



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

***UBT COLLEGE***

**INSTITUTIONAL EVALUATION**

**REPORT OF THE EXPERT TEAM**

*Brno, June 17, 2019*



## TABLE OF CONTENTS

### Contents

TABLE OF CONTENTS.....	2
1. INTRODUCTION .....	3
1.1. Context.....	3
1.2. Site visit schedule .....	4
1.3. A brief overview of the institution under evaluation .....	5
2. INSTITUTIONAL EVALUATION .....	5
2.1. Public mission and institutional objectives.....	6
2.2. Strategic planning, governance and administration .....	7
2.3. Financial planning and management.....	9
2.4. Academic integrity, responsibility and public accountability .....	10
2.5. Quality management .....	11
2.6. Learning and teaching.....	14
2.7. Research.....	15
2.8. Staff, employment processes and professional development.....	19
2.9. Student administration and support services.....	22
2.10. Learning resources and facilities.....	24
2.11. Institutional cooperation .....	25
4. OVERALL EVALUATION AND JUDGEMENTS OF THE ET.....	29



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

## 1. INTRODUCTION

### 1.1. Context

**Date of site visit:** 30 – 31 May, 2019

**Expert Team (ET) members:**

- *Prof. Milan Pol, Masaryk University, Brno, Czech Republic*
- *Ms Oana Sarbu, PhD student, University of Bucharest*

**Coordinators from Kosovo Accreditation Agency (KAA):**



- *Avni Gashi, Acting Director of KAAA*
- *Shkelzen Gerxhaliu, Senior Officer for Evaluation and Monitoring*
- *Arianit Krasniqi, Senior Officer for Evaluation and Accreditation*

#### **Sources of information for the Report:**

- *Self-evaluation report (SER)*
- *Site visit, interviews*
- *Additional materials submitted by UBT College upon the request*

#### **Criteria used for institutional and program evaluations**

- *KAA Accreditation Manual*

### **1.2. Site visit schedule**

#### 30 May

19.45 Meeting at the Reception of the Hotel

20.00 Working dinner

#### 31 May

08.30 Meeting at the reception of the hotel

09.00 – 10.30 Meeting with the management of the institution

10.40 – 11.50 Meeting with quality assurance representatives and administrative services



12.00 – 13.00	Meeting with the heads of study programs
13.00 – 13.50	Lunch break
13.50 – 14.50	Visiting tour of the facilities and infrastructure
14.50 – 15.40	Meeting with teaching staff
15.50 – 16.40	Meeting with students
16.50 – 17.40	Meeting with graduates
17.50 – 18.40	Meeting with employers of graduates and external stakeholders
18.45 – 19.00	Internal meeting – Expert Team and KAA
19.00 – 19.15	Closing meeting with the management of the institution

### **1.3. A brief overview of the institution under evaluation**

UBT College was licensed as a private institution of higher education in October 2004, and it was built on the experience of the Institute of Enterprise Engineering and Management. Currently it is structured in 14 faculties and it provides study programs bachelor and master study programs in three areas – (1) ICT, mathematics and natural science, (2) engineering, manufacturing and construction, and (3) social science. Its main campus is in Pristina, the College also operates in other places of Kosovo (Prizren, Ferizaj, Peja, Gjilan, Lipjan) and beyond (Vienna, Budapest). The expert team (ET) only visited UBT Pristina Campus.

## **2. INSTITUTIONAL EVALUATION**



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

## 2.1. Public mission and institutional objectives

The mission statement is in a logical relation with the vision of UBT College. The vision expresses the intention of the College to be “a modern and leading higher education institution in Kosovo, committed to apply excellence in teaching, learning and research within an inclusive student-centred environment through applying a multi-disciplinary approach that will contribute to the economic, social and cultural development of Kosovo and beyond“(webpage of UBT College).

In the mission of the UBT College a dynamic and innovative academic environment, supportive and challenging opportunities for those involved, participatory and self-governance setting are stressed out. Also, teamwork, enhancement of participation, learning opportunities driven by teaching and research excellence, intellectual interaction and creativity are explicitly mentioned. Last but not least, UBT College declares itself in its mission statement as „a preeminent centre of intellectual and cultural activity in Kosovo, improving the region’s quality of life through the skills, knowledge, experience and engagement of its faculty, staff, students and alumni“(webpage of UBT College).

This can be said that UBT College has a defined mission statement that explicitly pays attention to three main areas – teaching, research, and public outreach (community service) – in a balanced way. The mission reflects the institutions’ commitment to Council of Europe and Bologna Social Dimensions.

In the Self-evaluation report (SER), the UBT College describes the process of consultation through which the mission statement was developed. This process involved both internal, and external stakeholders. This was proved by a significant number of participants during the interviews that we conducted. The interviews also indicated that the mission statement is recognized by the UTB College members.

As such, the UBT College’s mission has a potential to be an effective guide for further steps, in concrete for strategic plan development, for decision-making processes and operations within the institution and beyond.

The objectives of UBT College are clearly in line with the mission statement and they support its realisation.

6



**Compliance level:** Fully compliant

**ET recommendations:**

*None*

## **2.2. Strategic planning, governance and administration**

The process of development the current strategy of the UBT College started in 2016 by “mapping and documenting the processes and reaching a conclusion about the framework for implementing the strategy. This process was based on the strategy review of 2015 Additional internal strategy reviews take place during annual UBT Board Meetings and bi-annual staff meetings.” (UBT College webpage). Current Strategic covers the period until 2020.

Strategic plan of UBT College contains several main objectives: academic excellence, research, innovation and social responsibility, positive working and learning environment, partnership with the community. And each of these main objectives is further elaborated into a set of sub-objectives (specific tasks). As a whole, the main objective create a complex set of significant tasks that fully cover main expectations/areas of higher education institutions. As for the sub-objectives (specific tasks), one can say they are logically built and develop in a concrete way the steps towards meeting the main tasks.

The SER indicates a presence of consultation process related to the development of Strategic plan, and describes concretely the whole procedure. According to this, internal as well as external stakeholders were involved in this process. During the interviews we were assured about the existence of this process by different actors from UBT College and beyond.

The UBT has a five-year budget proposal that is developed on the basis of the business plan and follows the objectives formulated in the Strategic plan. This long-term budget proposal is then broken down into one-year budget proposals, too. And monitoring procedures are set on a regular basis.



This way, strategic planning is integrated with annual and longer-term budget processes that are regular adjusted.

The evaluation team (ET) comes to the conclusion that the strategic plan is built realistically, reflects the previous development of the College, and takes into account the contextual factors. The table referring to strategic risk, financial risk, operational risk, compliance risk and reputational risk (SER, p. 36) is one of the evidences of the latter.

Similarly, the implementation of strategic plan is monitored on short- and medium-level targets and outcomes are to be evaluated, UBT Indicator Framework 2018-2025 indicators ScoreCard used with a set of indicators and sub-indicators (SER, pp. 39-41). The institutional progress is measured both in terms of organizational results but also outcomes it delivers to the society through education, research and community engagement.

The ET also confirms that UBT College has developed a decision-making system and regulations for internal operations and they seem to be in line with existing legislation. UBT Colle is governed by Governing Board, Academic Council, Executive Council, Rector and other bodies, as stated in the Statute of the UBT College. Composition of these bodies is clear and acceptable, and this can also be said about the functions (rights and responsibilities) of these bodies.

UBT expresses its intention to respect academic freedom of the College members, to refrain from actions prohibiting the application of law, refrain from actions that could inhibit teaching and research advancement, avoid conflict of interest and respect ethical norms. The organogram of the UBT College is logically structured, with clear and justified interlinks among individual parts, and with studies located in the center of action. The election criteria and processes of decision-makers seem to be clear and transparent, and they are made publicly available.

Students are represented by UBT Student Union (regulated with its Statute and respecting the Guidelines of the Kosovo Student Union) The Student Union is having its President, Council, Assembly, Faculty representatives, Class representatives. Democratic voting procedure is in place, as it was confirmed by the students during the interviews. Student Union representatives are members of Governing Board, Academic Council, QA Committee, Ethics Committee, Faculty Councils and some Working Groups.



Administration of the UBT College seems to be effective and appropriately qualified, their responsibilities are clearly and adequately defined. There are 14 Faculties and seven Support units.

**Compliance level:** Fully compliant

**ET recommendations:**

*None*

### **2.3. Financial planning and management**

UBT College is a private higher education institution, which demonstrated financial sustainability and permanent development. The university budget is planned for 3 years (2019-2021), with 2019 year being approved, while the other two years are evaluations based on the strategic plan. The incomes are coming from: students' fee, research projects, services and donations and expenditures are balanced between: staff expenditure, recurring maintenance, capital investments, scholarships, research and other expenditure.

The definition and use of the financial procedures and tools are facilitated by the Finance Office, which also monitors the consistency of their application. The Finance Office uses an updated financial software which is able not only to monitor the payments, but also to produce reports showing budget allocation, usage and payments.

The budget oversight mechanisms are aligned to the risk matrix. Public accountability has been a key feature of the organization. The organization implements regular internal and external auditing.

The institution is considered to be in fully conformity with legal tax provisions. UBT is subject to regular external and internal auditing. The purpose of external auditing is to assess the institutional finance and accounting system and advice on the best practices.

**Compliance level:** Fully compliant



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

**ET recommendations:**

*None*

## **2.4. Academic integrity, responsibility and public accountability**

The UBT College has adopted a Code of Ethics which aims to establish rules for professional conduct for university members, including academic, scientific, administrative staff and students, in accordance with the spirit of the academic, professional and moral ethics of the university and academic freedom. The Code of Ethics advocates the values of integrity, co-operation, responsibility, knowledge and academic freedom.

According to the SER, Ethics and Intellectual Property Rights were identified by the College as a possible risk. Even if the Code of Ethics was updated in May 2019, it does not deal with plagiarism. The Institute's Intellectual Property Policy describes specific mechanism established by UBT College in order to prevent or punish cases of plagiarism for staff or students. The faculties work with the plagiarism detection software (Turnitin) to detect potential violations.

The Code of Ethics is rather general, without cleared elaboration as for the processes and mechanisms. For instance, it does not provide specific sanctions applicable for breaches in the Code provisions. The processes are described in different regulation of UBT College and ET finds it difficult for the members of the community to identify all of them. The ET recommends to UBT College to take into consideration a possibility to develop a comprehensive Code of Ethics, gathering all regulations in the field of ethics and academic integrity.

UBT College established an Ethics Committee at institutional level and a Faculty Sub-Committee for Ethics at each Faculty, which functions as a first instance. The institutional Ethics Committee is comprised of three academic staff, two members from administration (HR/Research) and a Student Union representative. Deans and rector are not members of the Ethics Committee but may convene the meetings without the voting right.

There is the evidence that the UBT College is applying the Code of Ethics and its associated processes and mechanisms to all activities related to management, administration, teaching and

10



research. The results of its application are not made public yet. The internal regulations, procedures, self-assessment reports and decision of governing bodies are not made public on the website of the UBT College either.

The ET tried to identify on the website the typology and volume of information the institution is publishing about its study programs. Generally, there is sufficient information published about academic staff, research and academic activities, the programmes offered, the number of students enrolled, the intended learning outcomes of programmes, the qualifications they award, the teaching, learning and assessment procedures used, the passing rates and the learning opportunities, and this information is therefore available to its students, graduate employment information, scholarship opportunities etc.

**Compliance level:** Substantially compliant

**ET recommendations:**

1. Develop a comprehensive Code of Ethics, gathering all regulations in the field of ethics and academic integrity.
2. Make public the results of application of the Code of Ethic (periodical reports elaborated by the Ethics Committee).

## 2.5. Quality management

According to the SER, the quality assurance system at UBT College is regulated by the UBT Quality Assurance Manual in line with the legal framework in Kosovo, such as the Law on Higher Education, the Administrative Instruction on the Accreditation of Higher Education Institutions in Kosovo and the European Standards and Guidelines (ESG). The UBT Quality Assurance Manual describes processes, mechanisms, instruments, reporting, data collection, timeframes, responsibilities and units involved in the processes:

- *Procedures for design and approval of new programmes, subjects and modules*
- *Procedures for student assessment*
- *Procedures for ongoing monitoring of programmes*
- *Procedures for programme evaluation*
- *Procedures for selection, appointment, appraisal and development of staff*
- *Procedures for evaluating premises, equipment and facilities*



- *Procedures for evaluating student services*
- *Procedures for evaluation the governance and quality assurance policy*
- *Procedure for the evaluation of public information*

The UBT Quality Assurance Manual with its policies, processes and procedures is not a public document. In general, the quality assurance policy, processes and procedures are published on the website. However, we recognise that they could have been better positioned for the ET and stakeholders' ease access. At the time of our evaluation, these were only short descriptions, not full regulations or procedures.

The structure responsible for the development and implementation of quality assurance processes throughout the UBT College is Quality Assurance Committee which has nine members according with the QA Regulation and the nominal component: 1 representative of the UBT management; 3 representatives of the academic staff; 2 representatives of the administrative staff; 1 student; 1 alumni; 1 international expert; and seven members according with the description provided by the SER: "two members are proposed by the Governing Council, two members of proposed by the Academic Council, one member is proposed by the Rector and two members from the Student Union." (p. 67)

The Quality Manager is the administrative officer responsible for coordinating and implementing the policies adopted by the Quality Assurance Committee. The institutional Quality Assurance Office is fully staffed and has a separate budget line to implement all quality assurance processes. Every Faculty has its respective Quality Assurance Sub-Committee and Quality Assurance Officer.

While the Quality Assurance Committee is responsible for the review the policy and should ensure that the policies, processes and procedures are implemented, the Quality Assurance Office is direct responsible with the implementation.

During the site visit, the ET understood from the UBT College President that he assumes his position considering quality management and quality assurance and he takes responsibility for the overall delivery of a quality service to our stakeholders – students, staff and employers.

The ET considers the financial and human resources allocated to the QA to be in line with strategic objectives related to the QA.



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

Discussions with management, academic staff or students from UBT College, convinced the ET that the quality assurance system has the ability to identify weaknesses and to act as an early warning system in detecting irregularities and provide potential causes and solutions for them.

Central to the ET's assessment of progress of the development of a quality culture were considerations arising from the information provided by the UBT College on the quality principles and quality criteria of the development and implementation of quality assurance processes. Also, progress towards the development of a higher education institution quality model and quality manual was considered in evaluation. The evaluation team believes that there is progress still to be made in strengthening evaluation procedures. Indeed, the team also came to the view that there is a need for the UBT College to reflect on whether it needs to identify a framework for academic quality assurance and enhancement to complement that being developed in the area of organisational quality management.

As part of the quality assurance process, the institution implements every semester survey with students considering teaching processes and students facilities, but at the programme level, the UBT College presents an Annual Programme Report for each programme as per the Standard Operating Procedures and Key Performance Indicators.

According to the SER, the UBT College uses regular survey with students, staff and stakeholders. Except of students, no other stakeholder has confirmed the existence of data collection instruments – survey (alumni, employers). UBT College presented the surveys and analyses of the results which are discussed in the Academic and Faculty Council, but they are not made public.

Obtained data is collected, stored and processed in the institutional database. Advance statistical analysis is performed to surface the main concerns, trends, correlations and other descriptive variables. During the visit, students confirmed to ET that they noticed changes following the feedback provided. The teaching staff appreciated also the openness of the management to them proposals for improvement or implementation of the new teaching or research directions.

The results of the evaluation processes are not public documents.



The institution implements regular internal and external audits to ensure that its governance and quality assurance policy is effective and ensures continuous improvement. The procedure involves: internal audit by the Governing Body, Periodic Institutional Audit and Management Quality Assurance Review. Several regulations (Code of Ethics, Alumni etc.) are approved in May 2019, which is a proof that internal QA policies are still very much linked with external QA.

**Compliance level:** Substantially compliant

**ET recommendations:**

1. Ensure that the QA system and the data collection instruments cover the whole range of institutional activities (graduates and employers).
2. Make public the policies, processes and procedures of the College.

## 2.6. Learning and teaching

UBT College has and makes use of policies and procedures that are applied to realization of all its programs on bachelor as well as master level.

Academic Council Regulation on Undergraduate/Graduate Studies is a key document serving this function. The role of Subject Leaders is emphasized in organization and carrying out the courses.

The basic parameters are in place, ECTS credits are appropriately understood and used in the study programs. The academic year lasts 40 weeks (with 15 weeks for each semester).

Study Commission deals with general structure of curricula at the UBT College, and also with its further development for which a standardized procedure has been defined. This makes sure not only realization of the curricula, but also its monitoring and evaluation take place on a regular basis.



It was not evident from the interviews with different groups of people during the site visit if and possibly to what extent the differences between the programs are investigated and identified, the ET shares the opinion there might be a room for the improvement in this respect.

Learning outcomes are worked adequately with at the UBT College and they are in line with National Qualification Framework and with the Framework for Qualifications of the European Higher Education Area.

Assessment procedures and their conditions are defined by Study Regulations and the procedures for their fitness and effectiveness are in place.

Teaching staff is adequately qualified, the notion of student-centered approach is one of the themes of staff development.

Programs and quality of their delivery are evaluated by students yet it is not evident what happened as for the information to students about how the feedback information was made used of. During the interviews, we did not collect the evidence that the College makes sure to get more systematically feedback on the programs from alumni and employers.

**Compliance level:** Substantially compliant

**ET recommendations:**

- 1. Consider possibilities of more systematic monitoring of quality indicators and identification of differences in quality between programs.*
- 2. Make sure students are informed about what happens with their feedback.*
- 3. Make sure graduate and employers feedback is used as a basis for plans of programs' improvement.*

## 2.7. Research

The UBT College has a Research development strategy with the following key strategic research goals:



- To be internationally renowned for our world class activities in a number of strategically important centres of excellence, whilst simultaneously demonstrating excellence across a broader range of disciplinary areas;
- To be recognized internally and externally for the provision of outstanding research leadership, infrastructure, facilities, and support, and be admired for our creativity in developing and supporting new talent and initiatives;
- To substantially increase our share of external research grant income, in order to provide a sustainable funding base for our research;
- To attract increasing numbers of high-quality postgraduate research students, and provide them with a stimulating and supportive research environment and training;
- To have active engagement with a number of key strategic partners from across the Region, Europe and the world and be increasingly sought out by potential collaborators, partners, funders, policy makers, and the media, so that we increasingly shape the external research agenda.

Specific activities/projects and measuring indicators have been associated to these measures, as well as a process of progress monitoring and reporting, but the UBT College could not provide details of how are the research priorities in the institution determined, or what kind of benchmarks were realised. The evaluation team noted from the available documentation that current objectives focus on research, artistic creativity, interdisciplinary, partnerships, stimulating research centres, and accessing funding nationally and internationally. The evaluation team also learned that each faculty has its own strategy.

A significant part of the financial resources is dedicated to the implementation of the research objectives. Taking into account the resources of the UBT College, the priority the College formally gives to research through its mission statement and Research development strategy, as well as the objectives of higher education defined by the Law on Higher Education in the Republic of Kosovo, the ET considers this amount being sufficient.

The Research Department manages the research funds, the internal administration of the performance-based Research Fund, and externally funded research from government agencies. The ET noted the infrastructure is in place at the College to support its work in the areas of scientific and artistic research, including the research department. This research department, headed by the director, is responsible for the management of scientific research at UBT College, provides institutional oversight of research projects and the activities of departments and centres, and also gives information, support and guidance on research calls and grant



applications. The ET formed the view that these structural and management arrangements are appropriate and have the potential to serve the UBT College in its further development.

The academic staff with whom the evaluation team met confirmed that their experience of facilities, space, and library support was positive.

UBT Research Publications are as follows:

- International Journal of Business and Technology, ISSN: Bib ID (66488)
- Proceedings of UBT Annual International Conferences
- Academic Books, Professional Review and Reports

UBT Scientific and Professional Conferences are below:

- Annual Scientific International Conferences of each UBT School: conferences.ubt-uni.net
- Host / Organizer of International Conferences: 9.5 – ISTC – SWIIS.
- Annual Professional Days: Quality, Project, Media, Security, etc.
- UBT Summer University (annually) / Summer Academies - Schools: sa.ubt-uni.net
- UBT PhD Preparation School

I	<b>Institutes</b>	<ul style="list-style-type: none"> <li>• IEME Institute for STEM Research and Innovation</li> <li>• IDEAA Institute for the Development of Education and Academic Affairs</li> <li>• IFL Institute of Foreign Languages and Intercultural Competence</li> <li>• Institute of Politics and International Relations</li> <li>• Institute of Life Sciences and Innovation</li> <li>• Institute of Rule of Law and Justice</li> <li>• Institute of Media and Communication</li> </ul>
II	<b>Centres of Excellence</b>	<ul style="list-style-type: none"> <li>• Centre of Tourism and Hospitality</li> <li>• Centre for Statistics, Data Processing and Forecasting</li> <li>• Centre for Modelling and Simulation</li> </ul>



		<ul style="list-style-type: none"> <li>• Centre for Software Development and Innovation</li> <li>• Centre for Incubator and Start-Ups</li> <li>• Centre for Professional Development and Life Long Learning</li> <li>• Centre for Technology Transfer, IPR and Innovation</li> <li>• Centre for Knowledge Management and Innovation</li> <li>• Centre for UBT SAP Alliance</li> <li>• Centre of UBT-UNICEF for Social Innovation – Colibri</li> <li>• Centre for Medical Training</li> </ul>
--	--	--

The UBT College knowledge Centre is the platform that Colle tracks the publications and research outcomes of its academic staff.

Staff are required to supply full and accurate details of their research outputs on an annual basis to their Heads of Departments who supply the information to the Research Department. The College publishes an annual list of staff and student publications.

In the UBT Colle, the academic staff seem to be active researchers at an international level. According to the contract that UBT staff have, they should produce at least two publications per year. Academic and research staff publish under the name of UBT College.

For the moment, the individual performance review system does not take into consideration research activities, but UBT research support office has been working on a performance management model with the guidance of Human Resources Department, to be used in the upcoming academic semester.

In exploring research activity, the evaluation team took the opportunity to explore the student experience of the extent to which staff research informs teaching and impacts upon the student experience. While management stressed the importance of transferring research to courses and teaching, and that this is required practice, the evaluation team nevertheless found that teaching staff 's or students' awareness of research outputs, including publications, varied.



The UBT Code of Ethics has no mentions considering the ownerships of intellectual property, but UBT College establishes a specific centre for intellectual property and procedures set out for commercialization of ideas developed by staff and students, named UBT Technology transfer Office (TTC). The UBT Technology Transfer Centre (TTC) supports staff and students of UBT with protecting home-produced intellectual property, industry engagement and the commercialization of in UBT generated research.

Even if UBT College has a new Code of Ethics approved in May 2019, this does not have clear ethical regulations for research activities. The university should draft and adopt formal procedures regarding the ethics in research and ensure that all its internal stakeholders conduct their activities in line with these (such as signed consent forms for all human subjects, ensuring confidentiality of research data etc.). Also, none of the ethical structures is responsible to ensure the safeguarding of ethical principles in research and to ensure their implementation through the approval of research methodologies (for staff, as well as students) that have to meet the basic ethical principles in research.

**Compliance level:** Substantially compliant

**ET recommendations:**

1. Develop an individual performance review system taking into consideration the research activities.
2. Draft and formally adopt clear regulations for ethical principles in research and establish a structure responsible for ensuring the safeguarding of ethical principles in research.

## **2.8. Staff, employment processes and professional development**

Rights and responsibilities, recruitment processes, promotion criteria and general principles of performance evaluation of teaching staff are spread across different internal documents: The UBT Statute, Regulation on Academic Staff Selection, Performance Assessment and Promotion. The academic and administrative personnel are chosen through a public contest

19



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

according to the institution's Statute. Staff related policies and procedures are centralised in the form of a Staff Employment handbook made available to staff at the beginning of their employment.

The recruitment processes ensure that staff have the specific areas of expertise, qualification and experience for the positions they occupy: the selection of academic staff is based on the public competition, according to the documents mentioned above.

The College ensures that candidates for employment are provided with full position descriptions reflecting their duties and responsibilities prior to employment. The Staff Employment Handbook is essentially a written copy of the information communicated at induction, and it is provided in hard copy and posted in the Intranet.

The staff employed in the institution (academic and administrative) hold the relevant qualifications so that they are able to effectively manage educational, scientific, research, creative activities and administrative processes

According to data provided by UBT there are:

Full time staff with PhD: 202

Full time staff with master degree: 163

Part-time staff: 40

Number of students: 9768

The teacher to student ratio is: 1/26,76

The allocation of work is done in consultation with the staff members and by taking into consideration staff members' skills and experience and with the effort to balance between teaching – research – management/organisational activities.

The UBT College has a Staff Employment, Performance and Progression Policy that reflects all instruments related to the evaluation of each category of staff, promotions, contract-related decisions etc. All the academic staff are informed about the criteria of student evaluation as well as evaluation conducted by the management of the academic unit.

The periodical evaluation of the academic staff is based on student course evaluations and on management analyses. Discussion with academic staff did not provide the evidence about self-

20



evaluation or peer evaluation. The results of the evaluations are considered by the dean for management and performance monitoring purposes, and the dean meets individually with each member of staff to discuss that individual's results. The evaluation team learned that outcomes may have different implications for members of teaching staff.

If the academic staff evaluation results are not satisfactory, initially discussions are held between the individual and the dean of the academic unit in order to find ways how to overcome such situation in the next academic semester. The UBT College following activities are focused on the improvements, not on punishments, and Individual Improvement Plan is usually established and then regularly evaluated.

At the institutional level, UBT College developed a Staff Development Plan which has several key objectives:

*(a) To provide a framework for allowing appropriate development opportunities that are designed to improve the knowledge, skills and behaviours of staff which will enhance personal growth and effectiveness of individuals, teams and the Institute in the pursuit of excellence in all of its activities and strategies.*

*(b) To facilitate the process of change;*

*(c) To promote a developmental ethos;*

*(d) To outline various staff development support plans for each institutional strategy;*

*(e) To embed all staff development activity into the institution's academic calendar.*

Additional schooling and vocational courses for academic and administrative staff are arranged as part of Staff Development Plan (for instance, during the previous year the staff development component was focused on providing effective pedagogical skills and training at IDEAA Institute).

Staff believe they are given appropriate and fair opportunities for personal and career development.

**Compliance level:** Substantially compliant



### **ET recommendations:**

1. Ensure that academic staff evaluation is done through self-evaluation, student evaluation, peer evaluation, and evaluation done by superiors.

## **2.9. Student administration and support services**

Admission to the study is realised on the basis of a public call and the conducted entrance examination. The criteria are consistently defined by Academic Council Regulation on Undergraduate and Graduate Admission and fairly applied at UBT. The entrance examination is conducted by the Commission for the Entrance Examination appointed by the Faculty Council for the period of three years. Based on the results of the entrance examination, the Commission creates a ranking list determining which candidates have become entitled to be enrolled on the basis of the results achieved in the entrance examination. Student admission requirements are specified in advertisements and published on the website of the university. For transfer applications, students are also entitled to apply for the Recognition of Prior Learning. The procedure for the recognition of prior formal and informal learning is dealt by the UBT College Committee on Recognition of Prior Learning.

New students have all available information about UBT College's offerings, types and levels of the study program, study fees, offered scholarships, organisation of studies, and any other information needed for them. Information of new students about the abovementioned issues is done through the official UBT College website, through social networks, through brochures and other advertising materials etc.

Every year, after new students' enrolment, the college organizes College's Induction Days, an orientation program aiming to ensure through understanding of the range of services and facilities available to them. Information about UBT College facilities, the assessment regulations, available student supports, code of conduct, student complaint and disciplinary procedures, deferral information, and other such important information is provided by the student handbook through the Student Portal.

Depending on the amount of fees paid, the students can be self-financed or financed by the workplace [ex. Kosovo Customs, Kosovo banking sector]. Apart from this, there are scholarships available, such as merit-based scholarship, tuition reduction scheme for



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

vulnerable groups [families living on government social welfare], work and study scheme – students willing to engage in administrative affairs at the institution. According to regulations, students can have between 10 to 50 % discount from tuition fee. Also, considerable discounts are offered to Kosovo civil servants (20 to 30 %).

According to the information provided, there are processes in place to collect and analyse data referring to the student progression and dropout rates. The institution also collects data on students' satisfaction with the programmes, the learning resources, administration and support services appeals number etc. There is a coherent usage of the data to support decision making and also for quality assurance purpose at the UBT College. The self-evaluation process at the programme level takes place every three years according to the external evaluation, which is a new proof of the fact that internal QA procedures are linked with external QA procedures.

UBT College developed a Student Appeals Procedure which is used by students. The regulations make clear the grounds on which academic appeals may be based and the steps to follow. The appeal procedure is intended to protect the person from unfair decisions. The College made some analyses as for the appeals, trying to reduce their number. According with the SER, the ratio of complaints has dropped: 17,5% (2016), 14,9 % (2017) and 12,6% (2018).

Student misconduct is defined in the UBT Code of Ethics and in the Code of Student Conduct as improper interference with the proper functioning of the activities of the institution. As the ET already mentioned, the Code is very general, without clear processes and mechanisms, without specific sanctions applicable for breaches in the Code provisions.

Different documents bring further details of the policy and procedures in place to deal with improper behaviour, academic misconduct, including plagiarism and other forms of cheating and ET recommends the UBT College to take into consideration the possibility to develop a comprehensive Code of Ethics, gathering all regulations in the field of ethics and academic integrity.

Adequate financial, human and logistic resources are provided to student's support. There is permanent concern for the identification, trial, implementation and assessment of student services. The UBT College's new buildings which are at the moment under construction will probably respond to requirements of student population: sports hall, dormitories etc.

According to the SER, UBT College has established the first Career Centre in the country that deals with internships, career planning and employment counselling. Most of the graduates met by ET confirmed that they were hired with the help of the Career Centre. Student Counselling

23



Service was established and made fully operational at UBT College at 2015. It is headed by a psychologist and it is responsible for the personal and psychological services for students. The UBT College has also established some positions, structures and procedures to support students in their academic activities:

- the Officer for Student Support is responsible to handle and deal with students' administrative issues;
- a mentor programme; each student is allocated a mentor who can provide the student group with effective guidance and support (max 30-40 students for a mentor);
- a tutoring system to give advice and support students on issues of study plan and learning support.

During the discussion with students, ET identified various extracurricular activities involving students, such as: learning and sports competitions, tours, exhibitions, cultural events – career week, library week, movie night, parties etc. Students added that a gym hall would offer even more opportunities for extracurricular activities.

**Compliance level:** Substantially compliant

**ET recommendations:**

1. Consider possibilities to support student mobility by introducing as special scholarship scheme.

## 2.10. Learning resources and facilities

UBT College has an infrastructure which is comprised of many campuses and other facilities, and it provides the necessary space for studying and research. The campuses offer a lot of space for extension. A new campus is under construction. The ET visited lecture halls, laboratories, student recreational corners, reading facilities, cafeteria and cantina, administrative offices, student offices etc. which are modern spaces, properly equipped. The institution provides an adequate, clean, attractive and well-maintained physical environment for all its buildings and grounds. Not all the buildings of the College are suitably adapted for students with physical disabilities. The College does not have a sports hall at this time, but it is in the development plan of the new campus.



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

With only 8 dormitories and more than 9000 students, ET considers UBT College does not offer accommodation to students, but this is also to be improved via the development plan.

The library offers adequate learning environment, extensive print and electronic collections and helpful staff to support students and teachers. UBT College library has a collection of books in many languages other than English: Albanian, German, Spanish, Chinese, Serbian, Arabic etc. The UBT Library provides access to: EBSCO, SAGE Journals and JSTOR Journals. The library of UBT College has agreements on interlibrary loans and sharing of resources and services with: Library of University of Helsinki, in Finland, Library of Charles University, in Prague, Czech Republic, National Library of Kosovo, Pristina; Library of Agricultural University of Tirana, Albania, and Dukagjini-Publishing House in Peja, Kosovo.

The library does not offer computers for students or staff.

There are quality assurance processes conducted regularly to collect feedback from students and staff about the adequacy and quality of facilities and resources using two procedures: the procedure for the evaluation of premises, equipment and facilities and the procedure for evaluating the quality of student services.

A major part of the management, administrative and academic activities of the UBT College is digitized. Different structures (as IT service or Centre for Cybersecurity and Privacy) organize training and provide guidance to academic, administrative and management staff or to student on ways of using information and communications technology.

**Compliance level:** Substantially compliant

**ET recommendations:**

1. Ensure suitable arrangements are made for the infrastructure and facilities to accommodate students and staff with special physical and learning difficulties.
2. Continue working towards the development plan of the campus in order to provide accommodation to students
3. Provide computers for the library.

**2.11. Institutional cooperation**



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

UBT College developed an International Strategy and intends to increase the international visibility of the College. The UBT Strategy proposes the following main objectives considering institutional cooperation and internationalization:

***Maintaining and increasing internationalization and regional partnerships*** – *Maintaining and increasing internationalization and regional partnerships Formation of the new local and international higher education alliances and continued excellent performance against international and regional efficiency and effectiveness benchmarks.*

***Partnering with the community*** – *Partnering with the community. The UBT College will continue to forge strong links with industry and wider society, which will be supported through mainstream funding, alternative income streams and volunteering arrangements in order to provide service to industry and the community at institutional, staff and student level.*

The strategy proposes also specific actions to achieve the objectives, but some of them seem to describe sub-objectives and not concrete actions, for instance: *Expand the UBT's role as a leading regional centre with a proactive agenda for educational, social, economic, political, environmental, and cultural advancement; Build more bridges between and among our communities to create a culture of engagement, inclusion, and belonging etc.*

The UBT College's structure responsible for institutional cooperation and internationalisation is UBT International Office which is in charge of putting into practice the actions set to achieve the objectives mentioned before.

According to the SER, UBT College has over 250 international partnership agreements for joint-programmes, research, staff development and exchange, student exchange and knowledge transfer; and more than 80 active partnerships across the globe. Some of the agreements were signed long time ago and ET expressed its doubt that all agreements are really functional, especially because we identified among the partners an institution which was closed 3 years ago. These connections include: Erasmus Mundus Actions, student and Faculty Exchange and mobility agreements, joint Faculty/ Student Research, collaborative Teaching, joint organization of conferences, seminars or other academic meetings. faculty development activities (e.g. workshops, videoconferences, short courses, sharing resources such as laboratory equipment, library resources, and art collections).

The institution has taken part in 11 international projects, in three projects in the last three years, but there seems to be a room for improvement.

26



UBT College organizes *UBT Summer Academy (Summer Academy of Entrepreneurship, Summer Academy of ICT, Summer Academy of Integrated Design, Summer Academy of Energy Efficiency, Summer Academy of Life Sciences, Summer Academy of EU Integration, Summer Academy of Nursing, Summer Academy of Building Engineering, Summer Academy of Architecture)* and *Open International Days (Consume Protection Day, Innovation Day, Entrepreneurship Day, Project Management Day, Quality Day, Tourism and Hospitality Day, Austrian – Kosovo Days, Business Club Forum)* which provide the staff and students the opportunity to share experience, to learn from an international colleagues, and to enrich their cultural experience.

The ET has observed during the site visit that there are sufficient testimonies of staff being financially supported in different international conferences, forums, events, internships, summer schools or seminars.

Even if the mobility activity of UBT College is increasing on a yearly basis, the number of incoming and outgoing staff and students on study mobility is still very low in comparison with the number of teaching staff and students.

The statistical situation for the last years is represented in the table below:

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Incoming students</b>	1	0	0	0
<b>Outgoing students</b>	8	10	14	0
<b>Incoming staff</b>	4	6	10	0
<b>Outgoing staff</b>	6	12	15	0

Engagement and participation in international summer schools, international teaching and international conferences is a part of the staff performance assessment.

The UBT College has established institutional-level links and agreements with a range of international organisations. Even if not all of them are functional, it was evident to the members of the team that such international links bring benefits to the wider institution. Links established add considerable value in terms of pedagogy, or the research experience gained. These benefits also extended to students, either directly or indirectly, in terms of an enhanced academic



experience or, for some (not many), opportunities to study abroad or alongside the small number of incoming students from other countries.

UBT College has developed collaborative partnerships with different stakeholders from local institutions over the years for internship placements or organisation of cultural or scientific events. The external stakeholders, whom the ET met, expressed high appreciation of the value of UBT College to business and industry in the region.

The team had the opportunity to receive positive feedback from its meeting with employers and other external stakeholders as regards the graduates of the UBT College, but also as regards the overall offer of the College to the society. The collaboration includes not only internships for students, partnerships for applied research, continuing education and human capital development, but also relates to consultancy, involvement in institutional development strategies etc.

The UBT College has formally established an Alumni Association (the Regulation is approved in May 2019), but the graduates the ET has met during the site visit did not confirm regular meetings of the association or participation in feedback surveys. It is the impression of the team that much of the consultation or relation with alumni seem to be based on the informal connections and networks, as well as close and cordial relationships amongst some academic staff/ management and alumni.

**Compliance level:** Substantially compliant

**ET recommendations:**

1. Ensure that the International Strategy includes clearly specified actions, indicators and benchmarks for performance targets.
2. Increase institutional efforts and funding in order to increase students and staff international mobility.
3. Re-evaluate the agreements and memoranda with international institutions to ensure their function.



### 3. OVERALL EVALUATION AND JUDGEMENTS OF THE ET

Standard 2.1 .....	Fully compliant
Standard 2.2.....	Fully compliant
Standard 2.3 .....	Fully compliant
Standard 2.4 .....	Substantially compliant
Standard 2.5 .....	Substantially compliant
Standard 2.6 .....	Substantially compliant
Standard 2.7 .....	Substantially compliant
Standard 2.8 .....	Substantially compliant
Standard 2.9 .....	Substantially compliant
Standard 2.10 .....	Substantially compliant
Standard 2.11 .....	Substantially compliant

In conclusion, the Expert Team considers that:

The UBT College is ***substantially compliant*** with the standards included in the KAA Accreditation manual and, therefore, recommends ***to accredit it*** for a duration of ***3 years***.



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

### Expert Team

#### Chair

**Prof. Milan Pol**

**June 27, 2019**

---

(Signature)

(Print Name)

(Date)

#### Member

**Ms Oana Sarbu**

**June 27, 2019**

---

(Signature)

(Print Name)

(Date)