UNIVERSITETI PUBLIK “KADRI ZEKA” GJILAN UNIVERSITY

KEY PERFORMANCE INDICATORS IN UKZ

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LIST OF ABBREVIATIONS

CQAES	Council for Quality Assurance and Evaluation Supervision
TSPOUKZ	The strategic plan of "Kadri Zeka" University in Gjilan
KPI	Key Performance Indicators
UKZ	University "Kadri Zeka"

Introduction

Success is not a list of words, tables, and figures with 'excellence.' Success has to do with the contribution of anyone who desires the institution they work for to be excellent.

What are the key performance indicators?

The key performance indicators in higher education are measurable values used by educational institutions to gauge and track their progress towards specific objectives. Furthermore, these performance indicators assist educational institutions in monitoring and assessing how well they perform, guiding policy formulation, and defining their objectives. Key performance indicators are measures that provide information and statistical data enabling comparison and determination of progress towards a specific goal. They are considered an important administrative tool for monitoring progress towards strategic goals.

• They are measures that provide information and statistical data enabling comparison and determination of progress towards a specific goal.
• They are an important administrative tool for monitoring progress towards achieving strategic goals.
• They are statistical indicators that offer a subjective measure of performance in higher education institutions as numerical scales of goal achievement.

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

At the same time, by comparing with other higher education institutions through these key performance indicators, they provide answers to the following questions:

➢ Where do we stand compared to others?

➢ What are the desired areas for improvement?

➢ Which universities have better outcomes to compare our activities?

➢ How can we embrace the style of these universities?

➢ How can we achieve more excellence than these universities?

But why do we need performance indicators?

- They can indicate how well something is functioning.
- They can support assessment, evidence-based decision-making, strategic direction, policy formulation, and university management.
- They can provide data on overall performance.
- They can contribute to the overall view of what the university is doing.
- They identify areas for improvement and development.
- They can pinpoint where intervention is needed.
- They contribute to promoting continuous improvement.
- They contribute to fostering an organizational learning environment.
- They can determine/measure progress.
- They can highlight where developments and improvements can be made with students.
- They can modify the institution's culture.

What are the goals of key performance indicators?

- To assist the educational institution in determining and measuring its progress towards achieving objectives.
- To provide reliable information about the nature and top performance of the educational institution.
- To enable the institution to compare its work with other institutions.
- To aid in the process of monitoring performance and developing the institution.

The methodology for developing key performance indicators for UKZ

The Quality Assurance and Assessment Council, during the drafting of this document, relied on the 2023-2028 Strategic Plan, which is based on the Statute and the entirety of regulations and other supportive materials

The 2023-2028 Strategic Plan of UKZ has defined five strategic objectives as the basis upon which the University will achieve its vision during this period. These strategic objectives serve as guidelines leading to the realization of the vision, while to operationalize them, specific objectives have been outlined within each strategic objective. To clarify and make them tangible, they have been specified into indicators that demonstrate the expectations for each specific objective. The specific activities for each indicator will be detailed in the annual work plans

THE MAIN PERFORMANCE INDICATORS

1. Providing quality study programs in line with market demands and social development

Over the next five years, the university will focus on developing new, applied, and academic study programs, as well as enhancing the quality aspects and dimensions of existing programs. Within the development of new applied programs, the university will target fields in digital technology and address the employment sector's demands both regionally and beyond. Concerning the enhancement of existing program quality, the university will aim to strengthen existing quality mechanisms and enhance the capacity of academic staff implementing these programs. Regarding the increase in the number of programs, the university will also work on expanding the academic staff in line with the need for opening new programs and ensuring quality implementation. Moreover, a new practice will involve program assessment twice during the implementation cycle

1.1 Developing new programs in the field of applied and academic sciences, including STEM (Science, Technology, Engineering, and Mathematics).

1.1.1. Develop and accredit at least two new programs in the field of computer science, including artificial intelligence.

1.1.2 Develop at least 3 innovative new academic programs tailored to meet the needs of university development and student interests

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. Implementing program assessment practices twice during the implementation cycle, involving students, staff, graduates, advisory boards, and other relevant parties.

1.3.2. Drafting improvement plans for the implementation of study programs.

1.4. Development and implementation of personnel policies to enhance the quality of studies

1.4.1. Opening job competitions for academic staff following an analysis of the need for new program openings.

1.4.2. Increasing academic staff by at least 20 individuals.

1.5. Development of academic staff capacities for quality teaching

1.5.1. Organizing training sessions and seminars for all academic staff on advanced teaching methodologies, research, and the English language.

1.5.2. Strengthening and digitizing the academic staff performance evaluation system, encouraging self-assessment

2.6Ensuring the connection of study programs with the job market and societal needs

1.6.1 Conducting surveys and other consultations with the job market every two years to address market needs and satisfaction with graduated students.

1.6.2 Incorporating insights derived from consultations with the job market into program reviews and during reaccreditation

2. Development of scientific activity for the improvement of study quality and innovation

In the upcoming period, the university has set the advancement of scientific activity as a developmental objective. Several structural and content-oriented dimensions are envisioned to be addressed. The development of science within the University "Kadri Zeka" aims to be established not only in the function of improving study quality but also in the university's contribution to the field of innovation and development. As part of achieving this strategic objective, the university considers the establishment of structures – founding research institutes – to advance scientific work and the development of mechanisms to support academic research.

As a prerequisite for increasing scientific productivity, the university will work towards providing students and staff access to quality databases like Elsevier, as well as access to anti-plagiarism software. Moreover, there will be a redefinition of the university's requirements for the nature and quality of scientific work to enhance both the volume and quality of scientific output. As part of these mechanisms, the university will provide supportive tools for staff, including funding for quality scientific publications and a scientific project for academic units.

2.1 Establishment of Research Institutes within Academic Units

2.1.1 Establishing and operationalizing at least two institutes within the university based on internal regulations.

2.1.2 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 orienting plan at the university level.

2.2.2 Each academic unit organizes research teams in respective fields, aiming for interdisciplinary teams and connection with institutional work.

2.3 Development of Mechanisms for Advancing Personnel's Scientific Work

2.3.1 The university establishes an annual science fund to incentivize scientific work.

2.3.2 At least two scientific publications of academic staff are financed for publications in SCOPUS and Web of Science databases.

2.3.3 Financing the participation of at least one academic staff in an international scientific conference annually based on centrally determined criteria.

2.3.4 The university funds at least one project per academic unit annually from the annual fund.

2.3.5 Providing access to EBSCO and ScienceDirect databases for staff and students.

2.3.6 Ensuring access to anti-plagiarism software for staff and students.

2.3.7 Redefining requirements for recruitment and advancement of academic staff.

2.4 Increasing Participation in National and EU Science Funds

2.4.1 Each academic unit submits at least one project application annually to local funds.

2.4.2 The university participates in at least 3 applications in the Horizon program.

2.5 Promotion of the University's Scientific Work

2.5.1 Organizing the annual scientific conference.

2.5.2 University participation in organizing at least one local and regional conference with other partners.

2.5.3 Developing criteria and awarding the Scientist of the Year prize.

3.Internationalization as an element of internal development

The "Kadri Zeka" University, based on its experience in participating in international projects such as Erasmus Plus, foresees advancing international cooperation further. To increase international activity, the university plans to offer courses and programs in the English language to become a full partner in exchanges with European universities. Therefore, the aim is to attract more students and staff to the university while concurrently increasing the number of students and staff going to European universities. On the other hand, internationalization will also encompass participating in European development and scientific projects, as well as enhancing the university's performance in ranking platforms like 'webometrics.'

3.1 Increase in student and staff mobility

3.1.1 Signing at least 20 new cooperation agreements for staff and student exchanges.
3.1.2 Increasing UKZ staff and student mobility by 30 percent.
3.1.3 Accepting at least 10 students from abroad annually.

3.1.4 Organizing an annual summer university with the participation of students from outside Kosovo.

3.1.5 Development of a website in English.

3.2 Development of English-taught courses

3.2.1 Offering at least 10 bachelor and master courses in English.

3.2.2 Offering a master's program in English.

3.3 Enhancement of the university's performance in international comparability

3.3.1 Achieving a 30 percent increase in the 'webometrics' ranking.

3.4 Increase in the university's participation in international projects aimed at university development

3.4.1 Increasing participation in Erasmus projects by 20 percent and submitting at least one application per year as a coordinator.

3.5 University membership in at least 5 international associations in various fields

3.5.1 Increasing membership in international associations.

3.6 Joint Master's and PhD programs

3.6.1 Offering at least one joint master's or PhD program with a European or US university.

3.7 Capacity development for international projects and collaboration

3.7.1 Employing at least two individuals in the international cooperation office for project development and management.

3.7.2 Organizing a training program for the development and management of scientific and developmental projects.

4. Creating Infrastructure for Quality Teaching

The university aims to expand its current space and create a more modern learning environment by developing laboratories and necessary facilities for implementing existing and new programs. Over the next five years, the goal is to build a new university campus. Meanwhile, efforts will be made to enrich the facilities with contemporary teaching equipment and STEM laboratories.

4.1 Expansion of learning and working spaces to reflect modern learning environments;

4.2 Construction of the new university campus.

4.2.1 Expansion of the existing campus.

4.2.2 Renovation of existing spaces

4.3 Establishment of an office for space management at the university

4.3.1 Employment of staff in the space management office at the university.

4.3.2 Development of regulations for space management at the university for maintenance, expansion, construction, and equipment.

4.4 Ensuring contemporary technology for quality teaching

4.4.1 Equipping technology laboratories.

4.4.2 Equipping STEM laboratories.

5. Development of Effective Managerial Practices

Aligned with the university's aims and vision, the development of managerial practices and adequate mechanisms to serve the academic staff and students are essential for ensuring quality and innovative actions and services. In the dimension of working with students, the university aims to open psycho-social support services for students and strengthen their role in university life. As for academic staff, the establishment of a center for teaching excellence is aimed to provide opportunities for their professional development. In the quality assurance field, the university aims to strengthen the implementation of internal quality assurance mechanisms by analyzing and reviewing its own activities such as administrative services, student experience during studies, academic staff's research activities, international activities, etc. Strengthening these quality assurance instruments is envisioned to enable the implementation of identified necessary changes and the formulation of improvement plans based on lessons learned from analyses and evaluations through the current quality assurance system. To achieve this and as a response to such analyses, efforts are directed toward enhancing the administration's capacity for professional services and the academic staff for higher quality teaching and engagement in research. At a more generic level, the university will review existing regulations to enable the

university's development in the desired direction, and regulations for the digital management of processes and teaching will also be installed.

5.1 Harmonizing University and Faculty Regulations with Developmental Requirements

5.1.1 Reviewing academic and administrative staff performance management regulations.

5.1.2 Reviewing regulations for the selection, reselection, and advancement of academic staff to reflect improvements in the quality and quantity of scientific productivity and teaching quality.

5.1.3 Reviewing other regulations such as those for institutes, editorial boards, etc.

5.2 Development of Regulations and Digitalization Processes in Management and Teaching

5.2.1 Developing the concept of administrative and teaching process digitalization.

5.2.2 Advancing current student and teaching management systems.

5.3 Strengthening the Implementation of Internal Quality Assurance Mechanisms

5.3.1 Formulating annual plans for the implementation of quality assurance instruments such as course evaluation, administration assessment, scientific work evaluation, etc.

5.3.2 Academic and organizational units reflect findings from quality assurance assessments for improvements in decisions, work plans, etc.

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5.4.1 Establishment of student professional associations.

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