXUTIVE SUMMARY

The Strategic Plan of UKZ for 2023-2028 is a comprehensive roadmap designed to propel the university towards excellence and relevance in the rapidly evolving landscape of education and societal needs. Embracing five key strategic objectives, this plan outlines a focused approach aimed at shaping the institution's future success.

UKZ is committed to offering study programs that directly align with market requirements and societal advancements. By closely monitoring and adapting to evolving demands, the university aims to ensure that its educational offerings remain relevant and impactful.

Fostering a culture of research and innovation lies at the core of UKZ's mission. Through the development of robust scientific activities, the university seeks to elevate the quality of education, encouraging creativity, critical thinking, and cutting-edge discoveries among students and faculty.

UKZ recognizes the transformative power of internationalization. By cultivating strong global networks, fostering diverse cultural experiences, and promoting international collaborations, the university aims to enrich its internal environment, fostering a more globally competent community.

The commitment to providing exceptional learning experiences is paramount. UKZ is dedicated to establishing state-of-the-art infrastructure, conducive to innovative teaching methodologies and immersive learning environments, ensuring students have access to quality resources.

Effective governance and management are fundamental to UKZ's success. The university endeavors to implement efficient administrative practices, fostering transparency, accountability, and adaptability in decision-making processes.

By prioritizing these strategic objectives, UKZ aims to position itself as a a higher eduation institution dedicated to academic excellence, societal relevance, and global impact. Through these concerted efforts, the university envisions a future characterized by innovation, inclusivity, and continual advancement in education and research.

1. INTRODUCTION

This strategic plan for the University "Kadri Zeka" (UKZ) in Gjilan was drafted in a very dynamic period of the development of the higher education sector in Kosovo and also at an important time of the development of the university. After completing a decade of operation as an institution of higher education in Kosovo, the university is entering the development phase and moving towards defining its role in the development of the sector and towards defining its development path as an important actor in the provision of higher education. University "Kadri Zeka" in Gjilan was established in 2013 as a continuation of the Faculty of Education branch and the tradition of the Teacher Training Centre (teachers training school) that has been operating in Gjilan since the 50s.

This planning is based on several factors, developments and policies in the higher education sector to determine the development of the university in relation to the wider sector in which it operates. The Strategic Plan of Education in Kosovo 2022-2026 has determined the main orientations of the development of education in Kosovo, and among the five development objectives, two are directly related to higher education such as: the objective of digitalization of education and the objective of higher education.

The higher education sector was involved in various developments which directly or indirectly have an impact on the development of higher education institutions. One of the main developments is the advancement of the requirements for the qualification of the personnel assigned as the responsible person of a study program in the process of accreditation. The decision of 2021 had an impact on the possibilities of using personnel for program accreditation, therefore it was also presented as a limitation for developing new programs, especially in the transitional period until the time when the academic personnel will meet the criteria and requirements. University "Kadri Zeka" has gone through a dynamic period of development in the circumstances of the limited capacities of Kosovo for the financing of higher education institutions in Kosovo, at a time when there was a large increase in the number of institutions within a very short time. The rapid growth of the higher education sector was naturally accompanied by many challenges in terms of securing adequate financial resources as well as securing sufficient and quality staff to develop a university. Based on these challenging facts and the existing situation, University "Kadri Zeka" projects its own development, which is reflected in this development plan, which was drafted in the second half of 2023 through a comprehensive process.

2. METHODOLOGY FOR FORMULATING A STRATEGY

The development of the Strategic Plan for the University "Kadri Zeka" in Gjilan has been drafted as a continuation of the preliminary plan and by developing a process to analyze the existing situation and define the path of further development in the next phase. The working group

established by the Governing Council of the university, consisting of representatives of the Governing Council, representatives of the Rectorate and representatives of the faculties, engaged in a consultative process to determine the strategic and developmental orientations of the university.

Initially, the group worked on the process of carrying out the SWOT analysis (strengths, weaknesses, opportunities and threats) which established the basis on which the framework of this plan was designed. Then, the process of collecting data on the current situation in all dimensions of the university's operation was carried out, including the implementation of programs, student dynamics, infrastructure, international cooperation, etc.

In a consultative manner, the vision and strategic objectives of the university were defined, which also reflected the direction of the institution's development in the coming period. After the vision and strategic objectives were agreed, the working group elaborated specific objectives and activities and indicators based on which budget planning can be done. In the planning process, the academic units had also prepared in written form an analysis of their situation and had also defined their development priorities which were then reflected in this plan. After the draft was completed and before it was sent to the Governing Council for approval, the draft was circulated to a representative group in the academic unit for comments and suggestions.

3. ANALYSIS OF THE SITUATION

University "Kadri Zeka" operates in an environment that is connected with the local context of Gjilan as well as with the wider social, economic, political and technological context at the country level.

At the general level, the number of students in the higher education sector has decreased in the last five years. From 130,310 students in higher education, this number decreased to 95,335 students in the public and private sector in the academic year 2020/2021. The biggest decrease was observed in the public sector. (See Kosovo Education Strategic Plan 2022-2026). This is also closely related to the demographic dynamics of the population in Kosovo. A large decrease in the number of students is also observed in the pre-university education system. If we take the year 2010/2011 as a reference point, the total number of students in primary, lower secondary and higher education was 410,756, while in the 2019/2020 school year this number dropped to 312,498. So, in less than a decade, we have a drop of nearly 30% in the number of students in the school system. (See KESP 2022-2026).

3.1. Study programs

University "Kadri Zeka" has 5 academic units also known as faculties. Until 2019, it had the Faculty of Education, the Faculty of Economics, the Faculty of Law and the Faculty of Computer Science. In 2019, the fifth Faculty was also established, the Faculty of Applied Sciences, within which the Educational Mathematics Program at the bachelor's level was accredited.

During the 2017-2022 period, the University has made progress in the revision of existing study programs as well as in developing new programs, in particular master programs. In 2017, 2 master's programs were accredited: Local Government and Democratic Society, which functioned as a joint program between University "Kadri Zeka" (Faculty of Law), University "Ukshin Hoti" in Prizren (Faculty of Law) and University "Hazhi Zeka" in Peja (Faculty of Law) accredited until 2022 and the E-Government Program which is also offered as a joint program of three UKZ faculties, including the Faculty of Computer Sciences, the Faculty of Law and the Faculty of Economics, accredited until 2024. In 2021, 3 new master's programs were accredited, including: Teaching Albanian Language and Literature and Teaching and Curriculum for Primary Education within the Faculty of Education, while Control Systems and Artificial Intelligence within the Faculty of Computer Sciences, accredited until 2024.

At present, 5 bachelor's programs and 5 master's programs are accredited, i.e. 10 study programs in total. In the 2023/2024 academic year, there are 11 programs in the reaccreditation/accreditation process, out of which 5 bachelor programs and 6 master programs including 3 new programs: Marketing and Sales Management (Bsc), International Relations and European Studies (Bsc) and English Language Teaching (MA). The overview of the programs is presented in the table below.

Faculty	Program	Accredited	Reaccredited	Reaccredited
EDUCATION	Preschool education	01.10.2014 - 30.09.2016	01.10.2016 - 30.09.2020 01.10.2021- 30.09.2024	In process
	Primary Education	01.10.2014 - 30.09.2016	01.10.2016 - 30.09.2020 01.10.2021 - 30.09.2024	In process
EKONOMICS	Finance and Applied Accounting	01.10.2014 - 30.09.2017	01.10. 2017- 30.09.2020 01.10.2021- 30.09.2024	In process
	Management and Entrepreneurship	01.10.2014 - 30.09.2016	01.10. 2016 - 30.09.2019 01.10.2020- 30.09.2023	
LAW	General Law	01.10.2014 - 30.09.2016	01.10.2016 - 30.09.2019	Until 30.09.2025

COMPUTER SCIENCES	Computer Science	01.10.2014 - 30.09.2016	01.10.2016 - 30.09.2019	Until 30.09.2026
APPLIED SCIENCES	Educational Mathematic	1.10.2019 - 30.09.2022		
1.UKZ, Gjilan/ F. of Law 2.UUH, Prizren/ F. of Law 3. UHZ, Peja/ F. of Law	Local government and democratic society	01.10.2017 - 30.09.2021		
UKZ, Gjilan: 1.Faculty of Compter Sciences 2.Faculty of Law 3.Faculty of Economics	E-Government	01.10.2017 - 30.09.2021	01.10.2021 - 30.09.2024	In process
Faculty of Education	Teaching Albanian Language and Literature	1.10. 2021 - 30.09.2024	In process	
	Teaching and Curriculum for Primary Education	1.10. 2021 - 30.09.2024	In process	
Faculty of Law	Criminal Law	1.10. 2021 - 30.09.2024	In process	
Faculty of Computer Sciences	Control Systems and Artificial Intelligence	1.10. 2021 - 30.09.2024	In process	

3.2. Number of students by year (application, admission, graduation and grade point average according to study programs)

The data show that the interest of students to study at UKZ in the last three years remains satisfactory. The Student enrollment is done according to the quotas set by the Ministry of Education (MESTI), it can be seen that over the years the number of student application in some of the programs has been greater than the admission quotas. However, the general demographic trend

at the country level should not be overlooked, as well as the general trend of the decrease in the number of students in public higher education (See KESP 2022-2026). University "Kadri Zeka" should not ignore the risk of further decline in student interest in certain programs.

The data in the table below show that Primary and Preschool Education remain popular programs even though in the last two years, a decrease in the number of student application has been seen, while the interest of students in the Master's programs Teaching Albanian Language and Literature and in particular Teaching and Curriculum for Primary Education within the Primary Education Program is many times higher than the established quotas. In the Computer Science program, the number of those interested in pursuing studies is also increasing, from 151 applications in the academic year 2019/2020 to 249 student applications in the academic year 2022/2023.

In the bachelor's programs General Law, Finance and Applied Accounting and Management and Entrepreneurship, despite the quotas which are continuously filled, the statistics speak of a decrease in the number of interested students in recent years, which, among other things, it is considered as a consequence of the demographic decline and changes in labor market requirements.

A summary by faculties is presented in the following tables.

Faculty of Education – Bachelor							
Faculty	Study Program	Academic year	Application	Admission	Graduation	Grade point average	Duration of studies
Education	Primary Education	2023/2024	74	35	5	0	4 years
	Preschool Education	2023/2024	75	30	5	0	4 years
Education	Primary Education	2022/2023	123	40	73	7.99	4 years
	Preschool Education	2022/2023	69	30	58	7.71	4 years
Education	Primary Education	2021/2022	102	51	73	7.81	4 years
	Preschool Education	2021/2022	62	38	49	7.76	4 years
Education	Primary Education	2020/2021	230	116	74	7.77	4 years
	Preschool Education	2020/2021	138	78	34	7.81	4 years
Education	Primary Education	2019/2020	244	97	108	7.83	4 years
	Preschool Education	2019/2020	158	63	40	7.75	4 years

Faculty of Education – Master							
Faculty	**Study Program**	**Academic year**	**Application**	**Admission**	**Graduation**	**Grade point average**	**Duration of studies**
Education	Teaching Albanian Language and Literature	2023/2024	52	29	0	0	1 year
	Teaching and Curriculum for Primary Education	2023/2024	85	30	0	0	1 year
Education	Teaching Albanian Language and Literature	2022/2023	69	30	0	8.89	1 year
	Teaching and Curriculum for Primary Education	2022/2023	177	30	0	9.01	1 year
Education	Teaching Albanian Language and Literature	2021/2022	54	30	0	8.6	1 year
	Teaching and Curriculum for Primary Education	2021/2022	179	30	0	9	1 year

Faculty of Law – Bachelor

Faculty	Study Program	Academic year	Application	Admission	Graduation	Grade point average	Duration of studies
Law	General Law	2023/2024	128	109	0		4 years
Law	General Law	2022/2023	122	89	47		4 years
Law	General Law	2021/2022	181	153	44	7.28	4 years
Law	General Law	2020/2021	262	170	51	7.3	4 years
Law	General Law	2019/2020	351	179	66	7.29	4 years

Faculty of Law – Master

Faculty	Study Program	Academic year	Application	Admission	Graduation	Grade point average	Duration of studies
Law	Criminal Law	2023/2024	29	24	0	0	1 year
Law	Criminal Law	2022/2023	50	25	0	8.25	1 year
Law	Criminal Law	2021/2022	76	20	0	8.74	1 year
Law	Local government and democratic society	2023/2024	0	0	0	0	2 years
Law	Local government and democratic society	2022/2023	0	0	12	8.08	2 years
Law	Local government and democratic society	2021/2022	0	0	20	8.02	2 years
Law	Local government and democratic society	2020/2021	43	34	18	8.14	2 years
Law	Local government and democratic society	2019/2020	25	18	0	8.22	2 years

Faculty of Applied Sciences – Bachelor

Faculty	Study Program	Academic year	Application	Admission	Graduation	Grade point average	Duration of studies
Applied Sciences	Educational Mathematics	2023/2024	0	0	2	0	3 years
Applied Sciences	Educational Mathematics	2022/2023	0	0	23	8.05	3 years
Applied Sciences	Educational Mathematics	2021/2022	29	23	8	8.09	3 years
Applied Sciences	Educational Mathematics	2020/2021	32	31	0	8.08	3 years
Applied Sciences	Educational Mathematics	2019/2020	49	19	0	8.12	3 years

Faculty of Computer Sciences – Bachelor

Faculty	Study Program	Academic year	Application	Admission	Graduation	Grade point average	Duration of studies
Computer Sciences	Computer Science	2023/2024	193	143	0	0	3 years
Computer Sciences	Computer Science	2022/2023	249	148	21	8.03	3 years
Computer Sciences	Computer Science	2021/2022	176	125	31	7.75	3 years
Computer Sciences	Computer Science	2020/2021	149	71	26	7.79	3 years
Computer Sciences	Computer Science	2019/2020	151	53	29	7.77	3 years

Faculty of Computer Sciences – Master							
Faculty	**Study Program**	**Academic year**	**Application**	**Admission**	**Graduation**	**Grade point average**	**Duration of studies**
Computer Sciences Computer Sciences	E-Government	2023/2024	27	19	0	0	2 years
	Control Systems and Artificial Intelligence	2023/2024	7	7	0	0	2 years
Computer Sciences Computer Sciences	E-Government	2022/2023	37	37	0	8.26	2 years
	Control Systems and Artificial Intelligence	2022/2023	9	6	0	9.06	2 years
Computer Sciences	E-Government	2021/2022	53	40	0	8.15	2 years
	Control Systems and Artificial Intelligence	2021/2022	24	23	0	9.24	2 years
FCS, FE and FL	E-Government	2022/2023	0	0	10	8.87	2 years
FCS, FE and FL	E-Government	2021/2022	0	0	18	8.46	2 years
FCS, FE and FL	E-Government	2020/2021	68	46	15	7.93	2 years
FCS, FE and FL	E-Government	2019/2020	42	29	6	8.11	2 years
FCS, FE and FL	E-Government	2018/2019	105	34	0	8.37	2 years

Faculty of Economics– Bachelor							
Faculty	**Study Program**	**Academic year**	**Application**	**Admission**	**Graduation**	**Grade point average**	**Duration of studies**
Economics	Management and Entrepreneurship	2023/2024	0	0	1	0	3years
	Finance and Applied Accounting	2023/2024	102	95	0	0	3 years
Economics	Management and Entrepreneurship	2022/2023	78	68	3	7.54	3 years
	Finance and Applied Accounting	2022/2023	67	59	0	7.52	3 years
Economics	Management and Entrepreneurship	2021/2022	75	67	0	7.46	3 years
	Finance and Applied Accounting	2021/2022	81	65	0	7.39	3 years
Economics	Management and Entrepreneurship	2020/2021	109	72	0	7.45	3 years
	Bank, Finance and Accounting	2020/2021	165	133	41	7.59	3 years
Economics	Management	2019/2020	140	90	17	7.42	3 years
	Bank, Finance and Accounting	2019/2020	133	97	33	7.43	3 years

3.3. Academic and administrative staff in the last three years

According to the data, the number of professors who have received academic titles, i.e. have been promoted, in UKZ has increased over the last 3 years. In 2020, there were 20 Assistant Professors, in 2021, 26 Assistant Professors, and in 2022 the number of professors with the title of Assistant Professor reached 30 in total. In 2020, 5 professors received the title of Associate Professor, in 2021, 5 became 9, in 2022, 17 professors received this title, while in 2023, 20 professors received the title of Associate Professor. In 2022, 2 professors received the title of Professor. The table below presents an overview of appointments in certain titles in the last three years by faculties.

Academic titles in the last three years												
Faculty	**2020**			**2021**			**2022**			**2023**		
	Prof. Ass. Dr.	Prof. Asoc. Dr.	Prof Dr.	Prof. Ass. Dr.	Prof. Asoc. Dr.	Prof. Dr.	Prof Ass. Dr.	Prof. Asoc .Dr.	Prof Dr.	Prof. Ass. Dr.	Prof. Asoc. Dr.	Prof. Dr.
Education	4	2	0	5	3	0	9	3	1	5	7	0
Law	6	1	0	7	1	0	8	4	0	8	3	1
Economics	7	0	0	9	2	0	9	5	0	8	5	0
Computer sciences	3	2	0	5	3	0	4	3	0	3	3	0
Applied Sciences	2	1	0	1	2	0	0	3	1	0	2	1
In total	**20**	**5**	**0**	**26**	**9**	**0**	**30**	**17**	**2**	**23**	**20**	**2**

While in a more general overview, the number of regular academic staff has fluctuated over the years. The table below shows the dynamics of the increase in the number of academic and administrative personnel in the first three years. In 2019 there were 47 academic staff, in 2021 and 2022 there were 49 full-time academic staff, while 2023 marks a decline due to the retirement of 4 professors. The administrative staff has also increased during these years, from 28 in 2019, now the administration counts 33 officials.

Year	Number of academic staff	Number of administrative staff
2019	47	28
2020	47	32
2021	49	32
2022	49	34
2023	45	33

Taking into account the development of new trends in the field of scientific research, as well as the criteria set by the State Council of Quality for accreditation, the need to intensify participation in conferences and in particular the publication of scientific works on the Scopus and Web of Science platforms has been seen.

The data show that until now the academic staff has published 91 scientific papers in Scopus and Web of Science indexed journals, without including the publications as conference papers that are indexed in these databases.

Faculty	Number
Faculty of Computer Sciences	11
Faculty of Education	18
Faculty of Law	29
Faculty of Economics	26
Faculty of Applied Sciences	7
Total	91

3.4. Quality assurance system

The Quality assurance system is based on three main pillars: Documents, Structure and Instruments for evaluation. In the framework of quality assurance supervision, the university has foreseen a series of activities which are predetermined in the Annual Quality Calendar. Regarding the realization of the activities, an annual report is prepared which is discussed in the Council for Quality and Evaluation Supervision (CQES). One of the regular activities is the internal evaluation which is carried out through evaluation instruments based on the Manual for Planning and Evaluation of Academic Staff Performance. Reports are drafted for each evaluation and submitted to all interested parties. Regarding quality assurance, regular monthly meetings are organized with the Quality Coordinators as well as bimonthly meetings with the CQES.

The table below presents a summary of the quality assurance system which is currently in force and being implemented. As a system established in recent years and seeing their ambition, of course more work is required in terms of the quality of the implementation of these instruments and also the strengthening of the processes that lead to the impact of these processes on the quality of work, services and the quality of graduates.

Documents	Bodies	Instruments for evaluation	Evaluation process	Reports
1. Regulation for quality assurance and evaluation at UKZ Ref.no.01/2280 Dt. 21/12/2020	1. Senate of UKZ	1. Questionnaire for evaluation of academic staff and courses by students per semester	1. Evaluation of academic staff and courses by students for the winter semester	1. Report on academic staff evaluation by students for the winter semester
2. UKZ Strategic Plan 2017-2020 revised in 2020. Chapter 6. Point 5	2. Council for Quality and Evaluation Supervision	2. Academic staff self-evaluation questionnaire	2. Evaluation of academic staff and courses by students for the summer semester	2. Report on academic staff evaluation by students for the summer semester

3. Regulations on the establishment and functioning of the Council for Quality and Evaluation Supervision (CQES), No.01/2124, dt.08.12.2020	3. Academic Development and Quality Office	3. Questionnaire for the evaluation of the professor by the Dean	3. Self-Evaluation Process by Professors	3. Individual report for each professor
4. Manual for Planning and Assessment of the Performance of the Academic Staff No. Ref. 01/2281 Dt. 21/12/2020	4. Studies Committee	4. Questionnaire for evaluation of Administrative Services by students	4. Evaluation of the professor by the Dean	4. Individual report for each professor
5. Key Performance Indicators in UKZ	5. Quality Coordinators by academic unit	5. Questionnaire for evaluation of study programs by Employers	5. Evaluation of the objectives set by the Academic Staff in the Individual Development Plan at the beginning of the academic year	5. Individual report for each professor
6. The European system for the transfer of credits at University "Kadri Zeka", Gjilan		6. Questionnaire for evaluation of study programs by graduates	6. Evaluation of UKZ Programs by Alumni	6. Evaluation report from the results of research with Alumni
7. UKZ Statute			7. Evaluation of UKZ by Employers	7. Evaluation report from the results of the research with Employers
8. Annual Calendar for Quality Assurance in UKZ			8. Evaluation of the Annual Calendar for quality assurance	8. Report on the implementation of the quality assurance annual calendar

3.5. International cooperation

The international cooperation at "Kadri Zeka" University has a regulated organizational structure, which relies on the legal infrastructure in force. The University has signed 40 cooperation agreements with other Universities (outside and inside Kosovo), 45 cooperation agreements with businesses, 11 agreements with ICM (for exchange of staff and students within the Erasmus Plus program) and 11 other agreements with various institutions.

During the period 2016-2022, UKZ has been a partner in 18 international projects, and a coordinator in the QUADIC project. It is worth noting that through the projects mobility has been developed both on the part of the academic staff and the administrative staff, as well as on the part of the students. The table below gives a summary of the overview of international cooperation at the university and with this intensive activity in international projects it can be considered that UKZ is among the active universities in this field and should build on this experience to develop the university through projects.

Organizational Structure / implementation	Rector	Vice Rector for International Cooperation and Projects	Office for Foreign Relations	Betim Berisha Luljete Berisha	
Legal Infrastructure	UKZ Statute	Strategy for Internationalization – Supported by the QUADIC Project	Regulation on Internationalization – Supported by the HERAS Project	Regulation on the Systematization of work positions-UKZ	Regulation on personal income of academic staff, allowances according to functions and other compensations at the Public University "Kadri Zeka" in Gjilan - UKZ
Cooperation Agreements	No.	Cooperation Agreements with Universities – 40	Cooperation Agreements with Businesses– 45	Cooperation Agreements with Institutions - 11	Cooperation Agreements with ICM -11
International projects	No.	Erasmus+ Projects – 9	ICM Projects – 5	HERAS Projects- 3	Project LECU Project SHPRESE Project KODE Project OPTIMA Projects with GIZ (3 projects) Project "UP TO YOUTH
Memberships in national and international organizations	No.	1. Founding Member of BUA - Balkan Universities Association	2. Member of EUF- European Universities Foundation	3. Member of ATEE- Association of Teacher Education in Europe	4. Member of ENAI- European Network for Academic Integrity

Memberships in national and international organizations	No.	5. Member of ELFA- European Laë Faculties Association	6. Member of SDSN-Sustainable Development Solutions Netëork	7. Member of the Forum of Rectors of Southeastern Europe	8. Member of the Conference of Rectors of the Republic of Kosovo
Memberships in national and international organizations	No.	9. Member of the Conference of Rectors of Albanian Universities	10. Member of the University Sports Federation		

3.6. Finances and infrastructure

Adapting to new technological developments, the University has installed a solid infrastructure with the right equipment for operational needs. All offices are equipped with computers and photocopiers, each classroom is equipped with projectors and smart boards, and the Internet network is functional throughout the university area, where all interested parties can connect.

In the framework of the advancement of the use of technology, in recent years, the SMU Platform has been created, which has almost completely digitized the administrative and academic processes. Other digital platforms have also been created that help academic staff and students in the learning process, such as: E-Learning, T-Edu, G-Suite (Google), Office 365. Also, for the internal needs of the staff, access has been created to other platforms such as: Anti-plagiarism system (plagiarismcheck.org), EBSCO, E-pasuria, KFMIS. In UKZ, the entry-exit tracking system has also been created for the management of personnel attendance.

The learning spaces remain one of the main challenges for the university considering that the conditions in which the university works do not create enough space for the existing programs. While in line with the trends for increasing the number of study programs, the university will face the need to find an immediate solution for increasing the existing spaces or building a new facility.

The spatial infrastructure in UKZ for the last three years continues to be approximately the same with some minor changes that have been made through renovations. The university facility has 12 classrooms, 1 library, 1 amphitheater, 2 meeting rooms, 3 computer labs, 2 laboratories, 20 offices for academic staff (shared among 2 or 3 professors), offices for senior management and deans, offices for administrative staff, etc., which we consider do not even minimally meet the needs of the university. The university has a total area of 6500 square meters.

In the last three years, it has been invested in the renovation of the building in order to expand the spaces for internal needs. The data show that in 2020, the renovation of the classrooms, the renovation of the library and the renovation of the administrative offices on the ground floor and the connection between entrance A and B were done. In 2021, the administrative offices on the ground floor and the connection between entrance A and B were renovated, while in 2022, the offices, toilets the parking lot and some classrooms were renovated, while a couple of other classrooms were renovated into

amphitheater. Investments for renovations during the last three years include the amount of €246,614.35 in total.

University "Kadri Zeka" conducts classes in a building built in 1977-80 at the location of the then high school center. In the beginning, the building served for secondary education until 1978, when it was given to the Pedagogical Academy, as a newly established Teacher Training Centre (teachers training school). In 2003, it was transformed into the Faculty of Education. In 2013, with the establishment of UKZ, changes were made to the building, mainly with the aim of adapting the spaces for the accommodation of university studies.

The current location of the building has an area of about 10,580m2. The gross area of the building is 5,920 m2, which consists of two pavilions: A and B. Pavilion A extends over 4 floors and has a basement area of 285 m2, while pavilion B has 3 floors. The building covers about 15% of the surface area of the site. The location also has a parking lot with 25 parking spaces for the university staff. The rectorate, the dean's office, the University's administration, the library, the offices for full-time professors and assistants, as well as other auxiliary spaces for learning are in pavilion A. Part of the administration (student service, IT Office, Finance Office, etc.), the offices for full-time professors and assistants and other complementary spaces for learning are in Pavilion B.

The ground floor has an area of about 1615m2. On the ground floor there are currently 4 classrooms with a capacity of about 130-150 chairs, and one classroom with a capacity of 60 chairs. Also, on the ground floor is the Dean's Office of the Faculty of Economics, the student administration, the finance office of UKZ, as well as the administration of the Faculty of Education and the Faculty of Law. The basement includes a small part of 285 m2 which serves mainly for auxiliary spaces.

The first floor has an area of 1620m2. On this floor, there are 2 classrooms with a capacity of 130-150 students, 3 classrooms with a capacity of 70-100 students, 1 classroom with a capacity of 60 students and a computer lab. On the first floor is the Rectorate of the University and also the Dean's Office of the Faculty of Law and Faculty of Education.

The second floor has an area of 1615m2. The second floor currently has 2 classrooms with a capacity of 130-150 students, 6 classrooms with a capacity of 60 students, 1 classroom with a capacity of 70-100 students. The Dean's Offices of the Faculty of Computer Sciences and the Faculty of Applied Sciences, the laboratory of natural sciences, the studio of arts, the office of personnel, quality office, the office of procurement and the office for international cooperation are also on the second floor.

The third floor has an area of about 807m2. It has 1 classroom with a capacity of 130-150 students, 1 classroom with a capacity of 60 students, 1 classroom with a capacity of 70-100 students and a computer lab. The UKZ library with more than 2000 titles, the reading room with 80 seats, the library offices, then the office of legal clinics and the Scientific Research Center are on the third floor.

The gross area of the building is 5,920m2. Compared to the current number of students, the surface is at a satisfactory level. The actual gross area for one student based on the current number of students is about 3.3 m2, while the optimal area for one student should be approximately 7.0 m2 for one student. If the estimated number of 2500-3000 students is taken into account, the area of the current building

and other buildings that are planned to be built on the new campus will create an environment for students, which will be according to European standards of higher education.

Considering that UKZ is still in the early development phase, the strategy of UKZ has taken into account the increase in the number of students and based on this number, the management of UKZ has planned new and necessary surfaces, which will provide advanced conditions for university studies with all kinds of necessary learning spaces, spaces for administration, social spaces and recreation spaces.

The organization of the building's spaces has been inadequate, but thanks to the commitment of the university's management as well as capital investments, these buildings today have become such that they meet the requirements of contemporary university education. The learning spaces are mainly adapted from the inherited building for studies of the old concept with large non-functional classrooms for large number of students, which thanks to investments have been divided into two classrooms or even offices have been created from their division.

Within the building, although very difficult, spaces dedicated specifically to the faculties have been allocated, so this should continue to be of particular importance, which the Strategy should address in the investments for the expansion of the spaces of UKZ. It is important to note that the current organization of spaces contains mainly learning, administration spaces and a library with an optimal and very satisfactory surface, considering that the library has undergone a complete renovation. Other spaces for informal learning, spaces for free activities of the student organization or spaces for recreation are modified in the university yard during spring and summer, while during winter different parts within the university are used, as well as the high school sports hall as UKZ has an agreement with the Municipality of Gjilan. Regarding social spaces such as cafe/restaurant, Omi Kitchen Restaurant is used, where UKZ staff and students can eat and drink in this restaurant at a reasonable price.

The quality of the spaces is basic, mainly inherited from earlier periods and with periodic interventions. In particular, it should be noted that a comfort has been created in relation to the air, the acoustics of the space, the lighting, the toilet spaces and the furniture and equipment. It should be noted that some of the spaces that are more representative have good and functional furniture, but we can also say that the learning spaces are very functional and attractive.

Regarding the technological infrastructure, UKZ has the latest technology in the classrooms, which has been acquired through Erasmus+ projects. UKZ has also fulfilled the condition regarding digitalization. Nowadays, not only the fulfillment of these capacities is required, but it must also be taken into account the requirements for energy efficiency and adequate climate comfort for the development of all activities of academic staff and students which UKZ has completed satisfactorily.

The funding situation of the university in the last four years has not changed, at least not in terms of increasing the available or even realized funds. The overview below presents the situation of expenses in the years 2020-2022 and in a way also presents the limitation that the university had in financing certain categories and especially the nature of activities related to the development of the quality of services and learning in the university.

No.	Category	2020	2021	2022	Total
1	Capital expenditures	101,005.20 €	205,039.84 €	14,808.50 €	**320,853.54 €**
2	Salary expenses	1,391,271.85 €	1,491,850.72 €	1,303,426.76 €	**4,186,549.33 €**
3	Expenses for scientific research	1,109.72 €	15,500.00 €	25,000.00 €	**41,609.72 €**
4	Expenses in Laboratories	0.00 €	25,537.89 €	0.00 €	**25,537.89 €**
5	Expenses for the purchase of books	0.00 €	0.00 €	3,843.00 €	**3,843.00 €**
6	Expenses of Activities for students-Scholarships	85,130.00 €	62,350.00 €	61,600.00 €	**209,080.00 €**

4. VISION AND MISION OF UNVERSITY

4.1. Vision

University "Kadri Zeka" in Gjilan, through the strategic planning process, has developed internal consultations regarding the goals and directions of the university's development. These are shaped in the vision statement that is intended to be achieved through the implementation of this strategy.

Vision statement: *Institution of higher education that aims academic quality, innovation, advances knowledge and is prepared to contribute and adapt to dynamic, social and economic developments in the country and beyond.*

This vision statement can be broken down into the dimension of the scope and further development of the University "Kadri Zeka", based on the main concepts reflected in the vision.

Academic quality will be the main principle of the development of the University "Kadri Zeka", where the provision of quality programs and demonstration of academic and ethical professionalism will be a push for us. In these dynamic stages of developments in today's societies, we aim for the university to be a contributor to the creation of knowledge through the development of scientific activity. Also, through teaching and scientific activity and engagement in projects, the university will also contribute to the development of the economy

At university "Kadri Zeka", we anticipate a dynamic future where technology and education come together naturally, pushing the boundaries of human knowledge. Our vision is to lead in creating a world where learning is accessible to all, where innovation knows no bounds and where our graduates are equipped not only for the future, but to create and shape it. We strive to be a catalyst for the development of the state, society and beyond, creating new educational models and technology-driven solutions that address the evolving needs of society. Through the development of the university, we are redefining the future of higher education, taking advantage of the digital age and building a future where opportunities are numerous and accessible to all.

To achieve this vision, reforms and developments will be needed in many directions, which have been broken down into strategic and specific objectives.

4.2. Mission

The Public University "Kadri Zeka" in Gjilan was established in 2013, by the decision of the Assembly of the Republic of Kosovo. In 2020, its Statute was approved by the Assembly of Kosovo. Its Mission was revised in the same year, making additions in the strategic plan of 2023-2028 as well.

The mission was drafted in an open process and in a consultative process with internal and external stakeholders.

The Mission of UKZ is based on three main pillars: teaching, research and community service.

As defined in the Statute, the Mission of UKZ is:

> *A Temple of Knowledge which cultivates learning and the development of knowledge, fosters critical thinking and the spirit of entrepreneurship for new research, which aid social and technological development, prepare responsible and professionally capable young people to be part of a virtual and global society, part of an open labour market and at the same time, a model for other members of society.*

This mission is based on several pillars: learning and knowledge; fostering critical thinking, the spirit of entrepreneurship, research, technological development, community assistance, virtual society, globalism and open labor markets. This mission very clearly expresses the orientation of a new and contemporary university, ready to face the virtual and global world, while being careful and developing the basic values of human society.

Some of these pillars of the mission are especially important for UKZ, which are elaborated in specific objectives within this Strategic Plan.

Likewise, the mission of UKZ is coherent with the principles applied in:
- European Higher Education Area (EHEA)

- European Research Area.
- European Commission Guidelines for Higher Education.
- The Bologna Declaration
- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) (European Association for Quality Assurance in Higher Education, ENQA);

- Lisbon Convention

The fulfillment of the strategic and specific objectives of this Mission will be implemented through approaches applied by the university which focus on treating students as important actors for the evaluation and review of study programs as well as their inclusion in the decision-making structures of the university.

Our university engages in the application of advanced teaching methodologies that aim to increase interactivity with students, emphasize the individuality of students and take into account the demands and needs of students during the learning process, which is achieved through the training programs that UKZ staff attend on the methodology of teaching.

In accordance with the principles of the European Higher Education Area, we strive to provide a supportive learning, teaching and research environment, promote and encourage the mobility of students and academic staff in European universities, and support the research work of academic staff.

4.3. Fundamental values

In fulfilling its public mission and the vision of the leaders of the academic staff, UKZ supports and promotes its fundamental values:

- *Equality*: in terms of gaining and generating knowledge, which is reflected in the non-discrimination of anyone;
- *Creativity*: reflected in our openness to new ideas and forms of expression, intellectual curiosity, willingness to face risks and entrepreneurial spirit;
- *Integrity*: reflected in our adherence to the highest ethical standards in personal and professional conduct, as well as in our commitment to transparency and accountability in governance and in everything we do;
- *Sustainability*: reflected in our shared commitment to lead by example in protecting and safeguarding the public interest and in our approach to responsible financial planning;
- *Excellence*: We seek perfection. We understand the importance of critical thinking, discipline, responsibility and expect high standards for ourselves and our students;
- *Connection*: We are an integrated team. We work around the principle of trust, cooperation and connection in our various disciplines and around the world;

The current mission of UKZ creates a development perspective for UKZ for a long-term period. The mission of UKZ, besides relying on learning, community role and free competition, it also emphasizes a focus on scientific research, critical thinking, entrepreneurial spirit and virtual society and globalism. With this Mission, we believe that we clearly, comprehensibly and succinctly express our aspiration for university education.

5. STRATEGIC OBJECTIVES

As part of the implementation of the strategy vision, the strategic planning process has defined 5 strategic objectives which are then broken down into specific objectives and specific indicators to monitor their implementation. The strategic objectives are described below in relation to their meaning and purpose as well as the content of the specific objectives.

5.1. Strategic objective 1: Providing study programs in relation to market demands and social development

In the situation in which the University "Kadri Zeka" is, where it has been operating for a decade and the conditions in which the university has operated, as well as in relation to the general trends in Kosovo that the quality of graduates must be increased, the prioritization of development of study programs becomes a priority. In this context, the university in the next five years will be oriented towards the development of new applied and academic study programs, as well as towards the improvement of practices and quality dimensions of existing programs. In the framework of the development of new applied degree programs, the areas of digital technology and the addressing of the requirements of the employment sector in the region of Gjilan, the surrounding Albanian territories and more will be targeted. Meanwhile, in relation to raising the quality of the existing programs, the university will be oriented towards strengthening the existing quality mechanisms and raising the capacity of the academic staff that implements the programs. In relation to the increase in the number of programs, the university will also work on increasing the number of academic staff in relation to the needs for developing new programs and quality implementation. Meanwhile, as a new practice, the evaluation of programs will be initiated twice during the implementation cycle.

5.2. Strategic objective 2: Development of scientific activity to improve the quality of studies and innovation

The scientific activity of the University "Kadri Zeka" as well as the entire higher education sector in Kosovo needs improvement. Until now, the university has not received funding for scientific activity, even though as a public institution it has this as part of its mission and vision.

In the next period, the university has set the advancement of scientific activity as a development objective and it is thought to address several dimensions, both structural and substantive. The development of science for the University "Kadri Zeka" is thought to be placed in function of the development of the quality of studies in the first place and then also in the contribution of the university in the field of innovation and development. In the framework of the realization of this strategic objective, the university considers the establishment of structures - the establishment of institutes - for the advancement of scientific work as well as the development of mechanisms to support the scientific work of academic staff. In the reality of the limited opportunities for financing scientific work in Kosovo and in line with the orientation of the university for internationalization, the university will also aim to participate in European science programs such as Horizon. As a prerequisite for increasing scientific productivity, the university will also work on providing students and staff access to quality databases such as Elsevier, as well as access to anti-plagiarism software, while the university's requirements for the nature and quality of scientific works in the interest of the volume and quality of scientific work will be redefined. As part of these mechanisms, the university will provide support instruments for staff including the funding of quality scientific publications and the funding of a scientific project per academic unit.

5.3. Strategic objective 3: Internationalization as an element of internal development

University "Kadri Zeka" has a good basis of experience in participating in international projects such as Erasmus Plus and on this basis this strategy foresees the advancement of international cooperation even further. In the context of increasing international activity, the university foresees offering courses and programs in English so that it can be a full exchange partner with European universities. So, it is intended that in the next phase more students and staff can come to our university in parallel with the advancement of the number of students and staff going to European universities. On the other hand, internationalization will also develop in the dimension of participation in European development and scientific projects, as well as the increase of the university's performance in ranking platforms such as 'webometrics'

5.4. Strategic objective 4: Creating infrastructural conditions for quality learning

The state of the infrastructure at University "Kadri Zeka" is such that it deserves to be treated as a special strategic objective. This is due to the fact that the university has difficult working conditions and insufficient space to realize the vision it has defined. Providing quality programs and ensuring a quality student life experience is directly dependent on working conditions and sufficient and quality work and learning spaces. At the very least, the university aims to expand the existing space and create a more modern learning environment such as the development of

appropriate laboratories and equipment for the implementation of existing and new programs. While during the following five-year period, the aim is to build the new university campus. In the meantime, work will also be done on enriching the facility with modern equipment for teaching and STEM laboratory equipment.

5.5. Strategic objective 5: Development of effective management practices

As a new and developing university, as well as in line with the goals and vision of the university, the development of management practices and adequate mechanisms for serving academic staff and students are essential for ensuring quality and innovative actions and services. In the dimension of work with students, the university aims to open psychosocial support services for students and strengthen their role in the life of the university. As for the academic staff, it is intended to establish the center of excellence in teaching that will provide opportunities for their professional development. Whereas, in the field of quality assurance, the university aims to strengthen the implementation of internal quality assurance mechanisms by analyzing and reviewing its own actions such as: the provision of administrative services, the experience of students during their studies, the scientific activity of the staff, the international activity etc. The strengthening of these quality assurance instruments is foreseen at this stage in order to monitor the implementation of the changes that are identified as necessary and to draft improvement plans based on the lessons learned from the analysis and evaluations through the current quality assurance system. In order to achieve this and as an action against such analyses, the aim is to advance the capacity of the administration for professional services and the academic staff for better quality teaching and engagement in science. On a more generic level, the university will review the existing regulations to enable the development of the university in the intended direction, and it will also install regulations for the digital management of processes and learning as one of the main goals in this strategy.

6. INDICATORS OF ACHIEVING OBJECTIVES

Strategic objectives are the orientations that will lead to the achievement of the vision, while in order to operationalize those objectives, specific objectives have been specified within each strategic objective. In order to clarify and make them measurable, indicators have been specified that show the expectations for each specific objective. The activities assigned to each indicator will be broken down into annual work plans that are planned to be developed based on this general strategic document. The table below shows the link between strategic and specific objectives as well as the indicators for each specific objective.

Strategic objective 1. Providing quality study programs in relation to market requirements and social development	
Specific objectives:	**Indicators:**
1.1. Drafting of new programs in the field of applied and academic sciences, including the STEM field;	1.1.1. At least two new programs in the field of computer science, including artificial intelligence, are developed and accredited;
	1.1.2. At least 3 new innovative academic programs are developed to suit the development needs of the university and student interest;
1.2. Strengthening the educational technology component in study programs	1.2.1. Reforming study programs by integrating interdisciplinary courses or focusing on technology and/or STEM fields;
1.3. Strengthening quality mechanisms for study programs	1.3.1. Install program evaluation practices twice during the implementation cycle, involving students, staff, alumni, advisory board, and other stakeholders;
	1.3.2. Drafting improvement plans for the implementation of study programs;
1.4. The development and implementation of personnel policies in function of the development of the quality of studies	1.4.1. Open calls for academic staff positions after the analysis made in relation to the need for the opening of new programs;
	1.4.2. The number of academic staff is increased by at least 20 people;
1.5. Development of academic staff capacities for quality teaching	1.5.1. Trainings and seminars are organized for all academic staff for advanced teaching methodologies, research and English language;
	1.5.2. The performance evaluation system of the academic staff is strengthened and digitalized, encouraging self-evaluation;
1.6. Ensuring the connection of study	1.6.1. Surveys and other consultations with

programs with the labor market and the needs of society	the labor market are organized every two years for market needs and satisfaction with graduate students; 1.6.2. The data obtained from the consultations with the labor market are incorporated into program review and at the time of reaccreditation.

Strategic objective 2. Development of scientific activity to improve the quality of studies and innovation

Specific objectives:	Indicators:
2.1. The establishment of Research Institutes within academic units	2.5.1. At least two institutes are established and functionalized in the university based on the internal regulation; 2.5.2. Each Institute implements at least one research and development project
2.2. Planning and development of priority research projects	2.2.1. Academic units develop a research work plan and strategy based on an orientation plan at the university level; 2.2.2. Each academic unit organizes research teams according to fields, targeting also interdisciplinary teams and in connection with the work of the institutes
2.3. The development of mechanisms for the advancement of the scientific work of the staff	2.3.1. The university establishes the science fund on an annual basis to stimulate scientific work; 2.3.2. At least two scientific publications of an academic staff are funded for publications in the SCOPUS and Web of Science databases; 2.3.3. The participation of at least one international scientific conference per year for each academic staff is financed according to the criteria determined by the central level; 2.3.4. The University finances at least one

	project per academic unit per year from the annual fund;
	2.3.5. The University provides access to the EBCSO and ScienceDirect databases for staff and students;
	2.4.1. Access to an anti-plagiarism software is provided for staff and students;
2.4. Increasing participation in national and EU science funds	2.4.2. Requirements for recruitment and advancement of academic staff are redefined;
	2.4.3. Each academic unit applies with at least one project per year to local funds
	2.4.4. The university participates with at least 3 applications in the Horizon program.
	2.5.1. The university organizes the annual scientific conference;
2.5. Promotion of the scientific work of the university	2.5.2. The university participates in the organization of at least one local and regional conference with other partners;
	2.5.3. The criteria are developed and the scientist of the year award is given.

Strategic objective 3: Internationalization as an element of internal development	
Specific objectives:	**Indicators:**
3.1. Increased mobility of students and staff	3.1.1. At least 20 new cooperation agreements for the exchange of staff and students are signed;
	3.1.2. The mobility of staff and students from UKZ will increase by 30 percent;
	3.1.3. UKZ will accept at least 10 students from abroad per year;

	3.1.4. The summer university is organized on a regular annual basis with the participation of students outside Kosovo;
	3.1.5. Development of the web page in English;
3.2. Development of the offer for learning in the English language	3.7.1. Offering at least 10 bachelor and master courses in English;
	3.7.2. Offering a master's program in English;
3.3. Improving university performance in international comparability	3.3.1. The university marks a 30 percent increase in the "webometrics" ranking;
3.4. Increasing the participation of the university in international projects aimed at developing university	3.4.1. The university increases participation in Erasmus projects by 20 percent by having at least one application per year as a coordinator;
3.5. Increasing membership in international associations	3.5.1. The university joins at least 5 international associations of different fields;
3.6. Joint master's and PhD programs	3.6.1. The university offers at least one joint master's or PhD program with a European or US university
3.7. Capacity development for projects and international cooperation	3.7.1. Hiring at least two people in the office of international cooperation for the development and management of projects;
	3.7.2. The training program for the development and management of scientific and development projects is organized;
Strategic objective 4: Creating infrastructural conditions for quality learning	
Specific objectives:	**Indicators:**
4.1. Increase learning and work spaces reflecting modern learning environments;	4.1.1. New Campus Construction

4.2. Improvement of the existing infrastructure	4.2.1. Expansion of the existing campus;
	4.2.2. Renovation of existing spaces;
4.3. Establishment of the office of space management in the university	4.3.1. Employment of staff in the office of space management in the university;
	4.3.2. Development of the regulation on the management of spaces in the university for maintenance, expansion and construction as well as equipment;
4.4. Provision of modern technology for quality learning	4.4.1. Equipment of technology laboratories;
	4.4.2. STEM lab equipment

Strategic objective 5. Development of effective management practices	
Specific objectives:	**Indicators:**
5.1. The regulations of the university and faculties are harmonized with the development requirements of the university	5.1.1. The performance management regulations of the academic and administrative staff are reviewed;
	5.1.2. The regulations for the appointment, re appointment and promotion of academic staff are reviewed to reflect the increase in quality and volume of scientific productivity and the advancement of teaching quality;
5.2. Development of regulations and digitization processes in management and teaching	5.2.1. Review of other regulations such as the regulation for institutes, the regulation on the publishing council, etc
5.3. The implementation of internal quality mechanisms is strengthened	5.3.1. The concept of digitalization of administrative and learning processes is developed;
	5.3.2. Current student management and teaching systems are advanced;
	5.3.3. Annual plans are drafted for the implementation of quality assurance instruments such as course evaluation; evaluation of the

	administration; evaluation of scientific work;
5.4 Strengthening the role of students in university life	5.4.1. Academic and organizational units reflect the findings from the assessments issued by the quality assurance system for improvements either in the form of decisions, work plans or others;
	5.4.2. Student professional organizations are created;
	5.4.3. Student representatives organize extracurricular activities such as humanitarian activities, excursions;
	5.4.4. Legal regulations are drafted to support students for participating in competitions or activities where they represent the university;
5.5. Advancement of student-oriented services	5.5.1. At least 10 students per year are financed for participation in international competitions and activities;
	5.5.2. Increasing the number of administrative staff at the university to at least 10;
	5.5.3. The office for psychosocial support of students is established;
	5.5.4. The regulation for assistance to students with special needs is drafted
5.6. Development of the capacities of administrative personnel	5.6.1. An assessment of the needs of the administrative staff for training is carried out;
	5.6.2. Trainings are organized for the administrative staff in the field of management, cooperation, communication
5.7. Development of capacities for quality	5.7.1. Staff from the quality office and vice-

management at the faculty level	deans for learning and quality are trained;
	5.7.2. Protocols for the management of processes and steps in the internal quality assurance system are drafted
5.8. Establishing the center for excellence in teaching	5.8.1. The Center for Excellence in Teaching is established;
	5.8.2. The regulation on the work of the center for excellence in teaching is drafted;
	5.8.3. A director and an assistant are employed at the center for excellence in teaching;
	5.8.4. The professional development program of the staff is drafted;
	5.8.5. At least one basic and one advanced seminar for teaching are organized for all academic staff.

6. WORK PLANS AND MONITORING

Based on this approved strategy, the university develops annual planning in the form of work plans, where the indicators turn into specific activities, and then the time and budget necessary for implementation and the responsibilities are determined.

The Governing Council establishes a team for annual planning and also for monitoring the implementation of the strategy. Monitoring is done by collecting data from two sources:

- The annual plans that the academic and organizational units draft for the Rector and the Governing Council;
- Annual workshops with different parties to generate data on the implementation of activities and the achievement of specific indicators

On an annual basis, annual reports on the implementation of the strategy are drafted and they are approved by the Governing Council. The annual reports of the implementation of this strategy are related to the work reports that are drafted on an annual basis by the academic units and as such shape the content of the work report of the rectorate/university that is approved by the Governing Council.

7. STRATEGY BUDGET

The Strategic Planning and Implementation of the strategy at the Public University "Kadri Zeka" in Gjilan have a significant impact on the budgetary aspect, requiring the mobilization of financial resources to achieve the necessary steps towards strategic objectives. Although a number of initiatives can be realized within the existing budget, some may require financial support from potential donors.

The implementation of the strategic plan, in general, can bring direct and indirect benefits in terms of the budget. These benefits may include:

Revenue Increase: Achieved by increasing the number of students, developing new study programs, or enhancing existing offerings. The university's increased revenue will also contribute to bolstering research and strengthening institutes.

Partnerships and Donations: Within the framework of this strategic plan, UP includes steps to secure strategic partnerships with organizations, businesses, or other universities, as well as to build strong relationships with the community and potential donors. These partnerships and donations can assist in financing specific projects or securing long-term resources.

Resource Efficiency: By improving operational efficiency within university operations, such as streamlining administrative processes, consolidating organizational structures, and utilizing technology to enhance efficiency. This could lead to cost reduction and better utilization of existing resources.

However, it's crucial to understand that budgetary interventions for implementing the university's strategy depend on specific financial situations and the availability of resources. UP needs to develop a sustainable financial plan, considering potential funding sources to ensure the success of the strategy's implementation.

Chair of the Steering Committee
Dr. Techn. Ilir Gjinolli