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UBT COLLEGE

MANAGEMENT, BUSINESS AND ECONOMICS

Ferizaj Branch / BSc

ACCREDITATION

REPORT OF THE EXPERT TEAM

May 2019, Ferizaj



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1. INTRODUCTION

1.1. Context

Date of site visit: 19th – 20th of May 2019

Expert Team (ET) members:

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- Prof. Dr. Marina Novak
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- Avni Gashi, Acting Director of KAA
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Sources of information for the Report:

- Self-Evaluation Report (SER) submitted by UBT College;
- Information obtained during the site visit;
- Meetings conducted with the management of the institution, teaching staff, students, graduates, external stakeholders and employers of graduates;
- Supplementary documents requested by the ET.

Criteria used for institutional and program evaluations

- KAA Accreditation Manual



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1.2. Site visit schedule

19th May

- 19.45** Meeting at the Reception of the Hotel
- 20.00** Working dinner

20th May

- 08.30** Meeting at the reception of the hotel
- 09.00 – 09.30** Meeting with the management of the faculty where the programme is integrated (*no slide presentation is allowed, the meeting is intended as a free discussion*)
- 09.30 – 11.00** Meeting with the head of the study programme
- 11.00 – 11.40** Meeting with quality assurance representatives
- 11.40 – 12.50** Lunch break
- 13.00 – 13.45** Meeting with involved teaching and administrative staff
- 13.50 – 14.20** Meeting with external stakeholders
- 14.20 – 14.40** Visiting tour of the facilities and infrastructure (*used for the implementation of the programme*)
- 14.40 – 14.55** Closing meeting with the management of the faculty and program



1.3. A brief overview of the institution and program under evaluation

UBT was established in 2004, and it is based on the previous experience of the Institute of Enterprise Engineering and Management (IEME). The College holds the license of the Ministry of Education, Science and Technology (MEST) No.808/02-1 dated 18.10.2004. UBT College operates in four campuses: UBT Prishtina, UBT Innovation Campus, UBT Prizren and UBT Ferizaj and it is also supported by its centres in various other cities in Kosovo.

The College offers about 30 undergraduate and graduate programs in areas of business, computer science, social science, architecture, engineering and arts. In figures, UBT can be described as follows - <https://www.ubt-uni.net/en/ubt-en/for-ubt/facts-and-figures/>:

- *Organization: EFQM Recognised for Excellence 4*, ISO 9001:201 , ISO 17024;*
- *Academic Development: 19 Faculties, 25 Accredited Study Programs, 77 Accredited Majors, 3 MBAs, 10 Joint International Study Programs, 200 Open University Courses, 5 Postgraduate, 5 Higher Professional Education, 200 Personal Certification, 25% of total courses are taught in English and other Foreign Languages, 50 Spin Offs;*
- *Infrastructure: 5 innovation Campuses, 40 Research Labs, 20 Support Service Centres and Offices, 20 Research and Education Centres, 250000 Books in 4 Libraries, 40 Service Units, Budget: 30% in R&D, Incubation and Innovation Centres, 30 Digital and Smart Solution for University Application;*
- *Students: 17000 registered, 80% Bachelor, 20% master, 50% Female Students, 100 Foreign visiting Students per year;*
- *Alumni: 2000 Alumni, 98% jobs in the first year;*
- *Staff: 500 Employees & 300 Visiting Foreigners, 35% Female;*
- *Research: 250 Scholars, 70 Research Topics, 7 Institutes, 1000 publications per year, 200 research and development grants, 20 % National Grants, 20% of European Grants in Kosovo;*
- *International: 240 Foreign Partners, International Individual Membership, Institutional Membership, National Membership, International Relations Offices and Represents;*
- *Strategy – 2016 – 2025.*

According to SER (page 12):

- *UBT College is part of a wider UBT Ecosystem. Its main products and service relate to*



(i) higher education and research, (ii) executive academy for professional development, (iii) vocational training centre and (iv) services;

- *The governance of UBT is regulated by the Statute of the institution;*
- *As a private bearer of higher education, UBT statutory regulations respond to the requirements and practices governed by the Law on Higher Education, the Administrative Instruction for the Accreditation of Private Bearers of Higher Education (PBHE), Administrative Instruction for the Licensing of PBHE, Administrative Instruction for Business Registration of the Ministry of Trade and Employment Law of the Ministry of Labour and Social Welfare;*
- *UBT is governed by: UBT Governing Board, Academic Council, President and Executive Council. Every statutory body has standing and ad-hoc structures, sub-committees and working groups.*

Main academic units of UBT are:

- *Faculty of Management, Business and Economics;*
- *Faculty of Computer Science and Computer Engineering;*
- *Faculty of Mechatronics;*
- *Faculty of Energy Engineering;*
- *Faculty of Construction and Infrastructure;*
- *Faculty of Architecture and Spatial Planning;*
- *Faculty of Integrated Design;*
- *Faculty of Nursing and Public Health;*
- *Faculty of Dentistry;*
- *Faculty of Pharmacy;*
- *Faculty of General Medicine;*
- *Faculty of Food Science and Technology;*
- *Faculty of Media and Communication;*
- *Faculty of Political Science;*
- *Faculty of Law.*

The UBT student annual intake during 2010-2018 has increased continuously (SER, page 15), from 757 students in 2010, to 3416 in 2018. In addition, it is to be mentioned to contribution of UBT to the establishment of some spin-offs, as well as the investment in developing research through institutes and centres of excellence.



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The program called *Management, Business and Economics – Ferizaj Branch* is submitted for accreditation, for the NQF level 6, with an academic degree to be conferred of Bachelor of Management, Business and Economics. This program is one of the first programs accredited at UBT; its purpose is to offer management education for graduates of Economics, Business, Engineering, Social or other related sciences, enabling them to work effectively in a highly competitive market environment - [.https://www.ubt-uni.net/en/study/study-programs/bachelor-programs/management-business-and-economics/](https://www.ubt-uni.net/en/study/study-programs/bachelor-programs/management-business-and-economics/). The program enables the students to specialize in:

- *banking, finance and insurance;*
- *accounting, auditing and taxation;*
- *management, entrepreneurship and innovation;*
- *marketing and sales;*
- *international business.*

At UBT, in 2019 in the business studies, there were 1007 students. Arguments for the program development in Ferizaj, as stated in SER are:

- *the program aims to offer the local community an opportunity to access a modern designed curriculum that aims to foster and strengthen the local economy and cover skills gaps & technology know-how for the needs of the local companies.*
- *Ferizaj is a well know-city that after Prishtina has a lead in terms of economic growth in trade and manufacturing.*
- *In many local and international reports, it is stated that companies face a lack of qualified workforce;*
- *MBE program in Ferizaj aims to assist local region of Ferizaj with the accessibility and variety of study concentrations.*
- *Ferizaj is positioned between Prishtina and Skopje and offers many opportunities therefore offering innovative programs will further have a long-term positive effect.*
- *The city itself has more than 100000 residents and has several municipalities nearby (Hani I Elezit, Kacanik, Vitija, Shtimje, Lipjan) that may reach over 200000 residents with surrounding municipalities and nearby villages and the potential is present for MBE program.*

The program is based on the offering of five (5) concentrations. By developing the program in Ferizaj region, UBT is looking for an academic contribution to the community development.

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2. PROGRAM EVALUATION

2.1. Mission, objectives and administration

The university mission refers to the following aspects - <https://www.ubt-uni.net/en/ubt-en/mission-and-vision/mission/>:

- *UBT offers a dynamic and innovative 21 century academic environment. UBT provides a supportive and challenging opportunity for the students, faculty and staff in participatory and self-governance setting;*
- *Building on a tradition of teamwork between Students, faculty, staff and administrators, UBT is committed to enhance its participation as an active member of community by providing learning opportunities driven by teaching and research excellence, intellectual interaction and creativity;*
- *UBT is a preeminent center 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.*

In SER (page 918) it is stated that the mission of the Faculty of Management, Business and Economics in Ferizaj region is to apply excellence in teaching, learning and research within an inclusive student-centered environment to foster graduates of distinction that are ready to take or enhance their leadership role in business, the professions, industry, public service and society. In addition, the objectives of the programme are the backbone of institutions' mechanism to fulfill the mission statement of contributing to Kosovo's social and economic development by enhancing private sector performance through better services, business models and systems. The programme incorporates contemporary business practices and encompasses modern technological, scientific and pedagogical developments.

The mission of the program reveals the following -<https://www.ubt-uni.net/en/study/study-programs/bachelor-programs/management-business-and-economics/> :

- *The curriculum structure incorporates a balanced mix of specialised economic and business management units, enabling them to develop the business and personal skills required to establish them in their future career;*



- *The didactic concept of the programme integrates the requirements of strategic business management, business requirements relative to financial and marketing strategies, and the tools of market research;*
- *The practical component of the programme emphasizes real connections with people in business, develops leadership skills and helps students master the growing demands of international markets.*

Therefore, the study program mission is in compliance with the overall mission statement of the institution, and with the mission of the faculty; it reveals a focus on all the three dimensions of a higher education institution: education, research and social commitment. The program provides a clear connection between all the three areas, through the curriculum, designed on the basis of 5 concentrations. The learning outcomes take into consideration the economy development and the changes in other universities (local and western), but a particular advice evidence-based has not been obtained in order to define the program. Nevertheless, feed-back from the business people, from industries working with students and graduates is integrated in the academic design.

The study program has a well-defined didactic and research concept, being very clear practical oriented; all the stakeholders confirmed the applied to industry feature of the program, the institutional capacity to contribute to the businesses development in the region.

There are formal policies, guidelines and regulations dealing with recurring procedural or academic issues. These are made publicly available to all staff and students:

- Procedures for students -<https://www.ubt-uni.net/en/study/students/study-at-ubt/registration-and-admission/> :
 - Information session and exploration of the study program at UBT
 - Request for faculty advisor
 - Completion of the application form (on line or hard copy)
 - Fulfillment of documentation for admission: (High school transcripts, High School Diploma, 2 photos, 4×6 formats, Birth Certificate and Copy of ID).
MEST Requirement
 - Signing of admission contract and schedule of tuition payments



- Creation of the official e-mail address, ID card of the student, account for Moodle and SMIS
- Deliver a package of rules and manners of using these systems
- Deliver a guideline for students regarding the general Orientation of specific program courses, contents, requirement and graduation requirement
- Delivery of all degree requirement package and assignment of faculty advisor
- Requirements for students' admission:
 - *candidate must have completed the secondary school examination.*
 - *candidate must have the High School Diploma*
 - *all courses must be completed with a grade of 3 or better, otherwise the applicant should go through the exam*
 - *students' documents that are from other counties must be equivalent to those at Kosovo High School Education, and be notified by MEST.*

All staff and students comply with the internal regulations relating to ethical conduct in research, teaching, assessment in all academic and administrative activities. From the discussions with the faculty and students, the usefulness of the soft UBT has – *Turnitin* was generally appreciated.

At institutional level, there are many policies and procedures, but there is not clear evidence that all of the regulations, terms of reference and statements of responsibility relating to the management and delivery of the program are reviewed at least once every two years and amended as required in the light of changing circumstances; the website contains a set of policies and procedures which are presented in a list - <https://www.ubt-uni.net/en/ubt-en/mission-and-vision/regulations-and-policies/> .

Compliance level: Substantially compliant

ET recommendations:

1. *Revise all the procedures at least every two years;*
2. *Create a procedure to obtain relevant academic and professional advice in the process of defining the intended learning outcomes, for future program improvements.*



2.2. Quality management

Quality management is carried out at institutional level. Several regulations and procedures manage specific academic, research, partnering processes etc. – <https://www.ubt-uni.net/en/ubt-en/mission-and-vision/regulations-and-policies/>:

- Status
- Status of Student Organization
- Regulation responsible for organizing the teaching process
- Regulation related to the Board Activities
- Regulation of Research and Publications
- Regulation of Disciplinary Procedure
- Regulation of Administering the Examinations
- Regulation of pushing along the academic affairs and quality assurance
- Regulation related to student fee's and payments
- Regulation of the Senate Activities
- Regulation of student enrolment
- Regulation of studies and academic structure
- The Charter of the Association of graduates(Alumni)
- Code of Conduct
- Regulation of Administrative management
- Regulation of Internship
- Regulation of the first phase of studies
- Regulation of the second phase of studies
- Regulations of the third phase of studies
- Regulation of organizing the Master Studies
- Regulation of archiving documents
- Regulation of Library
- Regulation of the Photocopy
- Regulation of assurance of health of the employees and the work environment
- Regulation of work relations and of the person responsible for performing the required tasks
- Regulation of developing and structuring the thesis (master or bachelor)
- Regulation of protection from fire and physical security
- Regulation of programing “work and study”



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- Regulation of Academic titles
- Regulation of transfer from one academic institution to another
- Regulation of preserving personal data
- Regulation of Server Room
- Rregullorja of merit and security discipline
- Regulation of Quality Assurance
- Administrative Directive of involvement of students of UBT in workplaces
- Administrative Directive of controlling the hygiene and technical and material equipment
- Administrative Directive of work timetable and infrastructure/stockpile
- Administrative Directive of organizing lab courses organizimi I kurseve në laborator
- Administrative Directive Utilization of telephone network
- Administrative Regulation of Elections for Student Administration
- Administrative Directive of determining the koficient in the workplace and administration
- Administrative Directive of the office for Quality Assurance
- Handbook for Teachers
- UBT Tutor Handbook
- Handbook for Teachers
- Handbook for Students
- Handbook
- Emergency Plan of Fire Protection
- Recruitment Procedure
- Procedure of Complaints
- Disciplinary Procedure
- Procedure of Contracts
- Procedure of discontinuing the Job Contract
- Procedure of working hours and work attendance
- Procedure of proof period
- Procedure of Description of job tasks
- Procedure of Evaluation of job
- Procedure of Staff Files
- Procedure of Equal Opportunities
- Procedure of Holidays/Vacation

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- Procedure of Trainings.

All these procedures reveal an institutional interest in ensuring required standards and that there is a continuous improvement in performance. In addition, there is an internal and external environment monitoring - <https://www.ubt-uni.net/en/ubt-en/mission-and-vision/monitoring-developments/>; with regard to developments and best practices in quality assurance, UBT regularly monitors the European Association of Quality Assurance in Higher Education. Key performance indicators and sub-indicators are monitored in the area of - <https://www.ubt-uni.net/en/ubt-en/mission-and-vision/performance-indicators/> :

- Customer results;
- Financial results;
- Internal business results;
- Learning and growth.

Plans for improving are referring to objectives and strategies at <https://www.ubt-uni.net/en/ubt-en/mission-and-vision/plans/>.

As stated in SER (page 925), team responsible for quality assurance at institutional level are:

- The Governing Body, President,
- Academic Council,
- Quality Assurance Committee,
- Quality Manager,
- Heads of Faculties and Departments,
- Faculty Councils,
- Academic Staff and Students.

Different surveys are at the core of quality management at UBT. Survey data are collected, analyzed and used to generate periodic reports. As part of the quality assurance process, the institution implements regular surveys with students, staff and stakeholders. The survey data is collected, stored and processed in the institutional database, but this is not publicly available.



All staff participate in self-evaluations and cooperate with reporting and improvement processes in their sphere of activity. The discussion with the faculty revealed their willingness to improve, their collegial support and their institutional support for improvement.

Compliance level: Substantially compliant

ET recommendations:

1. *Make the surveys on quality assurance publicly available;*
2. *Identify best practices from other universities in the area of gathering data (this was mentioned in SER as a weakness).*

2.3. Academic staff

In SER, a table has been provided regarding the academic staff (35 people), with their qualifications, duration of contract, as well as the distribution of time for teaching (40), administration (30 %) and research (30%). Candidates for employment are provided with full position descriptions and conditions of employment; the teaching staff is compliant with the legal requirements concerning the occupation of teaching positions. Academic staff do not cover, within an academic year, more than two teaching positions. During the site visits, a separate list for full-time and part-time faculty was provided, and therefore, it could be observed that more than 50% of the academic staff is full-time staff.

Considering the teaching staff qualifications, for every 60 ECTS credits in the study program, the institution has employed at least one in the case of artistic/applied science institution; in the case of the submitted program, as the number of credits is 180 ECTS, at least 3 full time staff with PhD title or equivalent title should be involved in the program: Emine Daci, Agon Halabaku, Adhurim Haxhimusa.

Several opportunities are provided for professional development of teaching staff SER (page 934):

- *Faculty of Business and Business of Ferizaj has created the conditions for its staff to participate in various programs such as: Development program, Trainings abroad, various workshops, seminars, mobility programs, etc.*



- *The UBT statute supports these initiatives where the university is obliged to provide appropriate conditions for scientific research and artistic creativity and to enable academic staff to achieve competitive results at the international level.*
- *Whereas, UBT academic staff is obliged to conduct scientific research and creative work in accordance with their professional skills and obligations arising from the Senate's strategic guidelines and the advice of the respective academic units.*

During the site visit, the dialog with the faculty staff revealed the functionality of the coaching system for new teaching staff coming to the institution.

There is an encouragement from the university level for academic staff to get involved in community service. Examples of event dedicated to public engagement may be found here: <https://www.ubt-uni.net/en/media-and-events/public-engagement/>.

Academic staff evaluation is managed at institutional level (Quality Assurance Office coordinate the process) regularly through self-evaluation, students and superiors' evaluations, and occur on a formal basis at least once each year. The results of the evaluation are not made publicly available.

Teaching strategies and quality of learning materials are considered very important by all the faculty staff. In order to communicate to students, the learning materials, Moodle platform is used. The interaction with the faculty members revealed that the most teaching methods they use are based on interactivity with students, and look for soft skills generating, besides the hard ones, like: focus on student, problem solving, critical thinking.

Compliance level: Substantially compliant

ET recommendations:

1. *Reconsider the time allocation for academic staff, if the legislation allows: experienced professors should more research and less teaching and administrative work, while young staff should have more teaching than research;*
2. *Make publicly available the results of the faculty evaluation, so students understand the importance of taking part to this process;*

2.4. Educational process content

The study program is described, in SER (page 938), in terms of qualification objectives, as following:



- *have demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that, while supported by advanced textbooks, includes some aspects that will be informed by knowledge of the forefront of their field of study*
- *can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and have competences typically demonstrated through devising and sustaining arguments and solving problems within their field of study;*
- *have the ability to gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues;*
- *can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences*
- *have developed those learning skills that are necessary for them to continue to undertake further study with a high degree of autonomy.*

Syllabuses of the disciplines are standardized and contains the relevant information; in some cases, the literature recommended to students refer to books published in 2009, 2010, and even before. The study program, is in accordance to the National Qualification Framework and the Framework for Qualifications of the European Higher Education Area. The faculty follows the progressive differentiation of student's learning, components of the program being combined from general skills and competences to more specific advance skills and competences.

The student-teacher relationship is a partnership in which each assumes the responsibility of reaching the learning outcomes. Learning outcomes are explained and discussed with students from the perspective of their relevance to the students' development. Students are satisfied by the relationship with their professors.

It is important to mention that teaching strategies at UBT, and therefore, at the program submitted for accreditation are a choice of the teachers, and the institution is committed to provide proper resources so that the learning outcomes will be achieved.

Students know how they will be assessed and the weight for each method that will be used for that. These instructions are communicated in the first meeting between students and the



teachers, plus the syllabus is uploaded in Moodle platform that students have access 24 hours through internet.

There are several connections with the industry. Partnerships facilitate access and approach of the university and increase the potential on development of the industry. Geographically UBT has following levels of partnership - <https://www.ubt-uni.net/en/services/partners/>:

- *Local Partners*
- *Regional Partners*
- *European Partners*
- *Global Partners*

Compliance level: Fully compliant

ET recommendations:

1. *Revise the partnerships and delete those that are inactive;*
2. *Increase the digitalization in teaching;*
3. *Increase the elective course option for students.*

2.5. Students

The College has a clear and formally adopted admission procedure at institutional level that the study program respects when organising students' recruitment. Admission requirements are consistently and fairly applied for all students. Students enrolled in the study program possess a high school graduation diploma or other equivalent document of study, according to MEST requirements. Main regulates are <https://www.ubt-uni.net/en/ubt-en/mission-and-vision/regulations-and-policies/>:

- *Regulation of studies and academic structure;*
- *Regulation of the first phase of studies*
- *Regulation of the second phase of studies*
- *Regulations of the third phase of studies*
- *Regulation of transfer from one academic institution to another*

In the SER (page 952) there are mentioned that:



- *Recruitment of candidates is done according to officially accepted procedures at institutional level and in accordance with the provisions of the Statute and the Law on Higher Education.*
- *Interested candidates complete the application for registration by attaching the necessary documents and submitting them to the Student Service Office.*
- *The required documents during the application are: Application Form (Application) to be received at the Student Service Office (SSO); Diploma / Certificate of High School Completion; High school diploma; Birth Extract, Two Autobiography Files (CV) for working students.*
- *The candidates can also apply via email: info@ubt-uni.net.*

The study groups are dimensioned so as to ensure an effective and interactive teaching and learning process. Students appreciated the interactive teaching they benefit from during their studies. Feedback to students on their performance and results of assessments is given promptly and accompanied by mechanisms for assistance if needed. The university has a clear rule for professors in keeping the deadline for delivering students results – from 7 to 30 days, depending of the number of students: from 50 to more than 200. In order to facilitate the communication with the students, professors also use the *Smis Platform*, special designed by the institution.

Students' rights and obligations are made publicly available, promoted to all those concerned and enforced equitably; these will include the right to academic appeals. They can use a special procedure: *Procedure of Complaints*. The students' transfer between higher education institutions, faculties and study programs is clearly regulated in formal internal documents; the document is called *Regulation of transfer from one academic institution to another*.

Academic staff is available at sufficient scheduled times for consultation and advice to students. Adequate tutorial assistance is provided to ensure understanding and ability to apply learning. A lot of concern is for ensuring that work submitted by students is original. The institution use *Turnitin*. In addition,

Compliance level: Fully compliant

ET recommendations:

1. *Involve students in many more activities (especially research), jointly organized with the faculty staff;*



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2. *Stimulate students to participate to international contest/competitions.*

2.6. Research

The areas of focus in research are defined by the Economics and Strategy Research Center - <https://www.ubt-uni.net/en/research-and-innovation/research-centers-and-offices/research-centers-list/>:

- Globalization and Inequality
- Green Economics
- Budget, Taxes and Public Investment
- Income Distribution
- Unemployment
- Minimum Wage
- Retirement Funds
- Affordable Care Act
- Job Creation
- Social Inclusion of Vulnerable groups through increasing their employability
- Public Finance
- Money and Banking
- Labor Economics
- Econometrics
- Consumer Behavior
- Economic Measurement Forecasting
- Agricultural Economics
- Economics of aging (interdisciplinary- medicine school)
- Economics of Energy Markets (interdisciplinary- energy engineering)

These all, as well as those included in SER (page 962) as priorities in research cannot be considered research objectives connected to the development plan of the institution; there is no clear evidence on the existence or allocation of sufficient financial, logistic and human resources for achieving the proposed research objectives.



Staff is encouraged to get more involved in research activity. The UBT manages this standard through the Research Staff Development - <https://www.ubt-uni.net/en/research-and-innovation/policies-and-regulations/>:

- *When new staff are recruited, their research record or potential must have a high priority during the appointments process.*
- *Academic and research staff members are required as part of the development planning process to prepare a research plan and to review that plan annually in consultation with their Heads of Departments. This plan should include such issues as research objectives, opportunities for collaboration, timetables and expected outputs. It should also reflect any special agreements reached regarding the apportioning of teaching, administration and research duties and research training and/or development opportunities for research according to the career stage of the staff member.*
- *Heads of Departments are required to consider workload issues in the distribution of supervisory responsibilities before approving enrolment proposals by postgraduate research students. Heads of Departments must include supervision responsibilities' and workloads according to an agreed formula.*
- *Heads of Departments should ensure that newly appointed staff are familiar with research evaluations, research training and funding opportunities and the importance of publishing in suitable venues, both within and external to it.*

In SER (page 964), it is stated that the academic council of the department recognizes research as:

- Publications in the indexed journals, books and book chapters
- Conference participations and publishing in the proceedings

Record and validation of research would be confirmed through the access to the list of publications which requires a password/authentication for an access to it. Nevertheless, in the CVs, the interest for research is simply identifies. The academic staff has a proven track record of research results on the same topics as their teaching activity, but there is no clear evidence that each academic staff member and researcher has produced at least an average of one scientific/applied research publication or artistic outcome/product per year for the past three years.



Academic staff is required to carry out their research in compliance with all statutory, ethical and contractual obligations - <https://www.ubt-uni.net/en/research-and-innovation/policies-and-regulations/>.

Compliance level: Substantially compliant

ET recommendations:

1. *Involve more students in research activities;*
2. *Define research objectives for the program.*

2.7. Infrastructure and resources

As stated in the SER (page 970), relevant for the development and the implementation of the program are the following aspects:

- *Human Capital – Highly qualified teaching staff (significant number of PHD involved) with various degrees from international schools (EU, USA and the region). Experienced academic staff with mix of industry background has completed the academic side.*
- *Infrastructure – Current infrastructure in Prishtina, UBT campus in Lipjan provide a solid base and experience on the needed tools and equipment necessary to ensure continuity since over 16 years now. The proposed facility in Ferizaj meets the standards to conduct and expand our operations. The labs, library, faculty and student office support provides sustainability of the program.*
- *Local and International Relations – The branch in Ferizaj will apply similar activities as those in Prishtina to enhance and strengthen its activities in research, projects with industry and university partners around the world, etc.*

There is a financial plan at the level of the study program that would demonstrate the sustainability of the study program for the next minimum three years. In fact, the head of the program explained the number of only 50 students they would like to start with, in the sense that they want to keep the development safe.

In SER (page 975), is mentioned that:



- The College management follows needs for adequate premises, inventories, teaching and learning spaces, IT utilities, software, library and reading rooms in each Campus regarding to activities of Curricula and Syllabus. Software utilized are those from generic Microsoft package – Office, SAP (authorized licenses), Accounting software, SPSS, Stata etc. They are available at the premises of UBT.
- There is a small library in Ferizaj, the students being able to use either the other campus library, or the electronic library. The number of seats in the lecture, seminars and laboratories rooms is satisfactory and in adequate level regarding to study program needs. Labs usually have between 20 to 30 seats. Lectures may have 50 – 60 students for the faculty of MBE. Typically, the lecture size is split into half for practical exercises to ensure adequate interaction.

In the Ferizaj campus, the building contains 2 big rooms, 7 small ones, 2 small rooms in the basement (usually for design).

Compliance level: Fully compliant

ET recommendations:

1. Increase the investment in the digital library;
2. Adjust the schedule for the Ferizaj building, where other programs are already in place there, to make use of the entire capacity without interfering one program with another.

3. OVERALL EVALUATION AND RECOMMENDATION OF THE ET

The program submitted is a new program for the Farizaj campus, but not new for UBT. The SER was clearly elaborated and the website of the university helped a lot, as well as the meetings with interested parties. It has been a very good time management, as all the participants spoke English. The UBT is doing a good implementation of educational objectives, but there is still room for improvements The main recommendations are:

1. Reconsider the percentage in time allocation among teaching, research and administration between young and experienced academic staff;
2. Revise all the procedures, at least every two years;
3. Motivate professors to increase the publication production;
4. Integrate more students in research projects, to work together with academic staff;
5. Make publicly available the surveys.



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Agencija Kosova za Akreditaciju
Kosovo Accreditation Agency

In conclusion, the Expert Team considers that the study program *Management, Business and Economics/BSc*, offered by *UBT College* is *Substantially compliant* with the standards included in the *KAA Accreditation manual* and, therefore, recommends *to accredit* the study program for a duration of 3 years with a number of 50 students to be enrolled in the program.

Expert Team

Magdalena Platis

4nd of June 2019

(Signature)

(Print Name)

(Date)