



STRATEGIC DEVELOPMENT PLAN 2020-2024

Prishtina, January 2020

INTRODUCTION

The process of drafting the strategic plan

The Strategic Plan for the development of College of Applied Technical Sciences “Tempulli” (hereinafter ‘Tempulli’) for the years 2020-2024 has been drafted through a process of extensive participation of staff, students, strategic partners and expertise available in Kosovo. The design process was led by the senior management of Tempulli who for this purpose created a Coordination Group with representation from the Board (one member), management (one member), staff (one member) and the Student Council (one member). In addition to the coordination group, Tempulli has also organized a planning group, which included all full-time staff members at Tempulli, key industry partner representatives and six members of the Student Council. Tempulli also hired two accreditation experts to review the documents (to see compliance with the Accreditation Manual), and one strategic planning expert to moderate planning sessions and to collect and organize materials written by group members.

The Coordination Group held six coordination meetings with team representatives and engaged experts. The broad planning group held five planning workshops during which the following actions were carried out:

Workshop 1: Assessment of the situation through SWOT analysis

Workshop 2: Defining areas of intervention, vision, mission and strategic objectives

Workshop 3: Defining intervention measures according to strategic objectives (strategic planning)

Workshop 4: Drafting an action plan for the Strategy and costing of activities

Workshop 5: Design of Performance Assessment Framework, Risk Assessment and Prevention Framework, and Communication Plan.

In the end, the finalized plan was sent to the members of the working groups for final review, approved by the Steering Committee and sent for translation.

The Strategic Plan 2020 - 2024 outlines Tempulli’s development vision for the next five years. The plan is fully in line with the Legal Framework and the accreditation framework in force in Kosovo. The next development period includes fundamental improvements that will define and consolidate Tempulli's place in the Kosovo professional higher education scene. During this period, it is foreseen to move to the new facility, strengthen cooperation with local and international partners and institutions, advance administration and digitized services, improve the quality and inclusion of students in a larger number of educational services in sciences, applied vocational higher education, community services, traffic expertise, short skill-building courses, and attractive study programs.

Situation Analysis

Description of the current state of affairs (background, statistics, accreditations, values and principles, description of SWOT analysis)

Background and statistics

Tempulli was established in 1992 as a center for training and education of young candidates for car drivers. As a result of commitment and market needs, Tempulli has been grown and developed, so now it includes academic and professional programs.

The first academic year for studies of Level 6 NQF/Bachelor started in academic year 2001/2002 and continued for many years; it continued with studies of Level 7 NQF/Master as of academic year 2007/2008, it further continued in the specific field of technical sciences with the focus on traffic and transport.

Kosovo has been experiencing uneasy transition and transformation processes in last decades. This difficult and demanding process affected all sectors of life, including education. The basis of this change is also the economic system, going from centralized one to the free market economy. These two closely- related components continue to be the incentive that, in one hand guides our work towards provision of qualitative education programs focusing on preparation of student for positioning in the career, and on the other hand, to build a career related to development of market economy.

The image of Tempulli can be 'read' in the logo that contains in itself: background, grandiosity, arts, culture, inclusion, knowledge and challenges of the time.

The background of Tempulli is similar due to the challenges in the field of science and profession that it resisted during the years of its development as the first higher education private institution, as of its establishment. Therefore, as is the case when one starts any activity, the challenges were enormous, because regardless the commitment of all of us and awareness of what is ahead of us, starting from the founder and the creator of this project, Professor Arif Krasniqi, administration and all others including the students. In addition, there were prejudices of civil society on how we can manage, since we were the first ones to start something more different that we couldn't even imagine, the possibility of organizing studies in a private high education institution.

As of our establishment, the advantage of our institution in this aspect was the specific departments- programs in the technical fields, unlike other private institutions that were established later. It was the first time that you could study traffic and transport in Albanian language, since it was unimaginable earlier, unless one did it in foreign languages in the countries in the region.

Continuing work with increased intensification our vision is not only to be the first, but the leaders in technical fields, not only on academic studies, but also professional, including CPD (Center for Professional Development) and the Institute of Road Safety and Transport Research.

Tempulli understands that the existence of a large number of colleges in Kosovo that are carriers of the high education mean that they need and should promote original and unique pieces of work. Thus, the College considered the experts 'recommendations and will establish more effective mechanisms for accountability, believing that this, along with suggestions and criticisms, help the College to further improve the quality in high education institutions, particularly of Tempulli¹.

The main role of Tempulli is organizing, promoting and supporting human and financial resources in the field of traffic and transport, and beyond, by taking the leadership role in making citizens aware on the traffic rules and their importance for life with dignity and as a contributing member of society. Furthermore, we show the participation and work in this regard in the annex of this document. For many years, within the framework of community services, Tempulli in cooperation with the MEST (Ministry of Education, Science and Technology) organize lectures at schools on enforcement of rules on road safety and consequences of road accidents. This commitment of the Tempulli's staff is carried out on voluntary basis. In 2019, there was a project for implementing the measures defined in the Prishtina city sustainable urban mobility plan, in the neighborhood of Dardania (the project is under implementation).

Right after its establishment, Tempulli paid special attention to cooperation with businesses, in which students did the professional internship. Therefore, Tempulli established the Partners Council from Industry which will function as a body for innovation and entrepreneurship (CIE), which consists of members of institutions and businesses that it cooperates with. Through the Partners Council, Tempulli will promote more interactions with the business and industry, including continuous professional development, associative research, advising, licensing. The focus will also be work with partnership and development of innovative skills and services to incite the increase of economic sustainability.

Tempulli has previously carried out, and is currently implementing the second agreement of, Project Erasmus+ in cooperation with UT Dresden and Tallin University.

Tempulli had paid special attention to initiatives by following and taking active role in taking part in projects related to Institution's development, particularly the quality of its teaching programs. As of 2013, within the framework of community services, every year, Tempulli leads the National Project "Road Safety" that has been developed together in cooperation with partners of the Kosovo Forum on Road Safety and with the MEST; Kosovo Police and the Kosovo Motorizing Association AMRKS. Through this project students of all group ages and all communities shall be offered lectures and extra-curricular activities with the topic on enforcing the rules of road movement and consequences of traffic accidents. There are three scientific researches made with 7168 students in 83 elementary schools throughout the country. The personnel of Tempulli conducted this activity on voluntary basis.

¹ Council of Europe Assessment Report, "Baseline Assessment of the Integrity of Higher Education in Kosovo"; Council of Europe, 2017; Published in the framework of the Project "Strengthening Integrity and Fighting Corruption in Higher Education"

	ASSESSING STUDENTS' KNOWLEDGE REGARDING TRAFFIC RULES AND SIGNS	IDENTIFYING KEY FACTORS AFFECTING THE SAFETY OF STUDENTS ON THE ROAD	ACCIDENT CAUSES FROM A STUDENTS' PERSPECTIVE	
	2013	2016	2017	TOTAL
SCHOOL	40	20	23	83
STUDENTS	2210	1267	3691	7168

In addition, in 2019 Tempulli, namely the Institute for Road Safety and Research on Transport implemented important projects related to road safety and mobility of citizens when they are traffic users. The project for facilitating mobility was carried out, together with measures envisaged in implementation of the neighborhood of Dardania, Prishtina. As of autumn 2019, Sustainable Urban Mobility Plans are being drafted for four municipalities of Kosovo (Podujevë, Gjilan, Ferizaj and Graçanica). The project is being implemented with the Kosovo Municipalities Association, supported by GTZ.

After the study visit of students of Tempulli in the University of Durrës in Albania (24.05.2010-26.05.2010), and the University of Zagreb, Croatia (19.09.2016-25.09.2016) the activities on student mobility were conducted in that spirit.

There were continuous other agreements reached on the mobility of students and teaching personnel. Such agreements were achieved with the Technical University of Berlin, Dresden and Freiburg, Germany, with the University of Žilina in the Slovak Republic and with the Technological University of Tallinn, Estonia.

- **Student mobility from Tempulli at TU Dresden**
Liridon Vranovci (academic year 2018/2019, winter semester;
(dates: 08.10.2018-03.02.2019)
- **Student mobility from TU Dresden at Tempulli**
Christopher Beyer (date: 28.06.2018-16.09.2018)
Alexander Besrutschko (date: 09.12.2019-30.12.2019)
- **Mobility of teaching staff from Tempulli in TU Dresden**
Muhamed Krasniqi, Naim Çitaku, Fitim Shala, Gëzim Hoxha, Visar Baxhuku
- **Mobility of teaching staff from TU Dresden at Tempulli**

Eric Schoene, Robert-Alexander Schëegler, Martin Sommer, Juliane Martin, Matthias Rohrbach

- **Mobility of teaching staff from Tempulli at TU Freiberg**
Rrezarta Çitaku
- **Mobility of teaching staff from Tallinn University of Technology at Tempulli**
Anton Pashkevich (23.09.2019-13.10.2019)

Tempulli had paid special attention to initiatives by following and taking active role in taking part in projects related to Institution's development, particularly the quality of its teaching programs. For more information on this please look up the annex of this document.

In our vision, professional education and training aims to meet the following criteria:

- *Increase of quality standards;*
- *Improving study programs for the purpose of creating abilities to be able "to do"*

Strengthening of guidance to students towards market, so that, with the potential of their abilities they can be owners and managers, thus, making impact in country's economic development;

- *Multiple professional competences;*
- *Expansion of education towards wide specializations and development of new forms of education;*
- *Ensuring education and organizational infrastructure;*
- *Strengthening academic, professional, social and ethical competences of education.*

Studies in Tempulli are organized in two study cycles:

Bachelor (3 years), Master of Sciences and Professional Master (2 years).

Development and assurance of quality in teaching and learning is one of the main objectives of Tempulli, which is the leading institution with the longest tradition in the country.

Accreditation

Starting from the first accreditation dated 18 December 2001 issued by the Department of Education, Science and Technology of the United Nations Mission in Kosovo –UNMIK, Tempulli has continuously been equipped with institutional licenses, accreditations and programs (national and international). Due to the inability to cover with PhD title all study programs accredited in 2015, the State Quality Council, in its 58th meeting held on 23.07.2018, decided to withdraw the accreditation for some study programs. Therefore, the following are the study programs that are currently offered by the Tempulli:

- Traffic engineering and Road Transport – Level 6 pursuant to NQF.

Education in the first cycle of higher education at Tempulli aims to create specialists of the academic and professional programs and training specialists, such as the ones on traffic management; increase of traffic safety and communication skills (by study programs), ready to respond to the labor market with the formula "know to do it", for the purpose of ensuring them a good professional level, to be credible and competent,

to address scientific and technical solutions of many fast-occurring problems, which are caused by the development of the national economy in this important sector.

Due to the inability to cover with relevant staff (professors with a PhD degree) all study programs that were accredited until 2015, the State Council of Quality (SCQ) at its 58th meeting held on 23.07.2018 made a decision to withdraw accreditation of some study programs in some HEIs, including Tempulli.

In October 2018 Tempulli has applied in the KAA for accreditation of the following five (5) study programs:

- Management and Economy of Transport – Level 6 NQF;
- Applied Computer Engineering - Level 6 NQF;
- Transport Engineering and Road Infrastructure - Level 6 NQF;
- Energy, Efficiency and Environment - Level 6 NQF;
- Traffic Engineering and Road Safety - Level 7 NQF;

After reviewing the application, the SCQ decided to approve for entering into the accreditation process only the following three study programs:

- Transport Engineering and Road Infrastructure - Level 6 NQF;
- Energy, Efficiency and Environment - Level 6 NQF;
- Traffic Engineering and Road Safety - Level 7 NQF;

Following the ET's last visit to Tempulli on 16 May 2019, in the frame of external evaluation for institutional and program accreditation, the SCQ has rejected the institutional accreditation for Tempulli and for the study program me Energy, Efficiency and Environment - Level 6 NQF. At the same meeting SCQ has accredited two study programs (bachelor and master) until 30.09.2022, as follows:

- Transport Engineering and Road Infrastructure, BSc – Level 6 NQF;
- Traffic Engineering and Road Safety, MSc – Level 7 NQF;

Currently, Tempulli (for second- and third-year Bachelor students) is offering the study program:

- Traffic Engineering and Road Transport – Level 6 NQF;

There are 1102 students enrolled so far, of whom 515 have graduated and 587 are in the process or still have student status. This year, in addition to the institutional accreditation, the following three professional programs are also in the process of accreditation, which are planned to be offered (after accreditation) for students as early as the new academic year 2020/2021:

- Insurance and Handling of Damages, BA – Level 6 NQF;
- Applied Geology and the Environment, BA – Level 6 NQF;
- Energy Efficiency, BA – Level 6 NQF.

In addition to the academic programs within Tempulli, since 2006 there is also the **Center for Professional Development (CPD)**, where training programs, training and professional certifications are developed with

programs evaluated by national and international experts and authorized by relevant governmental institutions.

Table no. 1. Driving Instructors Program

Training	Period	Period	Period	
	2013 - 2015	2015 - 2017	2017 - 2019	
	Number of Candidates	Number of Candidates	Number of Candidates	
Professional Competence for Goods Transport and Passengers Transport Drivers CPD-D	274	231	138	2
Transport of Dangerous Goods by Road ADR	12	54	43	815
Professional Competence for Manager of Transport Operator CPC-M	38	20	14	56
Total	324	305	195	2
Total	1.850			

Table no. 2. Professional training in transport

Training	Period	Period	Period	Period
	2006 - 2007	2007 - 2011	2011 - 2016	2016 - 2019
	Number of Candidates	Number of Candidates	Number of Candidates	Number of Candidates
Driving Instructors Category A	/	2	/	/
Driving Instructors Category B	276	254	176	109
Driving Instructors Category C	21	27	8	/
Driving Instructors Category D	/	2	/	/
Total	297	285	284	109

Table no. 3. Driving School Candidates

Training	Period	Period	Period	
	1965- 1999	2002 - 2003	2002 - 2006	
	Number of Candidates	Number of Candidates	Number of Candidates	
Candidate Category A	/	9	1	643
Candidate Category B	506	300	808	109
Candidate Category C	116	7	19	72
Total	622	316	829	824
Total	1.648			

Table no. 4. Driving Examiner

Training	Period 2010 - 2016
Driving Examiner	Number of Candidates
Total	115

In addition to the academic programs, since 2006 Tempulli College has established the Center for Professional Development (CPD), where training programs (table no. 1, 2, 3 and 4), training activities and professional certifications are organized within programs evaluated by local and international experts and authorized by relevant government institutions.

Training programs are:

- Road Traffic – Level 4 NQF;
- Drivers Instructor – Level 5 NQF;
- Transport of Dangerous Goods (means) by Air DGR;
- Transport of Dangerous Goods (means) by Road ADR;
- Transport of Dangerous Goods (means) by Rail RID;
- Training of Safety Advisors for Transportation of ADR and RID;
- Cargo Safety;
- Professional Competence for Passenger Transport Driver CPC-D;
- Professional Competence for Goods Transport Driver CPC-D;
- Professional Competence for Manager of Transport Operator CPC-M;
- Inspector in Vehicle Technical Control Centers;
- Rules and usage of Digital Tachographs;
- Training on Driving – Driving school;
- Seminars for Drivers – instructors;
- Seminars for Examiners, Lecturers and Administration Employees in Driving Schools;
- Training safe Driving on ECP-Driving;
- Drivers of Cars, Taxis and Vans;
- Crane, Hoist and related Plant Operators;
- Lift Truck Operators.

Depending on the program content and duration of these trainings the candidates are provided with CONFIRMATIONS, CERTIFICATES AND DIPLOMAS.

CPD professional programs are accredited by national and international institutions, such as the National Qualifications Authority (NQA), The Chartered Institute for Logistics and Transport (CILT) and International Road Union (IRU) Academy. Some of these trainings are commissioned and developed under the Agreements with the Ministry of Infrastructure and Environment (MIE) from 2006 and 2010.

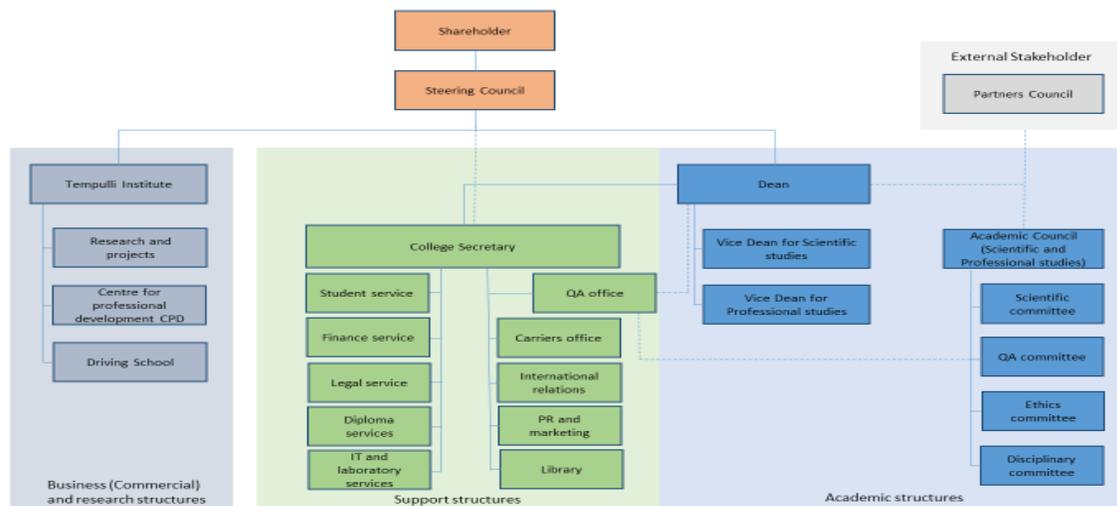
Master Education

Education in Master programs fulfills the second university cycle and continues as defined above. This education ensures a higher competence of specialization in public and private sectors of research and intellectual creativity. For the purpose of accomplishing this, the second cycle study in Tempulli will be combined between theoretical and practical aspects. The combination is in line with the demand of the labor

market and ensures elasticity and flexibility. Certainly, theoretical preparation, combined with the practical one in the Master program, ensures a higher level of knowledge than in Bachelor, and even, a completely new theoretical formation, which is necessary for the labor market with qualitative staff, able to have an effective positioning in the labor market.

Structure of Tempulli

Organizational structure of Tempulli is defined in its Statute and it is in full line with competences defined in the Law of Higher Education in Kosovo. As of 2001, this structure has been continuously updated vis a vis legal amendments and supplementations, and the ones that are a result of continuous internal and external review, as well as recommendations of external experts.



Organizational structure of Tempulli is also shown in the organizational chart, which is an integral part of this strategy. The following are the organizational structures:

Organization of the Tempulli is based on three main pillars:

- Academic Structure;
- Supporting Structure;
- Research and commercial structure

Academic organization in Tempulli includes offices/services, as below:

- Academic Council;
- Dean;
- Vice-Deans;
- Quality Assurance Office;
- Committees.

Organization of supporting structure in the Tempulli include the following offices/services:

- General Secretary;
- Quality Assurance Office (administratively);
- Office of Career;

- d) Students 'Service;
- e) Legal and Financial Service;
- f) Degrees' Service;
- g) IT and laboratory service;
- h) International relations;
- i) Public relations and marketing;
- j) Library.

Organization of research and business (commercial) structures in the Tempulli include the following offices/services:

- a) Institute;
- b) Research and projects;
- c) Professional Development Centers;
- d) Driving school.

SWOT Analysis Results

Strengths

Work tradition and culture

Tempulli takes pride in being the oldest institution of non-public higher education, with an experience of 30 years in the field of vocational education and applied sciences. During this period, we left important traces in the field of traffic safety and transport in Kosovo and beyond in the region. In addition, Tempulli has established a work culture that is characterized by the constructive cooperation, democratic management, continuous and individual support to students, and so on. Furthermore, Tempulli has continuously build a visionary approach with a clear mission that **Quality** is what an institution needs in order to have a good performance **of the student for integration** in the labor market as well as to the country for **competent staff** in order to lead state-building and integration processes.

For years, Tempulli paid special attention in building ethical integrity by understanding relations between positive ethical principles and quality of education. Based on that, the Tempulli works continuously and closely with students and the staff in order to fight corruption in the College, by establishing effective mechanisms that, first of all, enables and incites reporting of such cases.

The following are some of the findings of analysis of the situation in the work culture:

- ✓ Tradition in the College to have the new approach of studying by the youth, with the one of combining of educational programs with academic and vocational teaching;
- ✓ Constructive and inciting climate of cooperation professor-teacher;
- ✓ Academic and professional staff with adequate qualifications;
- ✓ Modern laboratories for practical part and necessary audio-visual equipment for the teaching process.

Cooperation and Research

During three decades of its operation, Tempulli worked continuously to model the attitude of cooperation, understanding and mutual support with other institutions of the high education in the country and abroad, with authorities and community. This was not easy at all due to the competition, which was often disloyal, and difficulties in communication with Kosovo authority. However, Tempulli stayed on its path of cooperation. As a result of that, Tempulli has many successes, including:

- ✓ Organization of national and international conferences (annual conferences as of 2013);
- ✓ Participation in international conferences;
- ✓ Membership in international organizations for road safety;

- ✓ Considerable agreement cooperation with various national and international organizations in the field of traffic and transport, including students 'exchange;
- ✓ Organization of expertise;
- ✓ Organization of research in cooperation with other institutions (education, safety, emergencies).

Relevance of programs and qualifications

Despite considerable difficulties, Tempulli created a work culture that is being developed in line with new criteria for adequate vocational education and training, thus, we are witness of quality products in the labor market and economic development of the country.

As a result of our activity, we are assured and we believe that quality is the key and focus of our work, in the fields that have lack of staff, such as traffic, transport, insurance, environment, geology and energy. Based on that, we assure you that all energy of our work will be dedicated to provision of programs, comparable with the European Union, programs with scientific, educational and training content. As a result of that, Tempulli has succeeded to implement a high level of employment of the graduates, affected in the increase of traffic safety in Kosovo. The following achievements have been identified in the field of relevance for the market and society:

- ✓ Provision of relevant qualifications and skills for the labor market in the field of traffic and transport;
- ✓ High rate of employment of graduates;
- ✓ Benefit of the community due to provision of well-prepared personnel for the labor market, and awareness of citizens through campaigns on the importance of complying with traffic signs;
- ✓ Specific fields and profiles of studying;
- ✓ Regular activities for increase of road safety in the regional and national level.

Weaknesses and challenges

During the strategic planning process, the personnel and partners of the Tempulli have worked systematically in identifying weaknesses and challenges, which hindered a more successful operation of the College. This part of assessment of the current state of affairs was given more special attention in order to identify all weaknesses and deficiencies in order to overcome them, and furthermore, to transform them into success. We have structured the difficulties of operation of organization in some groups, so that we can transform them into objectives for improving the situation. Our analysis have shown that the biggest difficulties in operation of the College were in the field of (i) regulations/procedures, (ii) organization of internal communication, and (iii) in cooperation with the industry and community.

(i) Regulations/procedures

Findings of SWOT analysis have matched to a considerable extent with recommendations of external examiners in the field of regulations and procedures. Tempulli has immediately developed a work plan to overcome the difficulties. Part of this plan was also the critical assessment of the situation. Initially, a check list of all regulations necessary for an optimal operation of the institution was developed, leading to consideration of difficulties. The analysis of the current state found challenges in the field of implementation of the existing regulations. Findings of assessment of the state of affairs are useful to take measures in drafting relevant regulations and development of procedures/instructions to ensure their full implementation. During SWOT the difficulties included the following:

- ✓ Absence of harmonized regulations and procedures;
- ✓ Absence of the system for collection of information on trends of the labor market;
- ✓ Absence of regulation and its implementation in defining the mobilities and subsequent actions;
- ✓ Infrastructure and parking;
- ✓ Absence of an information system for students.

(ii) Internal Communication and organization

The second group of internal difficulties and challenges included the field of internal communication and organization. This was mainly related to implementation of regulation, unclear assignment of responsibilities and tasks, and difficulties in communication between the management of teachers (but also teachers with students). Centralizing responsibilities, absence of transparency and functional accountability were other fields that were identified as fields that need intervention for improvement. The following fields are some of the difficulties in internal operation of the organization – Tempulli College:

- ✓ Insufficient implementation of regulations and internal procedures by the personnel;
- ✓ Ambiguity among the roles and responsibilities of various segments and levels of management of administration;
- ✓ Insufficient decentralization in operation of College;
- ✓ Problems in communication and interaction between the management-professors and students;
- ✓ Lack of transparency and participation in allocation of funds – absence of system for allocation of money;
- ✓ Absence of operational accountability in the college, and
- ✓ Absence of a mentoring system

(iii) Cooperation with the industry and community

SWOT Analysis that was very carefully developed, provided important orientations for further functioning of the College. We understood that the relevance of programs and cooperation with the industry and community have a decisive role in the success of Tempulli for the labor market and sectors covered by Tempulli. Although Tempulli paid more attention to the relevance of programs during the current period, more remains to be done in these two fields. Identified difficulties and challenges, which we will convert into objectives and measures include:

- ✓ Inadequate inclusion of industry in operation of the college;
- ✓ Absence of cooperation between Tempulli and HEI in Kosovo and the region in the field of quality assurance;
- ✓ Lack of budget and more aggressive practices for public relation and marketing;
- ✓ Absence of review of programs in line with market needs;
- ✓ Insufficient operation of the Career Centre;
- ✓ Absence of implementation of practical work as defined by norms.

Opportunities

Opportunities have to do with the external dimension of Tempulli College's operation. They come as general positive trends in the external context, which may offer possibilities to carry out College's activity in its sphere. They are mainly funds (grants) and national and international programs in the sector of high education.

National and international funds and programs

This field has to do mainly with cooperation opportunities in the framework of European programs (such as Erasmus Plus and Horizon), but also with various national calls for grants in various fields. Mobilities of students and personnel with international institution is an ever increasingly possibility that is being opened on this field. Regardless of numerous difficulties, the opportunities being opened to high education institutions are being increased, and as such, heavily used by them – including Tempulli. Recently, Tempulli was very active in applying for international projects, together with HEIs partners in the country as well as abroad. These external opportunities include also the following:

- ✓ Opportunities for students' mobility;
- ✓ Mobility of international programs;
- ✓ International projects and funds in the field of high education;
- ✓ Scientific and professional cooperation with relevant national and international institutions;
- ✓ Presentation and implementation of concrete projects in practice, which are financed by national and international institutions.

Cooperation with national partners in the scope of Tempulli

Cooperation with community and industry is another insufficiently used opportunity, but with a great chance to have impact on the performance of the institution. As an institution that mainly offers professional and applied programs, Tempulli should focus more on cooperation with industry and partners from the community. During SWOT analysis, opportunities were identified, but these opportunities were converted into measures for development of institution during strategic planning. SWOT analysis identified the following opportunities in the field of national and international partnerships:

- ✓ Implementation of the urban mobility plan;
- ✓ Cooperation at local and national level to implement internship of students;
- ✓ Meeting market needs for vocational and scientific training, including professional training on certain professions from the field of traffic and transport;
- ✓ Organizing awareness campaigns at high schools (throughout Kosovo) on the opportunity and need for teaching professional and specialized programs, such as these offered by Tempulli;
- ✓ Expansion of new profiles from the field of traffic and transport.

Threats

During situation analysis there was a serious consideration of threats for Tempulli from the external environment. The Analysis has shown that the external environment is very unpredictable with frequent changes that have long-term consequences both, for the College, as well as for the high education system. For example, dismissal of the State Council of Quality in 2017, inability to approve the new legal framework for high education, absence of a standardized approach among external evaluators, and alike. All these made it extremely difficult and harmed the operation of Tempulli College during last three years. It was precisely due to these reasons that during this process of strategic planning, Tempulli College decided to pay a special section of evaluation/identification and prevention/tackling the identified risks (see Risk Assessment Framework). For the purpose of planning facilitation, the threats were organized in three groups: (i) Unpredictable and Unsupportive Institutional context, (ii) General Economic Conditions and (iii) Prejudices to Private Institutions

(i) Unpredictable and unsupportive legal and institutional context

This segment has damaged extremely hard Tempulli College during the last two-year period. During that period, it was very hard to decide how to respond to the changes that happened in the scene of high education in Kosovo. The relevant MEST's administrative instruction was amended three times with decisive provisions for Tempulli; the Director of KAC was replaced three times; Two times the criteria and standards were amended without involvement of Tempulli; the new Law on High Education was not approved, nor the announced Law on Accreditation, etc. Criteria and standards were amended and implemented without a rule and systematic approach. In more concrete terms, the following shows the external challenges identified by the working group:

- ✓ MEST's unpredictable legal framework;

- ✓ Frequent amendment of the Law on High Education and the need for harmonization and completion of legal framework on high education, and performance-based financing of high education;
- ✓ KAC – frequent changes of criteria and standards as well as the lack of expertise in specific fields;
- ✓ Losing accreditation for some programs;
- ✓ The failure to have institutional accreditation of Tempulli;
- ✓ Frequent elections and the failure to functionalize state authorities;
- ✓ The failure to prepare relevant new standards and criteria for accreditation; and
- ✓ The lack of expertise in profiles of Tempulli (technical sphere)

Difficult economic conditions in Kosovo

Kosovo continues to be one of the most underdeveloped countries in Europe, with an under-developed economy and high unemployment rate. This resulted in intensified emigration of population from Kosovo to European developed countries, thus, affecting the purchasing power of the population. Both these segments, as well as the inability of the population to attend studies in private institutions such as Tempulli. In the meantime, the lack of finances lead to lowering prices for studying in the private high education, and that made Tempulli to have limited resources to ensure the desired quality due to the limiting of income. Limited number of jobs and abuses during employment in public sector lead to limiting the employment opportunities of the graduates in Tempulli in relevant jobs. Consequently, it was concluded that economic context should be addressed separate from the Tempulli's strategy. The following are part of external factors and phenomena that pose a threat:

- ✓ Limited opportunities for mobilities (visas, language, finances);
- ✓ Discontinuations in operation of KAC;
- ✓ Unsatisfactory level of students accepted from secondary schools;
- ✓ Absence of a national program to build expertise in specific fields;
- ✓ Immigration of population, particularly young generations;
- ✓ Disproportionate **technological developments** among the countries in the region and the developed ones;
- ✓ Leaving of qualified people from Kosovo.

Prejudices to private institutions

An important component of external environment of Tempulli in the high education sector in Kosovo is the unequal treatment of private sector with educational authorities and communities in general. For example, the status of 'university' is allowed only for public institutions; in reality, promotion of academic personnel is possible only for public institutions; academic titles of public institutions apply to private ones, but the

opposite way doesn't happen; students of private institutions are either not admitted at all, or very seldom to continue studies in public institutions, the graduates from private institutions are ignored and discriminated during employment process in the public sector, and so on. This made it quite hard for operation of Tempulli. The following include the problems of this field that were identified during the strategic planning:

- ✓ Prejudices to private education in Kosovo;
- ✓ Abuses during employment in public institutions;
- ✓ Non-employment of graduated students;
- ✓ Non-loyal competition in allocating grants and subsidies for research and projects;
- ✓ Unconstructive approach of educational authorities against certain private HEIs;
- ✓ The lack of fair competition among HEI private institutions;
- ✓ Influence of politics and stakeholders in independent agencies – KAC;
- ✓ Absence of trust-building among the groups of interests, such as: the Ministry of Education, Science and Technology, HEIs, Community, Businesses and students;
- ✓ Lack of support from authorities, and
- ✓ Lack of tradition and trust in the institution.

As noted above, Tempulli worked on a framework of risk assessment and envisaged various strategies on preventing and lowering external threats.

Vision of Tempulli

Tempulli is a distinguished high education institution in the country and the region, with a consolidated image, with multiple international and national cooperation partnerships and programs, the first option for registration for youth and adults in the fields of traffic, transport and renewable energy, which practices the dual system in vocational high education and the most innovative approaches and programs of studying, training, research and expertise in relevant fields.

Tempulli operates in premises with the state-of-the-art technology's equipment, which provide sufficient space and appropriate environment to the personnel, and a student-friendly administration for digitalized work processes.

Mission

Tempulli builds on its positive tradition, organizes teaching (academic and professional programs), expertise, applied research, training and community services for students, and the community in general, in the fields of traffic, transport, insurance, environment, geology and energy for the benefit of economy, employment and development of society.

For this purpose Tempulli applies the following:

- **Highest standards:** Offers continuous qualification and certification of high specialists of various fields as an important life-long development and in harmony with quality standards of level 4, 5, 6 of the National Qualification Framework and relevant European policy.
- **Individualized approach:** Tempulli prepares the development of potential of students by implementing an innovative approach: curricula are applied through an individual program of formation, with is carried out in continuous dialogue with needs, ambitions and professional projects of each student.
- **Cooperative approach:** We offer innovative programs of study, research and vocational training in the specific and fields on demand in Kosovo, focusing on organic cooperation with HEIs, social partners, businesses and industry for the benefit of meeting the national and international market demands.

Values and principles:

Values and principles that are part of our path while coping with current challenges:

- **Respect:** We are committed to respect in all our relations with stakeholders, including relations among the management staff, and the manner of communication with funders and how we offer services to our students.
- **Integrity:** We will earn the trust and respect being fair, honest and impartial; and by being honest and sincere in all our relations and communications with our partners.
- **Inclusion:** We are committed to diversity, equality and opportunities for all. We offer comprehensive and responsible cultural services. We are interested to serve all clients without any discrimination.
- **Perfection and Innovation:** Upgrading Tempulli's infrastructure (new building) we have high expectations, our students and communities, and we will continuously improve the quality of our service. We are open to changes, adaptations and we welcome every initiative coming from the staff, students, or our partners.
- **Use of information and communication technology** and new laboratories.

Fields of intervention:

- Leadership and management: Division of responsibilities; procedures and regulations; organizational chart; finances; development and management of personnel; management of organization; administration; internal communication
- Teaching and quality assurance: Quality assurance system, curricula, internship, academic and professional promotion, teaching methodology, evaluation of students, evaluation by students, QA office.
- Research: scientific projects, integration of research into teaching, expertise, training programs,
- Cooperation and communication: mobility, public relations, internal communication, agreements with HEI, projects in HEI, agreements on internship, industrial boards, promotion, communication strategy, PR office.
- Infrastructure: buildings, premises, inventory and equipment, digitalization, SEMS, laboratories, technology and educational tools.

- Student affairs: student services, students' mobility, office for career, scholarships, and services for performance improvement.

Strategic Objectives

OS 1 Management and leadership:

To ensure effective management processes, that serve to increase performance and promotion of services in Tempulli.

OS 2 Teaching and quality assurance:

Advancement of teaching methodology and processes of quality assurance to improve education services and to form the graduates in such a way that they are able for life and labor market.

OS 3 Research:

Support to initiatives for applied scientific research to serve the quality of studies, academic development of staff, industry and society.

OS 4 Cooperation and communication:

Development of communication and cooperation with local and international entities to promote further the image of the College and to provide new opportunities for study, academic work and community services.

OS 5 Infrastructure and digitalization:

Ensuring better conditions and premises that enable studying, research, socializations for work And study through new premises, modern technologies and laboratories.

OS 6 Student Affairs:

Promotion of services and support to students to improve continuously the performance of students and create an study-enabling environment.

Strategic Plan

In the following, as part of the strategic plan, are presented the strategic objectives and the relevant measures for achieving the objectives in order to accomplish the mission of the college.

Description of Objectives

1. Management and administration
1.1 Procedures and regulations
<p>Development and implementation of the program for amending and supplementing the procedures and regulations. In cooperation with external experts, academic and administrative staff, the representatives of the College's management, the Legal Office shall organize a three-day workshops on drafting the regulations. Work shall be completed in three phases: the first phase is the analysis of experts' reports, needs for new regulations found in the reformation of the College's organizational chart; the second phase of the working group until the presentation of the first draft, and the third phase, several days' workshop in accordance with findings and signing of final version regulations. The procedure that shall be followed to create the first draft shall be a dual system, one taken from external models and the needs and demands found in the report of experts, needs of the college and ideas that link it to the work process. The whole work on creating and elaborating regulations shall be based on legal criteria, i.e. based on EU regulations, the Law on High Education, Statute and the Strategy of the College.</p> <p>Preliminary list of regulations to be drafted:</p> <ul style="list-style-type: none">– Regulation and the instruction on mobilities (both, the staff and students)– Regulation on internship (e.g. training of personnel for implementation of the regulation, performance evaluation...)– Regulations and procedures for PR and marketing– Regulation on allocating grants and funds;– Regulation on motivation of the personnel to participate in the national and international calls for grants and projects– Regulation and instruction on mobilities– Regulation on performance evaluation (student's evaluations are included in the performance evaluation) and other regulations as per the functional review report.
1.2. Hiring legal representatives for defending interests of Tempulli

Description: Legal work is the pillar that leads and defends the activity of Tempulli. On several occasions, the College has been harmed and had no possibility to defend its legal right.

For this purpose, the College shall establish mechanisms and act in full compliance with the legal framework. Strengthening of the role of the legal office in the College, not only for the maintenance of the workflow in the College, but also beyond it.

Activities:

-
- Advertising a job vacancy for employment of an advocate (lawyer) (who specializes in high education matters and who is acquainted with this field)
- Organizing a meeting with stakeholders on the role and responsibilities of the representative of the College’s legal office.
- Participation of the representative of this office at meetings with external representatives.
- Representation of College’s interest in possible contests in courts, ministries, or other places.

1.3. Institutional Consolidation

Description:

In 2019, Tempulli failed to obtain the institutional accreditation. Without dwelling on the reasons for this failure, Tempulli shall work to have institutional consolidation in line with its development vision and with remarks of the external assessment team. The main focus of the consolidation shall be at human resources (qualified personnel); regulations and procedures; and improving work conditions. The consolidation shall be made by outlining the problems found in the report of external expert. Subsequently, a commission shall be established, a consolidation plan shall be drafted, and the establishment of the framework for monitoring and evaluation of the implementation plan. The Working group established for this purpose shall operate in cooperation with all partners and stakeholders.

For this purpose, the following activities shall be undertaken:

- Establishment of an ad-hoc group on institutional consolidation
- Allocation of a fund to support the activity of group:
- Development of a plan for institutional consolidation and accreditation
- Monitoring and assessment of implementation of the action plan
- Publication of the consolidation results in certain period.

1.4. Support for development of personnel

Tempulli shall establish an internal commission to develop the personnel development plan, which shall be comprehensive, individualized, and based on equality principle.

- Establishment of a commission for drafting the personnel development plan
- The Commission shall define the measures and the work plan to develop the personnel.
- The Commission shall draft the personnel development program
- The program shall include:
 - a) Scholarships for personnel qualification (€5000 per year with participation)
 - b) Scholarships for professional development in the field of didactics (€3000 – 2 workshops a year)
 - c) Fund for study visits and nobilities (€3000 per year with participation)
 - d) Fund for participation in academic and scientific events in the country as well as abroad (€3000 with participation)
 - e) Activities to support promotion of the personnel
 - f) Support to academic development through sabbaticals, etc.
- The results of the Plan and the Commission shall be published in the online platform.

1.5. Office for Career Counselling

- The Office for Career Counselling and the one of alumni shall be consolidated –
- Advertising an announcement for extra staff to develop the Career policy, which includes one student, one from the industry and one from the academic/administrative staff of the College.
- Establishment of working culture through professional communications such as the one of the work reports; reviewing the office operation; evaluation of results; proposing measures for consolidation; plan of activities, monitoring and keeping statistics for the regular work flow and benefits of students and institution from this office.

1.6. Capacity Building for Project Development

Description:

Being aware that the key to success is provision of innovative programs and carrying forward that success for years in cooperation with others, Tempulli generates a portion of income from projects; in addition, it continuously works on making this office operational with the vision to stimulate the internal personnel for application for support in important projects for the College, country and the region. The office for projects and various events for information and implementation of cooperation projects will

be established. The events aim to increase the importance of awareness and the role of this office for the College and participants by encouraging them to participate in joint ideas and work in winning and developing projects that includes sharing of the profit from active participation as active participant. Publication of projects' results in materials in such forms that enable fast and accurate information on the work done, that would serve as the feedback on the work done. Building a cooperation, coordination and credible culture among the members based on the results of public.

Activities:

- Establishment of Office of Projects (announcement of the advertisement and recruitment of personnel)
- Organizing a consultative meeting with partners on cooperation projects (academic staff, management, administration, industry and students).
- Organization of workshops for application in certain projects and sharing of common ideas with the carriers of High Education, as well as other public and private institutions.
- Development of measures for incitement and stimulation of the personnel to develop and manage projects;
- Developing, administration and analysis of questionnaires on the priority needs in Kosovo and the region for projects including, but not limited to, traffic;
- Workshop on development of capacities on identification of ideas, drafting and management of project
- Developing projects that serve to, and are in line with, strategic plans of the College and education in the region and beyond.
- Capacity building on assessment and reporting on implementation of projects.
- Building online platform to communicate the work and results.

1.7. Database of Labor Market

For the purpose of receiving continuous and credible information on the market needs and trends, a team will be established that would include the College's management, industry, staff and students. The team shall be established as a permanent unit, which cooperates with all stakeholders on the needs of the market on study programs.

The team administers:

- Questionnaires and conducts a research on the market needs (target industry, universities, colleges, schools and students)
- Research of existing reports of (UNDP, the World Bank, the Statistical Agency, the Kosovo Employment Agency, etc.)
- Research in the field: study visits in high education institutions, industry and other public and private institutions.
- A database shall be created and updated regularly on the market trends and needs in relevant fields, as well as cooperation and action with the team of program builders in the College.

1.8. Training on implementation of regulations

One of the main problems in operation of the College was found to be implementation of regulations and procedures. For this purpose, there will be information, training and monitoring of implementation of the regulations.

Activities:

- Information and training of the staff on the nature, purpose and implementation of the procedures and regulations.
- Awareness of the interest of respect and promoting of the legal and regulatory framework in the College.
- A training program for newcomers and managers shall be developed;
- The College's Code of Conduct shall be developed;
- Making these regulations public in the premises of the College

1.9. Functional Review:

Tempulli shall involve independent experts to make a functional review of the organization. The review shall take into account the recommendations of accreditation' external experts. At the end of the review, the expert shall develop an organizational chart, main functions, positions, assignment of responsibilities and main units for College's management. The purpose of the functional review is to have a more precise definition of the roles and responsibilities in various segments and levels of the management and administration, such as:

Organizational chart, main functions, regulations, independence, autonomy, provision of finance, accountability, cooperation, decentralization, internal communication. The whole legal, regulatory and organizational aspect of the College shall be clear, concise and reflected in the statute, strategy,

regulations and decisions based on division of functions based on the competence, equality, independence.

Activities:

- The external expert shall be identified
- A College’s Commission of five members shall be established to support the expert
- The expert drafts the report
- The Report is reviewed and feedback is provided
- The Report is supplemented and approved
- The Guideline to implement the report shall be drafted
- The Report is implemented (within the deadline of one year)
- Implementation of the Report shall be assessed by an independent expert.

1.10. Regulation on internal communication:

Drafting the regulation on internal communication within the framework of the functional review. The Commission consisting of stakeholders, external experts and representatives of the legal office shall adopt the regulation. The Regulation shall address the horizontal and vertical communication, as well as reporting and supervision lines.

- The Commission shall be established
- An external expert shall be hired for facilitation of the process (5 working days)
- The first draft of the regulation shall be reviewed
- The draft is subject to discussion and amendments
- The Regulation is approved.
- Guidelines on implementation of the communication regulation shall be drafted.
- Provisions of the Regulation shall be implemented
- Implementation of the regulation shall be assessed.

2. Teaching and quality assurance

2.1. Development of teaching personnel

Description: Support to development of the personnel (the Program for development of personnel or the Centre for Perfection (center for perfection, development of the personnel for profiles on demand).
Description: Drafting Personnel Development Program.

Activities:

- Drafting the personnel development program;
- Appointment of a permanent group to draft the personnel development plan
- Implementation of the Plan by allocating funds for training, study visits, financing for public research, etc.
- Performance evaluation of the personnel
- Evaluation of the impact of the personnel development plan
- Results of the program and the commission shall be published in the online platform.

2.2. Reviewing and drafting the study programs

Description: the Study Programs shall be reviewed, advanced and drafted based on the market needs and international best practices (market trends are followed, new programs are drafted (how many programs a year), joint programs with international institutions are accredited, implemented and drafted)

Description: There will be a review, advancement and drafting of study programs based on market needs and international best practices.

Activities:

- Defining the working group on the review and drafting of study programs;
- Market research and cooperation with relevant industries;
- Feasibility study for reviewing and drafting of the study programs
- Approval by the working group;
- Application for accreditation;
- Promotion of new study programs.
- Implementation.

2.3. Quality Assurance System

Description: Implementation of activities from of the Regulation on Quality Assurance in the field of mentoring. Tempulli shall pay special importance to mentoring including (mentoring in teaching, learning, internship and research practice).

Activities:

- Development and implementation of instruments (questionnaire, protocols, guidelines, regulations, etc.) on quality assurance.

- The Guideline on Quality Assurance shall be reviewed and finalized (it includes: the QA structure, the process of internal and external evaluation, procedures of students' complains, etc.);
- Annual Work Plan for quality development;
- Capacity building for quality assurance.

2.4. Career Counselling

Description: Organization of activities with alumni within the Centre for Career Counselling (Collection and distribution of information on job vacancies, following their career, their involvement for College's needs, etc.).

Tempulli aim to guide students on their career (but also other youth), by helping them in developing personal skills that are demanded by businesses or institutions, and in finding internship with employment opportunities.

Activities:

- Individual and group counselling for career orientation;
- Organization of tests to evaluate skills, tendencies and interests of students;
- Support to students and alumni for job application
- Organization of courses for creating and designing CVs, preparation for interviews, building basic skills, communication, etc.
- Information on market demands (job vacancies);
- Regular keeping and updating regular statistics on employment of graduates.

2.5. Interrelation of the curricula with the industry

Better inclusion of the industry in operation of the College (agreements, industrial advice, workshops, joint events, joint application for projects, participation in reviewing and drafting of curricula, etc.)

Description: Strengthening the Partners Council from Industry (Innovation and Entrepreneurship Centre).

Activities:

Adoption of the Regulation on the Partners Council from Industry (Innovation and Entrepreneurship Centre).

- ;
- Support to activity or the Centre's members;
- Organization of activities of cooperation with institutions and companies in regard to professional internship and employment opportunities;

- Contribution of the members of the Centre in reviewing the study programs and developing new programs;
- ...

2.6. Integration and organization of internship and work-based learning

Organization of internship activities for students, including monitoring, evaluation and certification of internship;

Description: As of the second semester onwards, the internship and research will be incorporated into the main modules of the curricula. On the other hand, as of the sixth semester of the studies, the professional internship of students for a longer and more focused period in institutions/relevant companies, depending on the study programs will be included.

Activities:

- Reviewing the Regulation on Internship;
- Reviewing the curricula on redefinition of internship
- Intensification of study visits from semesters 1-5;
- Supervision by the staff and mentor in terms of implementing the professional internship;
- Report of the student’s supervisor on the performance;
- Student’s diary of the internship;
- Approval of the work diary by the Dean

2.7. Advancing teaching

Developing and implementing the program for qualitative teaching (training in methodology, inclusion of pedagogical and professional fields in the criteria of academic promotion)

Description: Development of quality-based education system into a more comprehensive approach and accountability will enable formation of individuals in line with the best international standards and practices

Activities:

- Participation in national and international scientific conferences;
- Public of scientific works;
- Participation in the round-tables and professional projects;
- Contribution to the society;
- Professional training and study visits;
- Mobility.

2.8. Community Programs

Description: Tempulli develops and implements a community service program and expertise (community services are included in the personnel contracts). Tempulli will continue to be committed to community services in the field of road safety and improvement of road infrastructure for the purpose of accommodating all traffic users.

Activities:

- Annual Plan on conduction of road safety activities (conferences, round-tables, campaigns, television emissions, research);
- Continuation of the national project “Road Safety” with basic and lower schools throughout Kosovo.
- Continuation of cooperation with the Municipality of Prishtina on implementing the measures from urban sustainable mobility.
- Negotiation and implementation of agreements with schools and other municipalities in Kosovo

2.9. English language programs and internationalization of Tempulli services

Description: The mobility of personnel and students in Kosovo is hindered mainly due to the absence of program in foreign languages in HEIs in Kosovo. In addition, the latest researches (GIZ, 2018) show that high vocational education may be one of the exports of Kosovo in education field. Tempulli will consider the possibility to draft and implement programs in English to increase the mobility possibilities of its students (they may be joint programs, or semesters, or individual courses in English – depending on the conditions). Based on agreements on cooperation with high education institutions from the region and Europe, which offer study programs that are similar to Tempulli’s, there should be a consideration of drafting and implementing the study programs in English. Third-country students will be registered in these programs, but they will serve also to exchange mobility. The same applies to teachers.

Activities:

- Consideration of the curricula and capacities to see the possibility to organize teaching in English
- Consideration of the possibility to organize a module, or semester in English
- Cooperation Agreements on joint programs;
- Organization of modules, courses and study programs through E-learning;
- Mobility of academic staff and students for one semester or academic year
- Advertisement of enrolling and admission of students in these programs.

2.10. Support to students

Improvement of support to students from teachers

Activities:

- Support in the form of career counselling;
- Cooperation in researches by integrating the researches into the study programs and learning;
- Drafting of instruments for mentoring needs assessment of students
- Needs assessment and implementation of mentoring;
- Effective evaluation of students' mentoring
- Organization of additional teaching activities (preparation for tests, support to preparation of presentations, support to student education projects, ensuring the technology for carrying out tasks, provision of classrooms for teaching out of regular working-hours, strengthening of library services, etc.
- Organization of study visits in the country, region and Europe (the fund for study visit - €10 000 with participation of students).

3. Scientific research

3.1. Capacity building in science

Description: Capacity building for drafting, implementing and managing scientific projects for national and international funds. Applied research of important aspects for society and economy shall be one of the main advantages of Tempulli during the planned period. In order to do that, there is a need to develop capacities in drafting and managing applied scientific projects.

Activities:

- Establishment of a working group that consists of representatives of academic personnel whose task is to prepare the program on capacity building in science.
- Development of an implementable program on scientific research and management of professional projects for national and international funds.
- Creation of physical conditions and motivation of the personnel to get involved in international projects
- Development of the regulation on participation of international research projects (division of responsibilities and benefits between the institution and the academic staff involved in scientific projects);
- Support to the personnel for participation in international events for capacity building in drafting, management and report of results of research projects;

- Organization of personnel training in the field of:
 - a) Researching the programs and funds that support scientific research
 - b) Creation of partnerships for scientific research
 - c) Drafting of scientific projects,
 - d) Management of scientific projects
- Evaluation of the impact of training program in the field of scientific projects

3.2. Capacity Building on Reporting

Description: Capacity building to report the implementation of scientific projects. Reporting of both, the results of research and implementation of research projects. For this purpose, there should be a development of relevant guidelines as well as the skills of report writing, monitoring and evaluation of projects, in line with indicators developed in advance. One of the training contents should be drafting of framework of monitoring and performance.

Activities:

- Development of instructions on the method of reporting implementation of research and applied projects, which are supposed to be implemented by the academic staff;
- Development of the guideline on evaluation of scientific projects' quality.
- Development of a system for evaluation of scientific work;
- Training the personnel in line with the guidelines on reporting.

3.4. International conferences

The program of international conferences shall be developed and implemented. Tempulli shall organize at least one international conference a year in the field of traffic and communication. The purpose of this is to have Tempulli become a reference point in the region for a more advanced trends in the field of traffic research. For this purpose, there shall be a permanent body established – the Organizational Council. The Council shall consist of experts from other high education institutions in Kosovo and the region.

- Development of a program for organizing of, and participation in, international conferences;
- Organization of at least one international conference e year, where the carrier shall be Tempulli College;
- The Conference shall be organized in cooperation with the affirmed institutions of high education and science at the national, regional level, and beyond (mainly with various high education institutions that Tempulli College has cooperation with;
- The conference shall be particularly focused on problems which mainly fall under the competence of the fields related to traffic and transport (such as traffic safety, logistics and transport, traffic planning and transport).

3.5. Support to the personnel for publication of research results

The Program for Supporting the Personnel on Scientific Development shall be drafted and implemented. Tempulli shall adopt the Program on supporting publications as financing source to cover expenditures for the academic personnel and College's students for publication in international magazines. Financing should be available on competition basis by ensuring full transparency. The goal of this Program is to ensure an extended participation in international research networks. Ensuring access for researchers to the relevant electronic libraries (e.g. Thomson Web of Knowledge; SCOPUS etc.).

One of the Program's measures is to create the science-magazine of Tempulli, which will publish the results of basic and applied research, made by researchers of the College and other high education institutions.

Activities:

- Development of the program and its activities' costs for publications in foreign academic magazines, which are internationally recognized and had impact in their fields;
- Allocation of funds to carry out the program for science support.
- Implementation of activities envisaged for publication of a considerable number of scientific publications in international magazines and for participation in scientific conferences and events;
- Creation of Tempulli's science magazine (including the Publicizing Council with international members)
- Program's effects shall be monitored by evaluating the progress of portfolio of each personnel member.

3.6. Capacity Building on Expertise

Description: Strengthening of capacities for conduction of expertise (including the regulation on benefits from conducted expertise. Tempulli shall establish a working group to prepare the regulation on benefits from expertise conducted. Meanwhile, there will be an enhanced cooperation with institutions that have interest in professional expertise from the field of traffic and transport (courts, insurance companies, partners and various authorities). Then, support will be given to capacity building for conduction of expertise and joint professional projects. This way, Tempulli College shall encourage the academic staff to attend expertise and professional projects with various institutions, mainly in accordance with the agreements that Tempulli has with various institutions.

Activities:

- Development of the program on expertise capacity building
- Signature of agreement for conduction of expertise
- Implementation of the program (workshops on various aspects of expertise such as planning, implementation and reporting).
- Evaluation of the program.

3.7. Implementation of applied research

<p>Description: Increase of cooperation in applied research</p> <p>Activities:</p> <ul style="list-style-type: none"> - Development of the concept for applied researches in the priority fields of Tempulli College; - Establishment of the working group for applied research by priority profiles and fields. - Development of a list of project ideas of applied research and sent to partners and authorities. - Creation and publication of Tempulli’s portfolio for applied research and expertise - Implementation of applied research projects.
<p>3.8. Community services</p>
<p>Description: Provision of community services and expertise from Tempulli are necessary, because observations and experience has shown that all traffic users, particularly children, need more support and knowledge on traffic safety. In addition, Kosovo’s municipalities will be supported to organize the traffic and parking in their zones. Community services shall be included in the Tempulli’s Portfolio on applied research and expertise.</p> <p>Activities:</p> <ul style="list-style-type: none"> - Development and implementation of programs supporting schools for new knowledge of traffic safety; - Updating Tempulli’s portfolio (for researches with expertise) with Activities and community services; - Continuation and improvement of cooperation with the community by offering programs, services and support to community members and focusing on joint project that support the community services; - Planning a series of services that address prevention, awareness and consideration of needs for traffic safety, based on the focus groups.
<p>3.9. National Partnerships on scientific researches</p>
<p>Description: Strengthening partnerships in the field of scientific research (basic and applied) Increasing cooperation between Tempulli and public universities, as well as carriers of private education in Kosovo, for the purpose of increasing scientific cooperation. Cooperation with public and private sector in implementing scientific projects that will serve economic and social development and</p> <p>Activities:</p>

- Invitation to institutions in Kosovo and the region that are active in technical sciences to strengthen partnerships
- Signing of the memorandum of cooperation with relevant institutions
- Implementation of activities and responsibilities defined in the signed memorandum

3.12. Development of scientific register-profile and research capacities of the organization – individual researchers.

Tempulli shall develop the register and scientific profile of the personnel (which is part of obligations for accreditation). The register shall include scientific works, expertise, community services, projects implemented and scientific publications. The register shall be added to the Tempulli Portfolio.

3.13. Involvement of legal representatives for defending interests of Tempulli.

Usually, on occasions of applying for various projects it happens that applications and project-proposals of Tempulli are not seriously considered. Tempulli shall hire legal defense to ensure a proper implementation of advertisements' criteria.

Hiring of one legal representative to defend interests of Tempulli College,
Involvement will be only on certain cases.

4. Public cooperation and relation

4.1. Image of Tempulli

Advancing and promoting the image and values of Tempulli (describe logo, image, background, values, principles, promoting materials)

During the planning period, Tempulli shall take measures to further strengthen the positive image that Tempulli created during 3 decades of its existence. For this purpose, there shall be promotion materials developed with the logo, image and values promoted by Tempulli. The image shall be promoted in the interactions with partners and stakeholders falling under the scope of Tempulli. In 2022, the 30 anniversary of Tempulli's operation shall be marked. This strategic plan defines Activities to mark this anniversary. *Inter alia*, in this year the new building of Tempulli will be inaugurated.

Activities:

- Development of policy/regulation on keeping and affirming the image of Tempulli.
- Development of the work plan to mark the 30th anniversary of Tempulli's operation.
- Implementation of the Action Plan to mark the 30th anniversary.

4.2. Office of International Cooperation

Strengthening of office/operation of international cooperation and projects – ICP (signing of agreements, capacity building for mobilities, support to projects of students and personnel)

Tempulli College has signed many cooperation agreements with regional and international universities and college:

-Technical universities of Dresden, Manastir, Sarajevo, Zagreb, Talin, etc.

Cooperation with these institutions stretches in various fields:

-students' exchange; joint scientific works/research; organization of joint scientific conferences; mobility of academic staff; joint application on international projects.

For the purpose of increasing the quality and quantity of international cooperation an Office for International Cooperation shall be established. The capacity building of the OIC will affect the quantity and quality of cooperation in all spheres of cooperation. The process of establishing OIC shall be carried out, as follows:

- drafting of the regulation on operation of OIC,
- discussion of functions and competencies of OIC,
- recruitment of the staff for OIC operation,
- developing of the annual program of OIC,
- approval of establishment of OIC by...(see the organizational chart),
- operation.

4.3. International Agreements on Cooperation and Mobility

Development, signing and implementation of the international agreements on cooperation

Tempulli has continuously had a priority on cooperation, especially at the international level. Tempulli has signed international agreements on mobility of students and academic staff. During academic year 2019/2020, Tempulli implemented 2 mobility of academic staff, in accordance with Erasmus+, at TU Dresden, Germany. 4 staff mobility and 7 students were defined in the International Universities. Drafting, signing and implementing of international agreements shall be made by the Office for International Cooperation in the Tempulli by creating the following order of activities:

- identification of fields of cooperation,
- identification of concrete aims of cooperation,
- determination of mobility criteria for students and staff,
- monitoring of mobilities and their results,
- implementation of necessary changes in mobilities (fields, partners),
- reviewing the signed international agreements and proposal for new agreements.

4.4. Capacity building for drafting international education and research projects

Workshop on drafting international projects

Participation in the workshops organized by authorities and other organizations in the country and abroad

One of the objectives of international cooperation is to increase capacities to carry out research and industrial projects. For this purpose, it pays attention to the researching parts of projects by applying equipment and technology during implementation of mobilities.

The participation in presentation or workshops to address research issues had direct impact on capacity building of Tempulli. Capacity building shall be achieved through:

- organizing workshops on drafting international projects,
- participation in the workshop organized by country's institutions and organization in the country and abroad,
- using the experience gained from implemented mobilities,

-development of projects on research.
4.5. Application in international projects - Erasmus, Horizon, national grants, etc.
<p>Establishment of consortiums on international projects Creation of partnerships with international institutions</p> <p>International projects are a special part of the focus of Tempulli College in developing and capacity building in all fields. For that purpose, College Tempulli has continuously created, signed and implemented international agreements, which precede moving to a higher-level cooperation, joint application for international projects.</p> <p>After implementing the first project, Tempulli College is implementing the second agreement of Project Erasmus+, in cooperation with UT Dresden.</p> <p>International projects are accessible by College Tempulli, they were implemented, and they will also be implemented in the future through:</p> <ul style="list-style-type: none"> -Partnership with international institutions, -Consortiums with international institutions/companies. <p>Activities undertaken during application for projects:</p> <ul style="list-style-type: none"> -identification of projects that are of the interest for the fields of Tempulli College, -identification of partners that fit with the project, -development of agreement/partnership/consortium, -study of the content of project, -application.
4.6. Cooperation with national HEIs
<p>Development of cooperation with HEIs and beyond (networking, creation of joint online platforms, drafting of joint programs, agreement on a code of conduct with HEIs ...)</p> <p>In terms of cooperation with national HEIs, thought is given to joint meetings, especially in the code of conduct, since the programs – curricula on educational subjects is more challenging due to the fact that our programs are different from other due to the specifics that technical fields have, exceptionally with the faculty of machinery in the University of Prishtina, whom we share the traffic department, but not with other public-private high education institutions.</p>
4.7. Capacity building on mobilities
<p>Capacity building and support of students and personnel on mobilities (agreements, visas, language, funding capacities)</p> <p>Tempulli College pay attention to creation of agreements with international partners and institutions for the purpose of achieving the mobility of students. In addition to signing agreements, there is a need for</p>

capacity building in assisting and implementing of mobilities. Capacity building in the mobility of students shall be achieved through:

- signing of agreements with institutions of similar fields,
- assisting in preparation of visa application,
- information and guiding the students in having a command of the language, in which study programs are delivered,
- creation of financial capacities.

4.8. International partnerships and networking

Strengthening of partnerships with international organizations and networking in associations for road safety

Evaluation of implementation of cooperation agreements, ensuring support...

With signing of agreements and their implementation, signing of results achieved is one of the most important tasks within the framework of Office for International Cooperation. The part of evaluation of agreements achieved is the continuation of cooperation in other forms with partners:

- membership into road safety associations (name of organization),
- joint assessment of results of cooperation agreements,
- ensuring financial support (projects for support),
- expansion of fields of cooperation with international partners.

4.9. Cooperation with schools

Cooperation with schools for information and improvement of student performance

In terms of cooperation with schools, Tempulli College has a tradition that every year, it organizes a project on road safety, which was carried out in the form of research with lower level schools up to the high level ones, in all school at municipalities, with the questionnaires that were offered to make a research of knowledge, from the basic ones related to the knowledge on the traffic safety rules.

The research shows that students' awareness was increased to this matter, but still more is needed to be done. In addition, our request to the Ministry of Education continues to be to include the knowledge on road traffic rules in the curricula. Knowledge on road traffic rules from the kindergarten and up.

For the purpose of increasing the quality and performance of students at secondary schools (identified as a weakness from the preparation of students in secondary schools), cooperation with secondary schools should be increased, which profile enable them to be future students in the College

Performance increased shall be achieved through:

- information of teachers on the weaknesses of secondary school students,
- organization of preparatory courses in certain fields,
- organization of courses for learning foreign languages (German, English).

4.10. Agreements on expertise

Signing agreements on expertise and community services from Tempulli

Tempulli College is part of the list of judicial experts for drafting expertise and super expertise in all levels of courts of Kosovo:

- identification of the cause/causes of road traffic accidents
- assessment of damages caused by accidents,
- special analysis of certain circumstances of road traffic accidents,
- reconstruction of the scene,

For many years, within the framework of community services, Tempulli College, in cooperation with the Ministry of Education, organize lectures at schools on enforcement of rules on road safety and consequences of road accidents. This commitment of the Tempulli College's staff is carried out on voluntary basis. In 2019, there was a project for implementing the measures defined in the Prishtina city sustainable urban mobility plan, in the neighborhood of Dardania (the project is under implementation).

4.11. Mobilities

Implementation of regulation on financing mobilities

For the purpose of implementing and achieving the best possible results from mobilities, there should be a regulation on mobilities drafted. Drafting of the Regulation shall be implemented by Tempulli College's staff, and consultancy from local and international experts (as needed). The process for drafting and approval of the regulation shall go through the procedures defined in the College's statute:

- assignment of the staff/group on drafting the regulation,
- discussion and definition of key points of the regulation,
- using experiences from mobilities,
- drafting of regulation,
- consultancy with external experts,
- implementation of comments of experts,
- discussion by a science council,
- approval of the regulation.

4.12. Public relations

Implementation of activities of Regulation on PR

4.13. Marketing

Implementation of activities from the Annual Marketing Plan...

With respect to marketing, which is one of the strongest points not only for us, but also for all the ones that have any kind of job, manage, are challenged, but also have successes to show their work Therefore,

we did minimal work in this direction, due to the very high cost that proper marketing carries, but we need to do more to this end.

4.14. Industry Boards

Strengthening of partnerships with industry – industry boards

As of its establishment, Tempulli College paid attention to cooperation with businesses, in which students conducted the professional internship. Therefore, Tempulli College has created also the Partners Council from Industry (Innovation and Entrepreneurship Centre).

, which consists of the members of institutions and businesses, with whom we cooperate. Through this center, the College shall promote more interactions with the business and industry, including continuous professional development, cooperative research, advising, licensing. The focus will also be the work with partnerships and in development of skills and services to promote innovative economic sustainable growth.

Activities:

- Research
- Industrial advices,
- Workshops,
- Joint projects,

4.15. Communication with authorities

Improving information and communication with authorities (online platform, webpage, Facebook page, initiative and information on Tempulli's activities)

5. Infrastructure and digitalization

5.1. Technological and existing physical infrastructure advancement

Office for technology in the Tempulli College shall establish mechanisms, aiming to make sure that physical premises in Tempulli College are in line with new trends in the field of education technology. Improving the technological basis in the Tempulli College is a continuous process, as of its beginning in 1992. Tempulli College has already renovated internal and external premises by adapting them as requested by international experts' demands, recommended in the final report of external evaluation on the occasion of the visit in Spring 2019. Parallel to these investments in infrastructure and technology, which reach an amount of €40.000.00, Tempulli College has sent a project proposal for a grant of the European Commission by requesting technical and financial support. This ambitious project-proposal enables purchasing of technological and other technical equipment for improve the infrastructure for

the needs of students and other citizens, who may be users of services of Tempulli College. The Project-proposal contains the Reference EuropeAid/165883/DD/ACT/XK.

Annex: Technical working document for College's infrastructure.

Technological equipment envisaged in the existing campus:

- Creation of basic infrastructure for people with disability by building the ramp, lift, toilette and education premises for the community;
- Purchasing of 2 simulators for guidance for people with disability and other vulnerable groups;
- Lift with escalators.
- Stairs under accordance -6950.00 Euro.
- Set of simultaneous transaction equipment for 30 people - 8.500.00 Euro
- Translation booth with equipment 4.000.00 Euro

In the field of infrastructure, Tempulli College shall improve the conditions in the existing premise.

- Expansion of the library premises and effectiveness of access into the scientific literature, teaching and professional literature and databases. Continuation of updating with books and new magazines, and ensuring the access into the scientific and professional databases in line with the needs of academic staff and students. Annual plans for purchasing books and magazines to ensure access in scientific and professional databases.
- Renovated premises of the library.
- Finding funds and allocation of budget lines to provide available resources and increase infrastructure that supports researches at the highest level, including the libraries and information systems.
- Creation of conditions for access of people with disabilities and ensuring advices through services of psychologists.

5.2. Laboratories in the existing object building

- Expansion and improving laboratories services
- (Equipment of other laboratories and upgrading of current equipment) –
- Establishment of a group that would lead with laboratories
- Improving laboratory activities in the field of scientific research
- Maintenance and improvement of laboratory equipment and ensuring human resources for the benefit of scientific-research work, strengthening of the role of laboratories in teaching and implementation of new study research programs.

- Agreements on cooperation with companies and institutions, which possess laboratories, services, workshops and driving park, which can be converted into practical work for students and course participants of 7 other training courses.
- Increase of using laboratories from academic personnel and students for research and scientific activity and making available of laboratories to new PhD candidates, and the needs for public and private institutions, which results would benefit the interests of the country and beyond.
- Laboratory equipment:
 - Software for modelling of road accidents -€ 5.000.00
 - Software for safe driving and steering - 5,200.00 Euro
 - Software for economic driving (ECO-drive) -5,600.00 Euro
 - PC for special exercises and training in transport (30 pieces x 1800.00 Euro) = 54.000.00 Euro
 - Special vehicles for practical exercises (exercises for safety belt) -€10.500.00
 - Mobile medical equipment for provision of first aid in case of a traffic accident, or other dangers – 1500.00 Euro

5.3. Market database

With establishment of industrial Board there will be a good opportunity for cooperation and moving the process forward to ensure the necessary data for the labor market. In addition, Tempulli shall create a special database for insertion and updating of the database for the market needs on relevant market professions. Collected information shall be used for information of students, graduates, but also for drafting of new curricula, or their regular annual review.

Activities:

- Creation and regular update of a database for trends and needs of employment market in relevant fields.
- Building connection bridges between the institution and businesses.
- Establishment of connection (interface) with databases of the Kosovo Employment Agency and the Kosovo Statistical Agency;
- Provision of data for other institutions.

5.4. Building the new campus in Tempulli College

On the occasion of celebrating the 30th anniversary of Tempulli College, the new Innovation Campus shall be inaugurated. The location for building the Campus is in the new part of the city, in the neighborhood of the Clinical Centre, which has access into wider roads of Prishtina, street B and C. Urban program has been approved. The new campus creates better physical conditions for work (building new object, plan, construction, equipment, laboratories, inventory, etc.).

- 2020-2021 First phase
- 2021-2022 Second phase (see the Annex document for more)
- Planimetry of existing technical infrastructure, criteria and works
- Access into the technical infrastructure of the city.
- Engineering activities,
- Projects of interior, garden, technical infrastructure of the garden, plateaus, protective walls, external stairs, ramps, securing the construction hole.
- Creation, supply and functionalization of 5 laboratories
- Creation of library and files system.
- Creation of rooms for reading and individual and group work;
- Creation of digitalized premises, presentation rooms, working rooms for internship, etc.

5.5. Digitalization of teaching

Tempulli has already started with application of the digital system of teaching and studying. During this period, there will be a full operationalization and advancement of SEMS.

- Drafting, management, saving and application of the digitalized system and database for involved personnel (including SEMS)
- Drafting of guidelines for using the digital system SEMS and
- Application of the Law on personal data protection during application of various digitalized systems of teaching and studying.
- Creation of possibilities for online testing of students.

5.6. Digitalization of administration

Digitalization of administrative services (see also below 5.7). This will include the digitalized system of management of administrative data of the personnel, including the ePortfolio of the College's personnel.

- Drafting of guidelines for use of digital system
- Training of the personnel on using digital technology

5.7. Digitalization of student services

Digitalization of student services (extracting online certificates or eKiosk ...)

In addition to continuous services for students through relevant offices, Tempulli College has been upgrading all electronic services through various digital platforms. Our electronic services offer support and guideline to students starting from admission, to financial support, registration both, during studying as after graduation. All these services aim to ensure effective and consistent support to the students and to implement policy of the programs of College on innovative educational and curricular

services in line with the mission and policy of the College in programs. Tempulli has already a set of digitalized services, but in the meantime a commission was set up and the funds were allocated (€20,000) to advance further these systems.

The following are the electronic services of students, which are available and will be further:

- **Webmail:** "The system enables communication with all students, individually or in certain groups. All Tempulli's students, but also academic staff have their account in our domain, thus, enabling the continuous communication between themselves.
- **E-Services:** It is a digital platform, which leads to providing services to students 24 hours even if they are not present in the university building. This service enables students to have continuous access into information that are related to development in the College. Students are enabled to register semesters; decide the subjects they want to attend; download materials that are distributed by teachers; book the exams; receive their scores; and many other opportunities.
- During the period of this strategy, Tempulli will make it possible to have online and customized printing of various student certificates as needed (eKiosk).
- **SMS:** Through SMSs, all students of Tempulli College are informed in real time of the news and information that are important to them.

6. Students

6.1. Support to mobilities (see measure 4.7 in the field of cooperation and communication)

Capacity building and support to students for mobilities (languages, visas, filling out applications, acceptance of credits, exemption from payment, administrative and logistical support

6.2. Cooperation with schools on informing and recruiting new students

Cooperation with schools on information and improvement of performance of students

In addition to traditional activities at the country's level with students of elementary and lower secondary schools of the Republic of Kosovo during awareness campaigns on road safety, Tempulli College shall inform them on the opportunities and need to teach professional and specialized programs, such as the one offered by Tempulli College. In addition to this, Tempulli's management will work with

MEST on organizing traffic modules and traffic safety as optional courses within the regular curricula at schools.

Activities:

- Visits of under-graduates in College's environment and laboratories
- Information (career counselling for under-graduates)
- Courses of maturity test
- Competition activities
- Preparation courses in the fields related fields of Tempulli's programs fields
- Drafting and implementation of traffic safety modules among partner schools (in cooperation with municipalities and central educational authorities).

...

6.3. Graduate students

Through its Career Office, Tempulli will advise students in planning their career, by preparing them for the labor market and supporting continuously the interests, values, skills and their personality with the world of employment. Through training, fora, projects, seminars, information meetings, round-tables, students' meeting, Tempulli will develop services for alumni by keeping continuous contacts with them to follow up their progress in employment (for the ones that are employed) and to offer employment opportunities and career counselling for the ones that are not employed yet.

Activities:

- Professional Information and Guidance
- Professional Counselling
- Employment
- Voluntarism and support
- Support to graduated students
- Organization of Office for Alumni services
- Collection of information for graduates
- Collection of employment information

6.4. Support to improving performance of students

Improvement of support to students by teachers

Students' performance is the precondition to determine if they are prepared for the challenges in the labor market. Teachers are at the disposal of students for increasing their performance. Various activities are implemented using various equipment and tools:

- extra classes for achieving learning objectives,
- using laboratory equipment,
- using IT for the purpose of learning,
- supply with literature,
- Acquaintance with projects of various fields.

6.5. Office on Career Counselling

Strengthening of office for career counselling and the one of alumni

Organization of activities that inform the students of Tempulli, but also future students on study programs, but also on procedures in the spirit of College.

Office for Career Counselling shall manage and support continuously the Students' Council, which is an important chain in the student life. In cooperation with Office of Alumni, it shall advise the students on personal concerns that are related to decisions on career, by guiding them in job search. It will provide support and explanations on questions made by students in relation to employment, employment opportunities or other initiatives.

Activities

- Professional information and guidance
- Databases of employment statistics
- Organization of round-tables on matters of career-orientation and employment
- Training on building basic skills
- Annual questionnaire on associate members
- Mutual evaluation.

6.6. Communication with students

Drafting and approval of the regulation on internal communication – component for students

In its strategy, Tempulli is focused on the student, therefore, it will take steps to improve services for students starting from the mutual communication. A detailed action plan will be developed, which shall decide on the objectives and instruction on improvement of communication.

Tempulli will create the mechanism of “ombudsperson” of students in the Tempulli to facilitate communication between the personnel, management and students in the College. “Ombudsperson” shall be provided independence and full support for operation of the mechanism.

Activities

- The student “ombudsperson” in the Tempulli is appointed
- Regulation on ombudsperson is drafted and implemented

<ul style="list-style-type: none"> - Regulation on internal communication - Operationalization of SIMS.
<p>6.7. Internship</p> <p>Implementation of the regulation and practical work activities (e.g. appointing relevant persons, drafting of forms, collection of information,)</p> <p>The main purpose of Tempulli is to train its students in such a way that they are ready for labor market. Tempulli succeeded to combining practical part of studies with the theoretical ones through signing cooperation agreements and contracts with institutions and companies of relevant profiles by creating possibilities for internship of students in all study programs. The intention of Tempulli College is to link</p> <p>Activities:</p> <ul style="list-style-type: none"> - Review of regulation on internship - Review of guideline on internship - Supervision - Evaluation of internship diary.
<p>6.8. Organization of evaluation by students</p> <p>Evaluations of students are included in performance evaluation</p> <p>Tempulli shall organize evaluation of the personnel and all academic and administrative services by students. Various questionnaires shall be used for this purpose, as well as discussions on focus groups and complains box. Results of such inputs shall be included in the documents and procedures of evaluation of performance of academic and administrative personnel.</p>
<p>6.9. Extracurricular activities on socialization of students</p> <p>The Management of Tempulli shall organize multiple activities aiming socialization of students, increase of performance in studies, and approximation of students with the institution. For this purpose, various activities shall be organized such as graduation ceremonies, community, environment, sport, cultural and other activities shall be organized. A special fund shall be allocated for these activities (€5000), which shall be transparently managed by the student organization of Tempulli.</p>

Action Plan (see Annex 4)

This includes: concrete activity, person in charge, time, inputs, cost, and indicators.

