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Republika Kosova - Republic of Kosovo



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

*University of Applied Sciences Ferizaj
Industrial Management*

Programm Evaluation

REPORT OF THE EXPERT TEAM

May 2019, Ferizaj



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1. INTRODUCTION

The following report addresses the evaluation of the Bachelor study program “Graphic Design and Multimedia” at the University of Applied Sciences in Ferizaj. As the site visit was carried out together with the study program “Interior Architecture and Design” and the study program “Industrial Management”, the contents of the general, university related topics, are the same.

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1.1. Context

Date of site visit: 15.05.2019

Expert Team (ET) members:

- *Prof. Dr. Tauno Otto (main responsibility for the accreditation of the study program Industrial Management (BSc))*
- *Prof. Dr. Alexander Petutschnigg (main responsibility for the accreditation of the study program - Interior Architecture and Design (MSc) and Graphic Design and Multimedia (BA Professional))*

Coordinators from Kosovo Accreditation Agency (KAA):

- *Leona Kovaci*
- *Avni Gashi, Acting Director of KAA*
- *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 of the University of Applied Sciences Ferizaj*
- *Number of students who enrolled studies in UASF (2016-17-18-19)*
- *Draft Regulation for Academic development policies*
- *List of Businesses in Industrial Board*
- *KAA Accreditation Manual – July 2018*

Criteria used for program evaluation:

Mainly the criteria of KAA Accreditation Manual – July 2018 were used for evaluation



1.2. Site visit schedule

14th May

19.45 Meeting at the Reception of the Hotel

20.00 Working dinner

15th May/16 May

07.40 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*)

09.35 – 10.35 Meeting with the head of the study programme

10.40 – 12.00 Meeting with quality assurance representatives

12.00 – 13.00 Lunch break

13.00 – 14.20 Meeting with involved teaching and administrative staff

14.20 – 15.00 Meeting with external stakeholders

15.00 – 15.45 Visiting tour of the facilities and infrastructure (*used for the implementation of the programme*)

15.45 – 16.30 Meeting with students

16.30 – 16.50 Internal discussion of members of the experts committee



16.50 – 17.00

Closing meeting with the management of the faculty and program

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

The University of Applied Sciences Ferizaj was recently established and the institutional bodies as well as the institution itself is still in development. The laboratories are actually under construction. Nevertheless the study programs visited were well organized and presented clear strategies and structures while the site visit. The Industrial Management Bachelor Program functions within the Faculty of Management and is provided already since academic year 2011/2012. A more detailed description is given in the following.

2. PROGRAM EVALUATION

2.1. Mission, objectives and administration

The institutional mission is brief and clear. Clear measures are not described in the mission statement, but the definition of key performance indicators is given for specific tasks (e.g. Staff development). The mission shows the uniqueness of the institution within the national higher education system clearly and the positioning within the European Higher Education Area is actually in development.

The mission statement of the University of Applied Sciences Ferizaj (in the following addressed as USAF) is clear enough to ensure evaluation of progress towards the institutions goals and objectives. Due to the structure and organigram of the USAF the mission is periodically reviewed in the light of changing circumstances. According to the Self Report and the observations of the site visit it can be stated that the mission is consistently used as a guide in resource allocation and major program, project or policy decisions.

A strategic plan is elaborated while it is not differentiated clearly between short, medium and long terms. According to the structure of the university the operational, tactical and strategical objectives are updated regularly. The strategic plan is linked to the internal information management system by the university structure. The different tasks are discussed on the operational level by the faculty committees and a regular feedback on current activities, as well



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as progress in strategic initiatives is provided. There is no clearly defined risk management system given and risk assessment is mainly done in the different committees from the faculty level up to the steering committee level. Based on this structure risk minimization should be reached. Based on the self-report and the discussions while the site visit it can be stated that the decision making bodies ensure that the mission and strategic objectives are reflected in planning and activities.

Following representatives of the study program were interview partners while the site visit. Sokol Krasniqi, Aziz Rexhepi and Blislim Lekiqi. While the visit the main values formulated in the self report were discussed and there is no doubt that these values are integrated in the strategic development of the study program.

According to the process structure it is provided that the decision making bodies regularly review their own effectiveness with internal and external partners. So a clear plan for improvement is given. The main governing body establishes sub-committees (including members of the governing body, academic and administrative staff, students and external stakeholders) to give detailed consideration to major responsibilities such as finance and budget, staffing policies, strategic planning, quality assurance, facilities, etc.

Following students were interviewed while the site visit: Arbnora Avdiu, Vulnet Gajtani, Milot Krasniqi, Albulena Islami, Ariona Shehu and Gresa Ukshini.

Student representatives are involved in the main decisional, executive and consultative bodies across the institution and it is provided that administrative staff make sure that action needed in their area of responsibility is taken in an effective and timely manner, anticipate issues and opportunities, and exercise initiative in response.

The Administrative staff encourages cooperation in achievement of institutional goals and objectives within their areas of responsibility, provide leadership, and encourage and reward initiative of team members it is supported by the staff development plan. The structure of the Steering committee and the organigram of the USAF guarantees that administrative staff work cooperatively with colleagues in other sections of the institution to ensure effective overall functioning of the organisation.



Compliance level: Fully compliant

ET recommendations:

1. *A consecutive Master Program 'Industrial Management' should be provided as soon as possible for the Alumni of the Bachelor Program 'Industrial Management'*
2. *The idea to develop a program in Applied Informatics is strongly supported*

2.2. Quality management

The review about quality management was held with the following leading structure of the quality management:

Bujar Pira, Leonora Rudhani and Fatime Musliu.

The institution is supporting and facilitating training in the field of internal quality management for all of its staff, if they are internal employees or lecturers. Improvements in performance and outstanding achievements are recognized by evaluation and honoured. Indicators that are capable of objective measurement are identified for monitoring and evaluation of the performance of different units within the institution and of the institution as a whole. The format for specifying indicators and benchmarks is defined consistently across the institution while the application of the system is still in development.

Students participate in the design and implementation of quality assurance processes, mechanisms and instruments and continuous improvement methods are applied successfully. Student feedback is gathered manually, however digitalised feedback gathering is in development phase. Benchmarks for comparing quality of performance are established for the institution as a whole, as well as for academic and administrative units. The benchmark is done for the few past years of the institution (due to the young age of the USAF). The external benchmarking is not done consistently and should be improved.

(Insert all comments or observations, commendations and suggestions relating to this general area and its allocated standards, as specified in the KAA Accreditation manual. Consideration should be given to the adequacy of processes and results achieved in each of the standards.)

Compliance level: Fully compliant

ET recommendations:



1. Benchmarking with other universities should be developed and improved

2.3. Academic staff

Following Teaching staff that is enrolled in the study programs “Interior Architecture and Design” and “Industrial Management” at the University of Applied Sciences Ferizaj were interviewed:

Sejdi Hoxha, Artan Veseli, Ismajl Mehmeti, Arta Jashari, Hazir Gashi and Armend Hysa.

Based on the analysis of the Evaluation the institution has set Key Performance Indicators (KPIs) for all lectures and programs. The data these provide is reviewed at least annually by senior administrators responsible for academic affairs, the institution’s quality committee and the institution’s senior academic body. The reporting is done internally with the responsibility of the quality management department. The implementation of the study programs is monitored and substantiated through faculty committees and the steering committee in which efficient and innovating pedagogic technologies are developed.

Based on the concept of internationalization the study programs are also implemented at institutional level through cooperation between departments and facilitating students’ mobility. Transfers and accumulation of ETCS credits is done with different international partner universities and international internships of students are supported. The structure of the study programmes is flexible to a certain extend and allows students to choose lectures and contents corresponding to their interests and skills. The content of the study programmes is permanently updated by introducing new knowledge, resulting from scientific research, teachers knowledge and the industrial board, which is regularly corresponding according to the needs of the market.

The effectiveness of planned teaching strategies in achieving different types of learning outcomes is regularly assessed and adjustments are made in response to evidence depending on the actual situation. These assessments are done in the faculty as well as the overall institution. Appropriate mechanisms are used to prepare students for study in a higher education environment. Students achievements are tested and evaluated by appropriate, valid and reliable mechanisms which are used in programs and throughout the institution. The standard of work required for different grades is consistent over time, comparable in courses offered within a program and the institution as a whole, and in comparison with other higher education institutions.



The Reports are provided to heads of faculty and program administrators on the delivery of each course and these include details if any planned content could not be dealt with and any difficulties found in using planned strategies.

Compliance level: Fully compliant

ET recommendations:

1. *The Digitalization and especially E-Learning should be driven forward.*

2.4. Educational process content

Performance indicators are given consistently for the lectures and lecture Evaluations are carried out on a regular basis. The data collected by quality management is reviewed and discussed at least annually by the different institutional bodies of the university. These bodies also analyse and monitor the implementation of new teaching methods in the study programs to guarantee and improve efficient and innovating pedagogic technologies. The analysis and optimization of the educations contents are mainly done in the study program committees.

Compliance level: Substantially compliant

ET recommendations:

1. *The collaboration of different study programs in teaching (interdisciplinary lectures) should be supported more effectively*

2.5. Students

Based on the discussion with the above mentioned students, quality management, academic and administrative staff as well as the leading authorities, following estimation can be derived. In principle the advisors are familiar with details of course requirements and this information is available to provide assistance prior to and during the admission process. Clear rules are established and maintained related to the privacy of information and controlling access to individual student records. Students are motivated and they feel the education from Ferizaj helps them to advance their career prospective at job market, and preferably to advance to graduate studies.

It is not clear if rules governing admission with credit for previous studies are clearly specified. But according to the discussion the decisions on credit for previous studies are communicated



to students by qualified staff before classes commence. Procedures and reports are in place for monitoring student progress throughout their programs. The timelines for reporting and recording results as well as updating records are clearly defined and adhered to.

Compliance level: Fully compliant

ET recommendations:

- 1. The students of the Bachelor program 'Industrial Management' need a consecutive Master Program 'Industrial Management' at the campus in Ferizaj. This is an essential recommendation which should be solved as soon as possible.*

2.6. Research

The research in the study program is developing and the laboratories are not equipped in their final extend. Rudimentary strategies are introduced for identifying and capitalizing on the expertise of teaching staff and students in providing research and development services to the community. The main strategy for research development is joint research projects to provide dissertations with partner universities. The institution is starting to monitor and support staff's contribution to attracting financial resources through research and applied projects and products. Staff capacity to generate such financial returns is rudimentary considered in the individual performance review system. The support for junior teaching staff in the development of their research programs is given by individual treatment, mainly mentoring by senior colleagues. Also mechanisms like inclusion in project teams and assistance in developing research proposals is done. The funding of start-up activities is actually not in the focus and should be developed in the future.

For the organization of research and company collaboration as specific institutional body is given and the capacity to identify and publicize institutional expertise and commercial development opportunities is in development. The cooperation with local industry and with other research agencies is strongly encouraged. The reporting in research performance and records based on the research activities of individuals, departments and colleges is actually not organized centrally. Assistance is given for teaching staff to develop collaborative research arrangements.



(Insert all comments or observations, commendations and suggestions relating to this general area and its allocated standards, as specified in the KAA Accreditation manual. Consideration should be given to the adequacy of processes and results achieved in each of the standards.)

Compliance level: Substantially compliant

ET recommendations:

1. *Labs should be finished as soon as possible*
2. *Research collaborations with international research partners should be strengthened*
3. *Reporting of research activities and achievements should be done consistently under the supervision of the quality management department.*

2.7. Infrastructure and resources

The campus infrastructure and resources are the same for the three reviewed study programs “Graphic Design and Multimedia”, “Interior Architecture and Design” and “Industrial Management.

The adequacy of library and other materials is monitored continually and formally evaluated once per year. As the E-Library concept is in the focus digitalized evaluation procedures are developed. Electronic evaluation processes include analysis of data on usage of resources and the teaching content evaluation evaluates the availability of adequate literature.

Requirements of materials to support teaching and learning are being regularly collected from teaching staff responsible for courses and programs within the faculty committees.

Based on the recent expansion of building structures at the campus in Ferizaj the adequate facilities are available for confidential consultations between teaching staff and students. Also food service facilities are made available and are adequate for the needs of staff and students. Facilities like an amphitheatre are planned and actual in construction for cultural, sporting and other extracurricular activities for students.

(Insert all comments or observations, commendations and suggestions relating to this general area and its allocated standards, as specified in the KAA Accreditation manual. Consideration should be given to the adequacy of processes and results achieved in each of the standards.)

Compliance level: Fully compliant



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ET recommendations:

1. *The actual building activities will guarantee a consistent campus feeling.*

3. OVERALL EVALUATION AND RECOMMENDATION OF THE ET

(Insert overall observations referring to the evaluation process, the quality at study program level, approach to the site visit, etc.)

In conclusion, the Expert Team considers that

the study program *Industrial Management (BSc)* offered by University of Applied Sciences Ferizaj is *Fully compliant* with the standards included in the *KAA Accreditation manual* and, therefore, recommends *to accredit* the study program for a duration of *5 years* with a number of *(150)* students to be enrolled in the program.

Expert Team

Chair: Prof. Dr. Tauno Otto

(Signature) (Print Name) (Date)

Member: PD FH-Prof. Adj. Prof. DI Dr. Alexander Petutschnigg Bakk. Msc

(Signature) (Print Name) (Date)