



AKADEMIA • ACADEMY
TEMPULLI

STRATEGIC PLAN

2021-2025

TEMPULLI ACADEMY

Prishtina, December 2020

Introduction

The process of drafting the strategic plan

The Strategic Plan for the development of Tempulli Academy for the years 2021-2025 has been drafted through a process of extensive participation of staff, strategic partners and expertise available in Kosovo. The design process was led by the senior management of “Academy” who for this purpose created a Coordination Group with representation from the Steering Council, management, staff (academic and administrative) and the external stakeholder representative (businesses). Tempulli Academy also hired accreditation experts to review the documents (to see compliance with the Accreditation Manual) and strategic planning expert to moderate the process and to collect and organize materials written by group members.

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

- Workshop 1: Assessment of the situation through SWOT analysis
- Workshop 2: Defining of the vision, mission and strategic objectives, key performance indicators and targets
- Workshop 3: Developing the budget, performance Assessment Framework, Risk Assessment and Prevention Framework, Communication Plan and Monitoring 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 2021 - 2025 outlines Academy’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 Academy’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, literacy courses and attractive study programs.

Situation Analysis

Description of the current state

The Tempulli Academy (hereinafter ‘Academy’) although as a new institution, there is a long tradition Academy was established in 1992, and that as a center for training and education of candidates young for vehicle drivers. As a result of the commitment and needs of the market, this center has evolved in over the years, has grown and developed with academic and professional professional programs within Academy.

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 indications 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.

Academy 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 Academy will establish more effective mechanisms for accountability, believing that this, along with suggestions and criticisms, help the Academy to further improve the quality in high education institutions, particularly of Academy.

The main role of Academy 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. Academy 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 Ministry of Education, Science and Technology; the Kosovo Police and the Kosovo Motorizing association AMRKS.

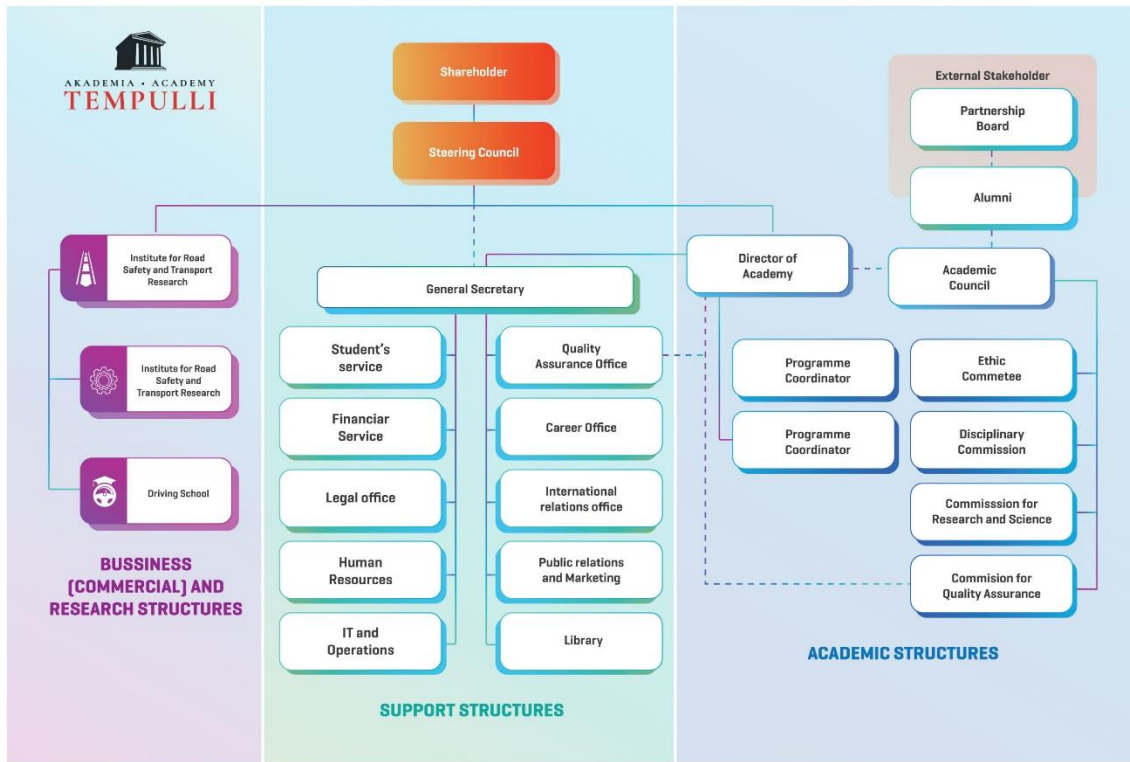
In the framework of community services, Academy, for many years in cooperation with the Ministry of Education, organizes and delivers lectures in primary schools on the application of traffic rules and the consequences of road accidents.

Academy, since its establishment, has dedicated a great deal of significance to cooperation with businesses, where students can conduct professional internships, which is why Academy has also founded the Center for Research and Professional Development, which is comprised of members of the institutions and businesses we cooperate with. Through this center, the Academy will promote more interaction with businesses and industry, including continuing professional development, collaborative research, counseling, and licensing. The focus will also be partnership

work and the development of innovative skills and services to promote sustainable economic growth.

Structure of Academy

The organizational structure of Tempulli Academy is defined in its Statute and it is in full line with competences defined in the Law of Higher Education in Kosovo.



SWOT Analysis Results

Strengths

- ✓ Tradition in the Academy to have the new approach of studying by the youth, with the one of combining of educational programs with academic and vocational teaching;
- ✓ Academic and professional staff with adequate qualifications
- ✓ Modern laboratories for practical part and necessary audio-visual equipment for the teaching process
- ✓ 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
- ✓ Professional Capacities for the realization of expertises in the field of traffic, transport, insurance and energy
- ✓ Organization of research in cooperation with other institutions (education, safety, emergencies)
- ✓ Provision of relevant qualifications and skills for the labor market in the field of traffic and transport
- ✓ 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, etc.

Weaknesses and challenges

- ✓ Absence of internal regulations and procedures
- ✓ Absence of the system for collection of information on trends of the labor market
- ✓ Infrastructure and insufficient parking spaces
- ✓ The need to draft internal regulations in the spirit of applicable legislation, the Statute of Academy and the quality assurance standards of higher education in Kosovo
- ✓ Lack of knowledge of foreign languages by all academic and administrative staff of Academy

Opportunities

- ✓ Access in the international projects and funds in the field of higher 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 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.
- ✓ Expansion of new profiles from the field of traffic and transport.

Threats

- ✓ 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 Academy;
- ✓ Limited opportunities for mobility's (visas, language, finances)
- ✓ Immigration/migration of population, particularly young generations
- ✓ Prejudices to private education in Kosovo
- ✓ Unconstructive approach of educational authorities against certain private HEIs
- ✓ The lack of fair competition among HEI private institutions

Vision of Academy

Unique institution of higher education in the country and the region, with a focus on the development of professional research skills by way of linking innovative teaching, practical and scientific work for the benefit of the community.

Mission

Qualitatively prepare students and trainees with adequate knowledge and skills to learn and research in order to lead a successful professional career and, together with academia as well as individually, contribute responsibly to the community.

The Academy contributes to the society through:

- Unique study programs in higher education and applied sciences or, Kosovo's labor market;
- Advancement, creation, and dissemination of knowledge through scientific research with, the aim of improving the welfare of the population;
- Ensuring an environment that results in a social mobility and personal development;
- Serves as a local partner for businesses and industry, local and central institutions, and the community;
- Implements the social dimension of Bologna and the Human Rights-based approach;
- Furthermore, the Academy is continually engaged in a dynamic dialogue with economic and social partners to provide relevant educational and research services which results in a high ratio of employment among its graduates.

In addition, the Temple Academy constantly engages in a dynamic dialogue with economic and social partners to provide relevant educational and research services, which result in a high employment ratio among its graduates.

Temple Academy ensures that the vision and mission is recognized by the entire academic community within the Academy through their involvement in any process of review / drafting and approval of policies, regulations and other relevant documents. The purpose of their involvement in these processes is not only the official recognition of these documents, but also the awareness of each member of the academic community about the roles, duties and responsibilities that each of them carries for the overall fulfillment of the mission. In addition, when adopting the Strategic Plan, the Academy also developed a communication strategy, which envisages the compilation of information materials for stakeholders, including partners, the community and businesses.

In order to fulfill its mission, the Academy has defined several strategic objectives for the next five years.

The planning working group has determined that for each area of intervention there should be a strategic objective as follows:

1. Establish effective management and administration to support academic and research processes.
2. Providing increased support for transparent and participatory quality assurance procedures.
3. Improve working conditions and create a culture of excellence, innovation and the use of new technologies in order to develop the quality of educational and research services.

Performance indicators are provided for each of the measures, for which data are generated regularly in order to measure the progress of the implementation of the Strategic Plan. The measures are part of the annual and semester work plan for each managerial, academic and administrative member within the Academy, in order to ensure that every step taken contributes to the fulfillment of the mission and vision of the Temple Academy.

Values and principles

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

- **Value:** The academy has an approach to others which is reflected in the way they value their contribution. The Academy shows respect in all its relationships with stakeholders, including the relationship between management staff and the way it communicates with partners, funders and provides services to citizens.
- **Integrity:** The Academy will gain trust and respect by being professional, ethical, honest and impartial. Honesty and sincerity in all relations and communications of the Academy ensures that the information is timely and true.
- **Inclusion:** The Academy is committed to diversity, equality of opportunity and social justice for all, appreciating differences and welcoming them.
- **Cooperation and partnership:** The Academy values partnership and cooperation as the most effective way to improve the quality of its services, being open to academic and scientific cooperation, with public and private institutions, local and international, in areas and projects of interest to jointly guaranteeing the free expression of ideas and ensuring equal opportunities for staff and students to work and study.
- **Innovation:** The Academy is open to change, adaptation, pro-active action and innovation in its joint work to find new methods to meet challenges in an ever-changing environment.
- **Excellence:** The Academy has high expectations for itself, our students and our communities, therefore it aims to continuously improve the quality of its services based on the principle of Academicism, transparency and independence

Fields of intervention:

1. **Leadership and management:** Division of responsibilities; procedures and regulations; organizational chart; finances; development and management of personnel; management of organization; administration; internal communication,
2. **Teaching and quality assurance:** Quality assurance system, curricula, internship, academic and professional promotion, teaching methodology, evaluation of students, evaluation by students, QA office,
3. **Research:** scientific projects, integration of research into teaching, expertise, training programs,
4. **Cooperation and communication:** mobility, public relations, internal communication, agreements with HEI, projects in HEI, agreements on internship, industrial board, promotion, communication strategy, PR office,
5. **Infrastructure:** buildings, premises, inventory and equipment, digitalization, SEMS, laboratories, technology and educational tools,
6. **Student affairs:** student services, students' mobilities, office for career, scholarships, 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 Academy

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 Academy 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

Description of Objectives

In the following, in the part of the strategic plan, the strategic objectives and the relevant measures for achieving the objectives are presented in the function of realizing the mission of the Academy.

1. Management and administration
1.1 Establish an effective management and administration to support academic and research processes
For the purpose of the support of the academic and research processes, the Academy will focus on the development of human resources (qualified personnel), regulations and procedures and the advancement of working conditions. Development will be carried out by establishing the commission, drafting the development plan, the framework for monitoring and evaluation of the implementation of the plan is created. The working group formed for this purpose will function in cooperation with all partners and stakeholders.
1.2. Ensure increased support to transparent and participatory procedures of quality assurance
One of the elements that the Academy plans to work on is the quality culture that will be the main pillar of all improvements of the Academy. This will be achieved through involvements of all parties in this process (including but not limited to staff, students, external stakeholders, etc) and transparency in the processes and outcomes of all quality assurance.
1.3. Advance working conditions and establish a culture of excellence, innovation and the use of new technologies in order to develop the quality of educational and research services
For the purpose of supporting culture of innovation, excellence and continuous development of its staff in teaching and research, the Academy will support the activities of its staff in: <ul style="list-style-type: none">- Scholarship for staff training- Scholarships for professional development in the field of didactics and IT- Fund for study trips and mobility- Fund for participation in academic and scientific events in the country and abroad- Activities to support staff promotion- Supporting academic development through permits for absence (sa-batical) and others.
1.4. Procedures, plans and regulations
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 Academy's management, the Legal Office shall organize a three day workshops on drafting the regulations, plans and procedures of Academy. Work shall be completed in three phases: the first phase is the analysis of the needs for new regulations found

in the reformation of the Academy's organizational chart; the second phase of the working group until the presentation of the first draft, and the third phase, approval 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 Academy 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 Academy.

1.5. Database of Labor Market

For the purpose of receiving continuous and credible information on the market needs and trends, the team will be established that would include the Academy's management, industry, staff. 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 Academy.

Key performance indicators

- Drafting of regulations,
- Approval of regulations,
- Number of academic mobilities and other scientific activities realized by the staff,
- Number of workshops for staff development
- Creating a database for the labor market.

Targets

- Drafting of main regulations by 31 December 2020,
- Approval of regulations by January 10, 2021,
- Drafting of other regulations by January 31, 2021,
- Participation of at least 5 teachers in academic mobility until 2023
- Organizing at least one activity for the development of the academic staff per year
- Creating a database for the labor market.

2. Teaching and quality assurance
2.1. Establish an effective management and administration to support academic and research processes
<p>In order to support teaching among its staff, the academy will setup:</p> <ul style="list-style-type: none"> - HR and career development office, and - Support funds for staff professional development
2.2. Ensure increased support to transparent and participatory procedures of quality assurance
<p>The Academy will use the feedback from QA activities and set up the self-reflection procedures of its teaching staff to improve its teaching and learning process. This process will provide to its staff the means to perform self-evaluation and reflection where that would be given the sense of ownership in their development in the future. This should be a transparent process and it will be regulated internally with its regulation, policies and processes.</p>
2.3. Development of the personnel the quality of educational and research services in the creation of the culture of excellence
<p>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).</p> <p>Activities:</p> <ul style="list-style-type: none"> - Drafting the personnel development program; - 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. <p>Furthermore, the Academy will also focus on the performance improvement support to students from teachers with the following activities</p> <p>Activities:</p> <ul style="list-style-type: none"> - 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.

2.4. Drafting the study programs

The Study Programs shall be drafted and advanced 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)

Activities:

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

2.5. Quality Assurance System

Implementation of activities from the Regulation on Quality Assurance. Academy shall pay special importance to monitoring process including: teaching evaluation (by students and colleagues), infrastructure (evaluation by students and staff), administration (evaluation by students and staff), employability of students (evaluation by alumni and graduates), the program (assessment with students, Alumni, graduates and businesses / employers).

Activities:

- Development and implementation of instruments (questionnaire, protocols, guidelines, regulations, etc.) on quality assurance.
- Drafting the Guideline on Quality Assurance as part of the QA regulation (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.

2.6. Carrier advising services

Academy aims to orient students (but also other young people) in their careers, helping them to develop the personal skills required by businesses or institutions, as well as to find internships with employment opportunities.

Activities:

- Individual and group counseling for career guidance;
- Supporting students and graduates for job application;
- Organizing courses for drafting and designing a biography, preparing for interviews, developing basic skills, communication, etc;
- Information on market demands (vacancies);
- Maintaining and regularly updating statistics related to the employment of graduates.

2.7. Interrelation of the curricula with the industry

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

Activities:

- Drafting the regulation of the Partners Council;
- Support to activity or the Partners Council;
- 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;

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

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

- Drafting the Regulation on Internship;
- Including the internship in the curricula
- 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 Program Coordinator.

2.9. 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).
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;
- Publication of scientific works;
- Participation in the round-tables and professional projects;
- Contribution to the society ;
- Professional training and study visits;
- Mobility.

Key performance indicators

- Accreditation of new study programs
- Willingness of internal and external actors to participate in quality assurance processes at Academy,
- Realization of career activities for students, towards their professional development,
- Realization of students' practical work
- High level of performance of the academic staff
- Involvement of businesses in the design of study programs

Targets

- Accreditation of at least two new study programs in 2021
- Accreditation of at least five new study programs in 2025
- Involvement of at least 5 businesses in the design of study programs,
- Implementation of at least four activities for student career development each year,
- Every third year student completes the practical work
- 80% of the staff show acceptable performance in each year

3. Scientific research

3.1 Establish an effective management and administration to support academic and research processes

The academy will support research processes in two aspects:

- Capacity building in science, and
- Capacity Building on Reporting

Capacity building in science

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 the Academy during the planned period. In order to do that, there is a need to develop capacities in drafting and managing applied scientific projects.

Activities:

- 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

For the purpose of the support of the academic and research processes, the Academy will focus on the development of human resources (qualified personnel), regulations and procedures and the advancement of working conditions. Development will be carried out by establishing the commission, drafting the development plan, the framework for monitoring and evaluation of the implementation of the plan is created. The working group formed for this purpose will function in cooperation with all partners and stakeholders.

Capacity Building on Reporting

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 or projects, in line with indicators developed in advance. One of the training contents should be drafting of the 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.

3.2. Development the quality of research services in the creation of the culture of excellence of the personnel

The Program for Supporting the Personnel on Scientific Development shall be drafted and implemented. Academy shall adopt the Program on supporting publications as a financing source to cover expenditures for the academic personnel and Academy'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 Academy, which will publish the results of basic and applied research, made by researchers of the Academy 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 Academy's science magazine (including the Publicizing Council with international members)
- Program's effects shall be monitored by evaluating the progress of the portfolio of each personnel member.

3.3. International conferences

The program of international conferences shall be developed and implemented. Academy shall organize at least one international conference a year in the field of traffic and communication. The purpose of this is to have the Academy become a reference point in the region for 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 Academy;
- 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 Academy 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).

3.4. Capacity Building on Professional Expertise

Strengthening of capacities for conduction of analysis and expertise of accidents in traffic (including the regulation on benefits from conducted expertise). Academy 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, Academy shall encourage the academic staff to attend expertise and professional projects with various institutions, mainly in accordance with the agreements that Academy 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.

3.5. Implementation of applied research

Description: Increase of cooperation in applied research

Activities:

- Development of the concept for applied researches in the priority fields of Academy;
- 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.

<ul style="list-style-type: none"> - Creation and publication of Academy’s portfolio for applied research, analysis and expertise - Implementation of applied research projects.
<p>3.6. National Partnerships on scientific researches</p>
<p>Strengthening partnerships in the field of scientific research (basic and applied) Increasing cooperation between Academy 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.</p> <p>Activities:</p> <ul style="list-style-type: none"> - 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
<p>Key performance indicators</p>
<ul style="list-style-type: none"> - Number of joint local and international research projects - Number of research papers of Academy academic staff and students published in international journals as co-authors - Participation in various international conferences, where the acquired practical knowledge will be displayed, through various researches. - Number of scientific expertise realized by the Academy staff - Successful organization of international conferences - Deepening the cooperation between teachers in their scientific research work.
<p>Targets</p>
<ul style="list-style-type: none"> - At least one collaboration per year with local and international partners on joint scientific projects - On average, a scientific paper published by each academic staff per year - Participation in one international conferences per year by the academic staff - Establishment of a research fund in the Academy to support the research work of staff and students - Organizing at least one conference per year in cooperation with international institutions and universities - At least five joint researches and publications among Academy teachers

4. Public cooperation and relation

4.1. Establish an effective management and administration to support academic and research processes

Image of Academy

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

Activities:

- Development of policy/regulation on keeping and affirming the image of Academy.
- Academy's staff identifies themselves with the image, mission and values of the Academy

Office of International Cooperation

Establish the office for international cooperation. In order to increase the quality and quantity of international cooperation, the Office for International Cooperation will be established. The capacity building of the IOM will affect the quantity and quality of cooperation in all areas of cooperation.

As part of the international activities that office for international cooperation will deal with will be:

- Identification of potential international partners
- Facilitation of the signing of international agreements
- Organization-exchange of students and academic staff,
- Assists the Academy in joint activities between International Institutions in:
 - a) joint scientific works / research,
 - b) organization of joint scientific conferences,
 - c) mobility of academic staff and students,
 - d) joint competition in international projects, etc ..

4.2. Increasing the support in the quality of teaching and research services in the creation of the culture of excellence and innovation

International Agreements on Cooperation and Mobility

Development, signing and implementation of the international agreements on cooperation.

International Cooperation in the Academy, 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.

Capacity building for drafting international education and research 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 presentations or workshops to address research issues had a direct impact on capacity building of the Academy. 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.

4.3. Ensure increased support to transparent and participatory procedures of quality assurance.

Community Programs

Academy develops and implements a community service program and expertise (community services are included in the personnel contracts). Academy 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);
- Participating on the national project "Road Safety" with basic and lower middle schools throughout Kosovo.
- 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

Marketing and Public relations

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. In the beginning, due to the very high cost that proper marketing requires we will not focus on it at this time, but we need to do more to this end in the future.

Partners council

Strengthening of partnerships with industry – Partners Council

As of its establishment, the Academy paid attention to cooperation with businesses, in which students conducted the professional internship. Therefore, the Academy has also created the

Centre for Innovation and Entrepreneurship, which consists of the members of institutions and businesses, with whom we cooperate. Through this center, the Academy 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,

4.4. Competition to international projects - Erasmus, Horizon, national grants, etc.

Establishment of consortiums on international projects and creation of partnerships with international institutions. International projects are a special part of the focus of Academy in developing and capacity building in all fields. For that purpose, Academy.

Activities:

- Partnership with international institutions,
- Consortiums with international institutions/companies.
- identification of projects that are of the interest for the fields of Academy,
- identification of partners that fit with the project,
- development of agreement/partnership/consortium,
- study of the content of project,
application.

4.5. International partnerships and networking

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,
- joint assessment of results of cooperation agreements,
- ensuring financial support (projects for support),
- expansion of fields of cooperation with international partners.

<p>4.6. Cooperation with schools</p>
<p>In terms of cooperation with schools related to road safety activities, the current staff of the Academy has already established a working tradition with projects related to road safety for all traffic participants with a special focus on student safety. These research activities are carried out with schools from lower cycle to high level in schools from all municipalities in the country. Questionnaires were offered to survey the basic knowledge in terms of knowledge on road traffic rules.</p> <p>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 and Science continues to include the knowledge on road traffic rules in the curricula. Knowledge on road traffic rules from the kindergarten and up (in all levels of education).</p> <p>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 Academy</p> <p>Performance increased shall be achieved through:</p> <ul style="list-style-type: none"> – 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).
<p>Key performance indicators</p>
<ul style="list-style-type: none"> – Identify staff and students with the Mission, Vision and Values of the Academy – Membership in at least one of the international associations of universities – Signing agreements with international institutions – Application in international projects – Partner in international projects such as Erasmus +, etc. – Exchange of students, staff with international universities. – Number of guest lecturers in the Academy – Activities with schools in Kosovo – Realization of activities in the community
<p>Targets</p>
<ul style="list-style-type: none"> – 90% of staff and 80% of students identify the Academy Mission and Values – Membership in one of the university associations in the first year of implementation – Signing of at least one international agreement per year – Apply as a partner in at least one Erasmus + project each year – Drafting of at least two project proposals in international projects by the end of 2024 – Participation of at least 10 teachers and students in international mobility (outgoing) by the end of 2024

- At least one international teacher attends lectures with Academy students and academic staff by the end of 2024
- Organizing at least one activity with Kosovo schools per year
- At least two activities carried out in the community

5. Infrastructure and digitalization

5.1. Establish an effective technological and existing physical infrastructure to support academic and research processes advancement

Office for technology and operations in the Academy aims to make sure that physical premises in Academy are in line with new trends in the field of education technology. Improving the technological basis in the Academy is a continuous process, as of its beginning in 1992 with professional programs and trainings.

In the field of infrastructure, Academy 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. Advance working conditions and establish a culture of excellence, innovation and the use of new technologies in order to develop the quality of educational and research services

- 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
 - Software for safe driving and steering
 - Software for economic driving (ECO-drive)
 - PC for special exercises and training in transport
 - Special vehicles for practical exercises (exercises for safety belt)
 - Mobile medical equipment for provision of first aid in case of a traffic accident, or other dangers

5.3. Market database

With establishment of partners Council there will be a good opportunity for cooperation and moving the process forward to ensure the necessary data for the labor market. In addition, Academy 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 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 Academy

On the occasion of celebrating the 30th anniversary of Tempulli, 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.).

- 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

Academy 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 Student Electronic Management System (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 Academy's personnel.

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

5.7. Digitalization of student services

In addition to continuous services for students through relevant offices, Academy will secure 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 Academy on innovative educational and curricular services in line with the mission and policy of the Academy in programs. Academy has already a set of digitalized services, but in the meantime a commission was set up and the funds were allocated 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 Academy'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 Academy. 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, Academy will make it possible to have online and customized printing of various student certificates as needed (eKiosK).

- **SMS:** Through SMSs, all students of Academy are informed in real time of the news and information that are important to them.

Key performance indicators

- Number of publications in the Academy library
- Access to electronic academic resources
- The number of computers that students can use at all times
- Signing agreements with the national and municipal libraries
- Number of reading and student social spaces within the Academy
- Creation of new spaces
- Digitalization of student services

Targets

- More than 75% of students satisfied with student services in the Academy
- Increase of new volumes and literature in the library every year
- Placement of at least 30 computers in classrooms equipped with adequate software and at least 5 computers in separate spaces in the Academy for use by students in 2021
- Creating at least one reading space for students in 2021
- Creation of social space (cafeteria) for students in 2021
- Signing the agreement with the national library in 2021
- Construction of the new Academy campus in 2022
- Completion of student management system in 2021

6. Students

6.1. Support to motilities

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

6.2. Cooperation with schools on informing and recruiting new students

The academy will organize traditional activities nationwide with students of elementary and lower secondary schools of the Republic of Kosovo during awareness campaigns on road safety, Academy shall inform them on the opportunities and need to teach specialised professional and scientific programs, such as the one offered by Academy. In addition to this, Academy's management will work with the Ministry of Education and Science on organizing traffic modules and traffic safety as optional courses within the regular curricula at schools.

Activities:

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

6.3. Graduated students

Through its Career Office, Academy 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, Academy 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. Ensure increased support to transparent and participatory procedures of quality assurance to students

Evaluations of students are included in performance evaluation

Academy 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.

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.

Communication with students

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

In its strategy, Academy 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.

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

Activities

- The student “ombudsperson” in the Academy is appointed
- Regulation on ombudsperson is drafted and implemented
- Regulation on internal communication

Operationalization of Student information management system .

6.5. Setup the Career Advice office

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

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 advice 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. Internship

Implementation of the regulation and practical work activities (e.g. appointing relevant persons, drafting of forms, collection of information,..)

The main purpose of the Academy is to train its students in such a way that they are ready for labor market. Academy 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 Academy is to link

Activities:

- Review of regulation on internship
- Review of guideline on internship
- Supervision
- Evaluation of internship diary.

6.7. Extracurricular activities on socialization of students

The Management of Academy 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, which shall be transparently managed by the student organization of Academy.

Key performance indicators

- Students' satisfaction with the academic and administrative services provided in the Academy –
- Number of students enrolled in the Academy
- Percentage of graduates (undergraduate and postgraduate studies) at the diploma level or further studies.
- Number of decision-making bodies of the Academy where students are represented

Targets

- 75% of students satisfied with student services and activities.
- Increasing students' interest in studying in the Academy from year to year
- Increasing students' interest in studying abroad from year to year
- Student participation in all decision-making bodies

Budget analysis

The implementation plan and budget cover the entire implementation period of the Academy Strategic Plan for the years 2020-2024. The total cost of implementation of the Strategic Plan for the period 2020-2024 is estimated to be 824,100 €. Both the implementation plan and the budget planning within the planned period are oriented and require in principle to be reviewed on an annual basis. Based on this planning, Academy is expected to provide approximately 150,000 euros per year for the successful implementation of the measures envisaged - not counting the cost of building the new campus and the salaries of existing staff. Most of the budget expenditures for the implementation of the plan are intended to come from the Academy 's own resources generated from students and driving trainees and instructor fees. Part of the revenue is expected to be generated by expertise and various projects for local and international authorities and funds. Such revenues are expected to increase after 2022 when it is believed that staff capacity for expertise, development projects and research (both basic and applied) will be built. A part of the cost is expected to be covered by commercial activities.

Prior to the beginning of each year, Academy will carefully analyze the means available from the revenues in order to ensure sustainable funding of the Academy 's operations.

The following table summarizes the budget needed for the implementation of the plan, according to the areas of intervention.

No	Field	2021	2022	2023	2024	2025	Total
1	Management and Admin	32,000	37,000	37,000	39,000	39,000	184,000
2	Teaching and QA	20,000	23,000	25,000	26,000	26,000	120,000
3	Scientific research	18,000	18,000	18,000	20,000	20,000	94,000
4	Cooperation and PR	25,000	25,000	26,000	28,000	29,000	133,000
5	Digitalized infrastructure	12,000	15,500	18,000	19,000	23,000	87,500
6	Students	11,000	12,000	15,000	18,000	25,000	81,000
	Total for years	118,000	130,500	139,000	150,000	162,000	699,500

The measures foreseen in this plan are mainly of a developmental nature (unless a new job is foreseen) and do not include operating costs (salaries, regular maintenance of facilities, fuel, utilities, heating costs, etc.). The main costs of the plan are investments in infrastructure and in developing the Academy administration and management, in collaboration activities, and others.

The plan foresees that over the next five years the Academy should provide around 699,500 euros in total, or about 145,000 euros on average for each year of implementing the Strategy. Such an amount will only be possible with a more rapid development of Academy by increasing the number of students (including those from the region and third countries), adding services to industry, competing for international funding in the field of higher education and science and more. Such a strategic plan cost also requires an increased investment in marketing, public relations and community services.

Infrastructure investments account for the bulk of the Strategic Plan's costs over the next five-year period. Academy has already secured a source of investment for the new campus through the use of real estate in the new campus space. Such a solution shall not jeopardize the functioning of the Academy nor its academic and professional activities.

The rest of the costs can be easily recovered from the income from students/trainees and from the funds generated from commercial activities. The remainder is intended for the development of various regulations and procedures, for the development of Academy personnel, and for ensuring financial sustainability (scientific projects and research). The planned expenditure structure of this plan also reflects Academy's development priorities in the planned period, such as better management, design of projects to apply for donor funds, and more.

The budget appendix of this plan presents the details of the action plan and budget, including activities by measures, indicators of activities by measures, implementation period, responsibilities, budget description and budget breakdown by year.

Risk analysis

During development of Academy's Development Plan working groups were also involved in assessing various risks, factors that are mainly beyond Academy's control – which can have a negative impact on successful implementation of the Plan. Identification of risks was made both, during SWOT as well as during development of measures and activities on achieving plan's objectives. Threats are analyzed without a certain order, by analyzing the scale of probability and possibility of impact in implementation of the plan's measures. As it will be shown in the table below, most of risks of implementation of this Plan are related to the legal framework, unsustainability of state authorities, economic situation of users of Academy's services, lack of expertise in the field of technical sciences, etc. Finally, various strategies were considered on prevention, lowering of negative effect or overcoming of the threat. The table below shows threats and measure for their prevention or tackling:

Threats:	Probability	Scale of impact	Prevention measures
MEST's unpredictable legal framework			
Frequent changes of criteria and standards			Begin dialogue to promote communication between KAC and HEIs
Lack of expertise in the profiles of Academy (technical spheres)			Capacity building and expertise in profiles on demand (that have shortage of staff)
Unsatisfactory level of students admitted from secondary schools			Cooperation with schools on information and improvement of performance of students
Emigration of population, with focus on young generations			Development of online programs
Non-constructive approach of education authorities towards some private HEIs			Intensification of relations with the public
Discontinuations in KAC operation			An international accreditation is considered Intensification of communication
Non-loyal competition in allocating grants and subsidies for research and projects			Capacity building for drafting projects and hiring legal

			representatives to defend Academy's interests
The failure of accreditation of Academy			Drafting and implementation of the plan for institutional consolidation and accreditation;
Migration of youth and prepared staff from Kosovo			Provision of online studies Signing of agreements and implementation of joint study programs
Economic conditions			Providing funds and other funding sources
Prejudices towards private education in Kosovo			Better organization of PR and media communication
Abuses in employment of public institutions			Hiring legal representation in some cases Support to alumni Organization of Office for Services and Alumni

The Communication Plan Strategy

Academy carried out a relatively inclusive participation process in drafting Development Plan 2021-2025. The Plan was initially approved by the Director, and then by the Steering Council of Academy. After approval of the Plan, Academy shall publish relevant parts of its Plan into the website and on Facebook page, as well as in the relevant platforms for information and receiving feedback from partners and the economy, community, non-governmental organizations and the academic community in Kosovo and beyond.

Communication Strategies of this Plan shall be coordinated by the Director and the marketing official. Occasionally, Academy shall cooperate with various national and international partners – especially at the time of reviewing implementation and the plan. Academy shall organize the regular collection of information and the annual report on the quality of implementation of the Plan and shall inform the stakeholders of this.

Upon approval by the Steering Council Academy shall draft materials to inform stakeholders of the education field, including businesses, authorities, donors, NGOs. For this purpose, leaflets and information brochures shall be drafted, whereas the website the plan shall be published all the time. Materials in the website shall be published in Albanian, English and local languages in order to reach as many beneficiaries and stakeholders as possible.

Subsequently, there shall be informative meetings organized with partners, businesses and donors to mobilize certain entities on implementation of measures planned by the Plan, particularly to support activities that have to do with internship, cooperation in joint projects, development of quality and cooperation with industry. Then, information events shall be organized with businesses, authorities, donors and media for the purpose of mutual information and assessment of cooperation opportunities with involved parties. A special activity of communication shall be the following of works on construction and opening of the new campus of Academy.

Every year In July, there shall be a review of implementing the measures of the plan and development of the annual action plan for the relevant year. During the review and planning workshop Academy partners from the sector of business shall be included, as well as the ones of high education and media. These reviewing workshops shall serve also to review and add mobilization of partners to have as good implementation as possible. During the process of the plan's review, importance shall be dedicated to measures related to development of quality, building the new campus, new capacities of the personnel and students, etc.

In 2022, there will be an intermediate review of the plan's implementation. On that occasion, a workshop with wide participation shall be organized, including partners from the economy, academic community, NGOs, central education authorities and regional partners. The process shall mean a review of implementation and measures defined in the original plan. This will be done to adapt measures with the changed context in the education system – with focus on applied sciences – in Kosovo and beyond. This event shall serve for mobilizing additional means for financing the plan, but also to capitalize on other possibilities of Plan's implementation which may surface as a

result of advancing the process of European integration, increase of economic power and interest of partners from the economy, donors, or increase of interest of authorities for cooperation with high education institutions.

In addition to these forms of communication other information means will be also used (electronic and media) for the purpose of informing the opinion on the implementation phase as best as possible, including challenges and successes of this plan.

Annex 1: Monitoring plan

	KPI	Targets	Implementation period	Status 2021	Status 2022	Status 2023	Status 2024	Status 2025
Management and administration	Drafting of regulations	Drafting of main regulations by 31 December 2020	2020					
		Approval of regulations on January 10, 2021	2021					
	Approval of regulations	Drafting of other regulations by January 31, 2021	2021					
	Number of academic mobility's and other scientific activities realized by the staff	Participation of at least 5 teachers in academic mobility until 2023	2023					
	Number of workshops for staff development	Organizing at least one activity for the development of the academic staff per year	Annual					
	Creating a database for the labour market	Creating a database for the labour market	2021					
Teaching and quality assurance	Accreditation of new study programs	Accreditation of at least two new study programs in 2021	2021					
		Accreditation of at least five new study programs in 2025	2025					
	Willingness of internal and external actors to participate in quality assurance processes at Academy	Involvement of at least 5 businesses in the design of study programs	Annual					
	Realization of career activities for students, towards their professional development							
	Realization of students' practical work	Implementation of at least four activities for student career development each year,	Annual					

	High level of performance of the academic staff	Every third year student completes the practical work	Annual					
	Involvement of businesses in the design of study programs	80% of the staff show acceptable performance in each year	Annual					
Scientific research	Number of joint local and international research projects	At least one collaboration per year with local and international partners on joint scientific projects	Annual					
	Number of research papers of Academy academic staff and students published in international journals as co-authors							
	Participation in various international conferences, where the acquired practical knowledge will be displayed, through various researches	On average, a scientific paper published by each academic staff per year	Annual					
		Participation in one international conferences per year by the academic staff	Annual					
	Number of scientific expertise realized by the Academy staff	Establishment of a research fund in the Academy to support the research work of staff and students	2021					
	Successful organization of international conferences	Organizing at least one conference per year in cooperation with international institutions and universities	Annual					
	Deepening the cooperation between teachers in their scientific research work	At least five joint researches and publications among Academy teachers	2025					
Public cooperation and relation	Identify staff and students with the Mission, Vision and Values of the Academy	90% of staff and 80% of students identify the Academy Mission and Values	Annual					

	Membership in at least one of the international associations of universities	Membership in one of the university associations in the first year of implementation	2021						
	Signing agreements with international institutions	Signing of at least one international agreement per year	Annual						
	Application in international projects	Apply as a partner in at least one Erasmus + project each year	2025						
	Partner in international projects such as Erasmus +, etc.	Drafting of at least two project proposals in international projects by the end of 2024	Annual						
	Exchange of students, staff with international universities.	Participation of at least 10 teachers and students in international mobility (outgoing) by the end of 2024	2025						
	Number of guest lecturers in the Academy	At least one international teacher attends lectures with Academy students and academic staff by the end of 2024	Annual						
	Activities with schools in Kosovo	Organizing at least one activity with Kosovo schools per year	Annual						
	Realization of activities in the community	At least two activities carried out in the community	Annual						
Infrastructure and digitalization	Number of publications in the Academy library	More than 75% of students satisfied with student services in the Academy	Annual						
	Access to electronic academic resources	Increase of new volumes and literature in the library every year	Annual						
	The number of computers that students can use at all times	Placement of at least 30 computers in classrooms equipped with adequate software and at least 5 computers in separate spaces in the Academy for use by students in 2021	2021						
	Signing agreements with the national and municipal libraries	Creating at least one reading space for students in 2021	2021						

	Number of reading and student social spaces within the Academy	Creation of social space (cafeteria) for students in 2021	2021					
	Creation of new spaces	Signing the agreement with the national library in 2021	2022					
	Digitalization of student services	Construction of the new Academy campus in 2022	2021					
Students	Students' satisfaction with the academic and administrative services provided in the Academy	75% of students satisfied with student services and activities.	Annual					
	Number of students enrolled in the Academy	Increasing students' interest in studying in the Academy from year to year	Annual					
	Percentage of graduates (undergraduate and postgraduate studies) at the diploma level or further studies.	Increasing students' interest in studying abroad from year to year	Annual					
	Number of decision-making bodies of the Academy where students are represented	Student participation in all decision-making bodies	Annual					