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UBT COLLEGE, FERIZAJ BRANCH

INSTITUTIONAL

FINAL REPORT OF THE EXPERT TEAM

March 6, 2023



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1. INTRODUCTION

1.1. Context

Date of site visit: February 10th, 2023

Expert Team (ET) members:

- *Prof. Milan Pol, Masaryk University, Czech Republic*
- *Prof. Peeter Normak, Tallinn University, Estonia*
- *Mr. Christoph Back, Student expert*

Coordinators from Kosovo Accreditation Agency (KAA):

- *Ilijana Ademaj Ahmeti, KAA Officer*
- *Leona Kovaci, KAA Officer*

Sources of information for the Report:

- *Self-evaluation report (SER)*
- *Other documents provided by the College upon the request*
- *Data from the interviews (site visit)*

Criteria used for institutional and program evaluations

- *KAA Accreditation Manual*



1.2. Site visit schedule

Time	Meeting	Participants/Comments
09:00 – 10:30	Meeting with the management of the institution (<i>no slide presentation is allowed, the meeting is intended as a free discussion</i>)	Edmond Hajrizi Ermal Lubishtani Ylber Limani
10:35 – 11:35	Meeting with: 1. Quality assurance representatives 2. Administrative services	Dugagjin Sokoli Artan Tahiri Fatime Tahiri Skender Ramadani
11:40 – 12:40	Meeting with Deans of Faculties (Head of programmes in case of smaller colleges)	Muhamet Gervala Lulzim Beqiri Aferdita Statovci Fitim Alidema
12:40 – 13:40	Lunch break (to be provided at the evaluation site)	
13:40 – 14:30	Visiting tour of the facilities and infrastructure	Ermal Lubishtani Fatime Tahiri
14:30 – 15:20	Meeting with teaching staff	Nora Sadiku Dushi Bardha Qirezi Kestrim Avdimetaj Sadije Kelmendi (Deliu)



		<p>Zejdush Tahiri</p> <p>Linda Çarkagju</p> <p>Ariana Gjoni</p> <p>Besnik Skenderi</p>
15:25 – 16:15	Meeting with students	<p>Dafina Bujupi – Integrated Design 20/21</p> <p>Ertina Mustafa - Integrated Design 20/21</p> <p>Lindon Shashivari, Architecture and Spatial Planning 21/22</p> <p>Herolindë Pira -Architecture and Spatial Planning 21/22</p> <p>Erona Biqmeti - Integrated Design 21/22</p> <p>Kanita Abdullahu -Integrated Design 21/22</p> <p>Erion Ajvazaj - Architecture and Spatial Planning 21/22</p> <p>Elton Avdiija Architecture and Spatial Planning 21/22</p>
16:25 – 17:15	Meeting with graduates	<p>Arxhira Ferati</p> <p>Rina Kadriu</p> <p>Arlind Guta</p> <p>Arbenita Shefkiu</p> <p>Endrit Luri</p> <p>Doruntina Gashi</p> <p>Albulena Smajli</p> <p>Engjëllushë Gojnovci</p>



17:20 – 18:10	Meeting with employers of graduates and external stakeholders	Balton Derguti - Director of the Directorate of Economic Development at Ferizaj Municipality Arianit Kastrati - Co-Founder and CEO at EON tdi, Tedes Contract Motivational Speaker Furniture Manufacturing Consultant and manager at OXA Group Edona Grainca - Director of CREDINS Bank
18:10 – 18:20	Internal meeting – Expert Team and KAA	
18:20 – 18:30	Closing meeting with the management of the institution	Bekim Marmullaku Ermal Lubishtani Ylber Limani

1.3. A brief overview of the institution under evaluation

The UBT College, branch Ferizaj (UBT-F) was established in 2015 with the decision on licensing 6/935. It declares itself as a demand-driven private institution and it is currently offering study programs in architecture, management, business and economy, and integrated design. According to the SER, there are currently studying 429 students. The UBT-F operates in rented facilities (1,519 square meters).

The UBT-F is interconnected with the “UBT Ecosystem” in a number of ways – academics operate both in Ferizaj, and in some other parts of the UBT, some administration offices are located in main campus of Pristina. Budgeting is largely centralized, with capital investments made from the central body of the UBT, and operation of programs, research and staff development relying significantly on the income from student tuition fees. The UBT-F has its own leadership on the branch level, though (mainly branch administrator, heads of programs,



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and some administration office personnel). This interrelation brings some opportunities to use joint resources, but also some challenges for the UBT-F operation.

2. INSTITUTIONAL EVALUATION

2.1. Public mission and institutional objectives

The mission statement of the UBT-F is almost identical to the mission statement of the whole UBT College. It is formulated as follows: “to offer a dynamic and innovative 21st century academic environment in Ferizaj region.” Also, it is pointed out by the UBT-F that “it aims at providing a supportive and challenging opportunity for the students, faculty and staff in participatory and self-governance setting”. And further, it also is emphasized that the UBT-F “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 Branch in Ferizaj aims at becoming a preeminent center of intellectual and cultural activity in Ferizaj region... contributor to the growth and strategic development of the Ferizaj region” (SER, not paged). This way, the mission statement of the UBT-F includes three main pillars of the higher education institution’s operation: teaching, research, and public reach (community service). The UBT-F implements one of the key strategic goals of the UBT College, which is serving the higher education needs and being closer to the local and regional community, in this case the community of Ferizaj and its region.

The UBT-F declares in its documentation, and it was also indicated during the interviews that the mission statement was developed through the consultation process with the involvement of key stakeholders/their representatives. The UBT-F informed the panel that the task force was established to conduct survey on identification of the UBT-F’s staff with the institutional values. The interviews also indicated in some extent that the mission statement is recognized by the staff that is involved in the UBT-F’s operation. The mission statement is published on the webpage of the institutions.

This can be said that the mission statement has a potential to serve for the staff involved in the UBT-F’s operation as an effective guide for strategic planning, decision making and operations.



The UBT-F's strategic documents emphasize five strategic goals. These goals relate to learning excellence development; research, innovation and social responsibility; positive working and learning environment; improvements in the field of internationalization and regional partnerships; and development in partnering with the community. All these strategic goals can be well seen consistent with the mission statement, its individual parts. There is a positive relation between the mission statement and strategic goals of the UBT-F

Compliance level: Fully compliant

ET recommendations:

None

2.2. Strategic planning, governance and administration

The UBT-F has a strategic plan which covers the period 2023-2028. Its chapters relate to UBT-F's mission, external environment, industry analysis, strategic objectives, action plan, risk assessment, financial projections, performance indicators, and annual work plan.

Main five strategic objectives cover important areas of the UBT-F's operation. The first strategic objective, *Achieving Academic Excellence – The Branch aspires excellent quality standards and consistent active learning approaches which offer authentic experiences and an inspiring, values-based learning environment to a diversity*, is in the action plan elaborated into a large number (33) of specific objectives. The second strategic objective, *Developing Research, Innovation and Social Responsibility – Offer innovative ways for learners, spin-in and spin-out companies as well as external clients to engage with enterprise supports and applied research, thus creating new knowledge and new employment*, is concretized by 24 specific objectives. The third strategic objective, *Creating a Positive Working and Learning Environment – Creating a Positive Working and Learning Environment Aims to offer a high-quality and supportive working and learning environment for all types of students (full-time, part-time, priority groups) and staff*, is covered by 18 specific objectives. The fourth strategic objective, *Maintaining and increasing internationalization and regional partnerships –*



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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, has 7 specific objectives in the action plan. And the fifth strategic objective, Partnering with the community – Partnering with the community. UBT Ferizaj Branch 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, is elaborated further by the set of 24 specific objectives. This way, the action plan consists of 106 specific objectives which raises the question of viability. This question does not lose its relevance despite the effort made in the UBT-F’s strategic plan to pay attention to strategic, financial, operational, compliance, and reputational risks.

The UBT-F’s representatives and some other participants of the interviews indicated the strategic plan was drafted in a consultation with the academic community of the UBT-F as well as external stakeholders.

Budgeting part is in the strategic plan introduced more broadly, without a more direct indications how will be individual strategic objectives (or even specific objectives) financially saturated. The same can be said – partly – about indicators which are formulated, but do not always have a direct relation to specific objectives. The annual work plan follows with goals being elaborated and linked to main areas of the UBT-F’s operation.

There is a clear indication in the UBT-F’s documentation – and it was also proven during the interviews – that the institution is trying to take account of the internal and external environment affecting its own development.

Monitoring of the implementation of strategic plan is done via scorecard tracking results of the UBT-F as for how the UBT-F achieved what it considers as key outputs that contribute to the overall outcome, This is done in four dimensions: (1) customer results, (2) financial results, (3) internal business, (4) learning and growth.

Decision making system and operating regulations follow what falls under the governance of the UBT College and is applicable to branches, too. The structure of the UBT-F is as follows: branch administrator (reports to the UBT secretary), responsible person for IT Office of UBT-

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F (reports to the IT Office of the main body and to the branch administrator), person responsible for student services – the UBT-F (reports to student service office of the main body and to branch administrator), person responsible for finance office UBT-F (reports to the finance office of the main body and to the branch administrator), heads of faculties, heads of programs, and the industry advisory board. It is evident, a strong link of the branch to the main body is the reality. This has different consequences, among them an impact on the direct availability of some services at UBT-F (for instance the international office is only in the main body, the same relates to student counselling services etc.).

The Statute of the UBT and the College Regulation on the Appointment of Governing and Academic Management Bodies regulate the election criteria and processes at the UBT-F. Election criteria seem to be clear and transparent, both for academic and administration personnel, and for student representatives (this relates to academic council and some other bodies).

The Statute of the UBT (relevant for the UBT-F, too) determines responsibilities of decision-making bodies at the UBT College and the UBT-F. It specifies how to deal with academic as well as administrative issues at the UTB-F. The organizational charter seems to be clear and logical, description of responsibilities of individual leaders and other responsible bodies, too. The Student Union is present at the UBT-F, student representatives are involved in the governing board, academic council, and some other relevant bodies related to the UBT-F. The election rules seem to be clear in this case, too.

The UBT-F has a limited number of administration staff that is directly located in Ferizaj, some other administrative personnel act from Pristina. There is no doubt about the effectiveness of their work and responsibilities assigned; some challenges might be linked with the distant location of some offices, as already mentioned above.

Compliance level: Substantially compliant

ET recommendations:

1. *Make sure action plan is a viable instrument for the development of the UBT-F.*
2. *Make sure budgeting is clearly linked to specific areas of strategic/action planning.*



- 3. Improve availability of some services to students at the UBT-F (mobility consultations, students counselling, for instance)*

2.3. Financial planning and management

The UBT-F as well as the UBT College as a whole seems to be in a stable financial situation. The institution under the review can demonstrate it has sufficient financial resources in the short as well as medium term to reach the mission and strategic objectives. At the same time, the needs to invest more into some areas of the UBT-F's operation seems evident, and an increase of amount of budget allocations to specific areas of the UBT-F's operation seems to be desirable.

The UBT-F has a financial plan for 2023-2028 and also financial policies that address its financial sustainability. While capital investments were made from the UBT College (the central body) to develop the infrastructure, student fees seem to cover largely most of the operational costs of the UBT-F now (programs, research, staff development). And the plan is to increase a number of students in the UBT-F significantly (from 760 in 2023/2024 to 2,054 in 2027/2028). Consequently, the income from the student fees is planned to be increased from 912,000 EUR in 2023/2024 to 2,464,000 EUR in 2027/2028. Some other minor incomes (if compare them with the student fees) are planned from research projects, consulting services and donations, too. The expenditures are planned to grow from 708,879 EUR in 2023/2024 to 1,866,987 EUR in 2027/2028. The increase is more or less proportioned to the increase of income in all main areas explicitly stated in the SER: staff expenditure, recurring maintenance, capital investments, scholarships and other discounts, research expenditure, marketing and promotion, and other expenditures. As also stated in other part of this report, current needs for the investments seem to deserve more attention and financial support, though (for instance learning environment and resources).

Oversight and management of the budgeting and accounting functions are centralized, carried out by the Finance Coordinator's office (at the main body). The finance coordinator is in charge of oversight, coordination and administration of the UBT College financial records, including accounting. Financial coordinator is also responsible for financial records to meet financial goals of the UBT-F and should cooperate in this respect with branch coordinator.



Monitoring is done by means of quarterly budget reports having several performance indicators of financial planning and realization. The software for finance management has been enhanced at UBT College with reports showing budget allocation, usage, and payments.

Accounting systems seem to comply with accepted professional accounting standards at UBT College and its branch in Ferizaj.

Compliance level: Substantially compliant

ET recommendations:

1. *Consider possibilities to increase investments into the UBT-F' operation, namely to the learning environment and resources.*

2.4. Academic integrity, responsibility and public accountability

The topic of academic integrity is embedded in the „Code of Ethics“ of UBT College. The „Code of Ethics“ is applied to all branches of UBT College. The „Code of Ethics“ contains all important elements. The major objective of the „Code of Ethics“ is guiding the conduct of the academic community, this is achieved by defining high standards of ethical conduct. These standards include the avoidance of plagiarism in research, teaching, performance evaluation, and in the conduct of administrative duties. The prevention of cases of conflict of interest is also described.

The enforcement of the „Code of Ethics“ is carried out through clear processes and mechanisms which apply to all staff and structural units in the College. The standard procedure for resolving a breach in the Code has two instances, the faculty Sub-Committee for Ethics and the institutional Ethics Committee. The first instance is for minor violations, for major violations the second instance is used for advice. During the on-site visit, UBT College Ferizaj was able to credibly assure that the mechanisms with the two instances are working. Plausible examples were given.



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The Ethics Committee is the designated body for the analysis and resolution of any potential breaches in the „Code of Ethics“. The body is responsible for the implementation and promotion of responsible ethical code of conduct and diversity policy among staff and students on teaching, research, learning and management. The body will be responsible for implementing and promoting ethics and handling instances of code breaches among academic staff, administrative staff and students. The Committee is composed of seven members: two members are proposed by the Governing Body, two members are proposed by the Academic Council, two members are proposed by the Dean and one member by the Student Union.

During the on-site visit, the Expert Panel could get a good impression of how the „Code of Ethics“ and its associated processes and mechanisms are applied on all activities related to management, administration, teaching and research. The institution was able to show sufficient examples for evidence.

Regarding the avoidance of plagiarism, a difficult topic in Kosovo, UBT College Ferizaj showed an extensive awareness for this matter. A plagiarism detection software is available to check documents in Albanian and English language.

With the help of the monitoring system, UBT College is able to check and ensure that the „Code of Ethics“ and its associated processes are applied to all necessary areas within the HEI (management, administration, teaching and research). The QA office of UBT College was able to show and explain how the monitoring system (and the reporting system) works.

UBT College publishes some (but not all) internal regulations and procedures. The same applies to self-evaluation reports and decisions of the management. UBT College justifies this approach with bad experiences with others HEI's in the past. These are said to have exploited and copied the internal documents.

However, UBT College publishes all necessary information (regarding its academic staff, its research and academic activities, the programs it offers, the number of students enrolled, the intended learning outcomes of its programs, the qualifications they award, the teaching, learning and assessment procedures used, the pass rates and the learning opportunities available to its students, graduate employment information, scholarship opportunities, as well as tuition and administrative fees) internally. It is important to say that all stakeholders of UBT College have access to the data relevant for them at any time.

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The EP is aware of the situation of HEI's in Kosovo and partially understands the reasons of UBT for not publishing important internal documents. Nevertheless, it is not in line with the Accreditation Standards of KAA.

Apart from the point of not publishing some internal documents, UBT College is able to ensure a high level of academic integrity. The evaluation panel does not see any substantial problems for this general area.

Compliance level: Substantially compliant

ET recommendations:

1. *Publish all internal documents, as it is stated in the Accreditation Standards of KAA.*
2. *Make sure that the awareness for academic integrity is high among all members of the academic staff and the students.*

2.5. Quality management

The UBT College has unified *Quality Assurance Regulation* and *Quality Manual* common for all branches. The *Quality Assurance Regulation* describes the basic principles, aims of quality assurance, key structures, processes, policies, responsibilities, reporting and basics on data collection. *The Quality Manual* contains UBT mission, vision and core values, outlines the principles of the Strategic Plan and enrolment, lists the study programs and describes the quality assurance system of the college (units and their roles). Both documents (*Quality Assurance Regulation* and *Quality Manual*) are freely available documents. However, there are two different versions of quality assurance regulations: 1) A separate document from 03.09.2020 and 2) A second part of the *Quality Manual* (from October 2022). Certain confusion was made by the fact that ET was given two completely different from each other versions of *Quality Manual* (one from 2020 and one from 2022).

The Ferizaj branch has a quality assurance coordinator who is responsible for coordinating and implementing the policies adopted by the Quality Assurance Committee of the College. Since quality assurance processes at the faculty level are overseen by Quality Assurance Sub-



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Committees, so they have responsibilities on the quality of respective study programs. The Quality Assurance Office of the College has a separate budget line to implement all quality assurance processes throughout the whole College. Enhancing quality assurance system is one of the strategic aims of the College: “Develop quality assurance mechanisms through continuous monitoring of the management, evaluation, development and improvement of quality”. Each study program has a quality assurance subcommittee responsible for the study program in all branches offering that study program. The size and representation of different stakeholder groups is different in different subcommittees. For example, the subcommittee of Architecture and Spatial Planning has three members (two academic staff and alumni), but the subcommittee for Management, Business and has five members (three academic staff, one non-academic staff and one student). Moreover, the tasks and responsibilities of subcommittees and their heads were not determined in the regulations.

The quality system of the UBT College has been internationally assessed and recognized. The College is certified with the ISO 9001:2015 *Quality Management Systems – Requirements* standard in 2018 and has received an EFQM Excellence Award in 2019. The Quality Manual has a subsection “Follow-up procedures and use of evaluation results” where the roles of the stakeholders are described. The students gave examples of their complaints that have been taken into account.

The quality assurance instruments involve all major stakeholders on the academic processes. These instruments are: External examiners’ reports; Internal and external quality assurance panel reports; Evaluator reports from funding agencies; Feedback, both formal and informal, from industry partners and others; Feedback from students, academic and administrative staff, graduates; Course board reviews; Internal auditors’ reports; Department and School Meetings. Quality Assurance Group of a faculty collects evaluations from the faculty and proposes recommendations for improvement. The Quality Assurance Office elaborates then suitable measures. The quality assurance is considered as one of the important action lines in the Strategic Plan of the UBT Branch Ferizaj for 2023-2028 (the word “quality” is mentioned 38 times in the document!).

The quality assurance procedures are detailed in the Quality Assurance Regulation and cover the following procedures for: 1) design and approval of new programs, subjects and modules, 2) student assessment, 3) ongoing monitoring of programs, 4) program evaluation, 5) selection, appointment, appraisal and development of staff, 6) evaluating premises, equipment and facilities, 7) evaluating student services, 8) evaluation the governance and quality assurance

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policy, 9) the evaluation of public information. The main input comes from questionnaires (from students, academic staff, non-academic staff, alumni, employers). Some of the questionnaire templates given to the expert team (evaluation panel) were in Albanian, so their deeper analysis was not possible. However, it seems that the feedback focused on various aspects of the courses, and there were no questions about the whole study program as such (the alumni questionnaire was not given to the ET).

The SER describes thoroughly how inputs, processes and outputs are handled for each procedure listed above. For example, for design and approval of a new program (item 1) above) a number of stages are used: a program proposal is submitted by a Faculty via a Program Application Form, the proposal is submitted to the Academic Council, a Program Development Committee is formed, the Committee develops the program using a standard template (that covers justification, rationale, course schedule, learning outcomes), the program goes through internal review process, the Executive Council calculates the resource requirements, the documents are submitted to the KAA which conducts an external review (accreditation), Academic Council makes the final decision.

The collegial bodies and individuals involved in quality assurance are: The Governing Body, President, Academic Council, Quality Assurance Committee, Quality Manager, Heads of Faculties and Departments, Faculty Councils, Academic Staff and Students, and Branch Administrator. The role of each body is specified. For example, the Branch Administrator has responsibility for the overall delivery of a quality service to the stakeholders (students, staff, employers) at the branch level. The branch is only responsible for the organization of studies, it has no role in the quality and development of the curriculum and subjects – the corresponding faculty at the Pristina campus is responsible for them.

The Quality Management Office is established at the UBT College level (in Pristina campus). The branch has a branch administrator who is responsible for administrative support and implementation of quality assurance processes. The inadequacy of the learning environment necessary for study (see standard) shows this is insufficient to ensure high-quality study.

The Quality Assurance Committee (QA Committee) is also established at the UBT College level. It has according to the SER seven members – two members are proposed by the Governing Council, two members proposed by the Academic Council, one member is proposed by the Rector, and two members from the Student Union. On the other hand, according to the Quality Manual, QA Committee consists of 6 members: a local professor, an international



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professor, 1 student, 1 alumnus, and one representative from Kosovar industry. However, according to the Quality Assurance Regulation, QA Committee consists of 9 members: Quality Manager, local professors, international professors, students, alumni, and one representative from Kosovar industry. QA Committee ensures that the policies, processes and procedures set down in the Quality Manual are implemented. QA Committee reports to the Academic Council and to the Governing Board of the College.

The roles and responsibilities of Quality Assurance Committee and other academic bodies involved (Governing Board, Rector, Dean, Academic Council, Faculty Council, Faculty Quality Assurance Sub-Committee, Quality Manager) are specified in the Quality Assurance Regulation, and of the Office for Quality Assurance in the Quality Manual. The Governing Board has a supervisory function.

As mentioned above, questionnaires for students, academic staff, non-academic staff, alumni and employers are used. The survey data is collected – the expert team (evaluation panel) was given 27 statistics from three academic years (2020/2021, 2021/2022, 2022/2023). However, the expert team was not able to find any publicly available survey data on students, staff, graduates and employers. The website of the college (<https://www.ubt-uni.net/en/ubt-en/ubt-branches/ubt-ferizaj/>) is extremely sparse; it does not even list the study programs the branch offers.

Statistical data that were made available to the expert team were divided into four groups: 11 statistics about students (number of students, yearly intake, number of graduates, student progression and drop-out rates, average achievement grade, etc.), 5 statistics on business results (student satisfaction rate, graduate employment rate, number of full-time academic staff, etc.), 8 statistics on learning and growth (staff-student ratio, staff satisfaction rate, computer-student ratio, number of books, etc.), 3 statistics on community work (number of industry partnerships, number of industry projects, number of international partners).

It is unfortunate that the SER was extremely general and declarative and did not provide any concrete evidence of the use of quality data to improve the College's performance. On the contrary, at the meeting with the experts, a whole series of wishes and suggestions were presented on what could be done better at the branch.

The latest version of the *Quality Manual* was issued in September 2022; the previous version was confirmed at 3. 9. 2020.



Compliance level: Partially compliant

ET recommendations:

1. *Harmonize quality assurance documents so that they are unambiguous.*
2. *Develop and implement mechanisms that would ensure that regional specific needs are taken into account in branch curricula.*
3. *Develop and implement mechanisms that would ensure the creation of a learning environment (including laboratories) that meets the requirements of contemporary higher education.*
4. *Develop competency requirements and responsibilities for the persons in charge of the study program, and mechanisms to ensure that a lead professor is only appointed to that position.*

2.6. Learning and teaching

The UBT Ferizaj branch has adopted and approved the regulations for the academic programs from the main branch. For. The “Regulations for Organization of Studies” is the base of administration of studies. All necessary standards are included in the regulation. During the on-site visit the evaluation panel could see that these regulations are suitably implemented.

To ensure that all programs meet high standards of learning and teaching, UBT Ferizaj is applying a six-step approach for the initial approval:

Step 1. A proposal is prepared, typically by one or more faculty members, and brought before the faculty.

Step 2. The proposal is reviewed by the faculty. If recommended, it is forwarded to the dean who distributes it to the college curriculum and assessment committee. If not recommended, it is returned to the proposer.

Step 3. The college curriculum and assessment committee review the proposal. If recommended, it is forwarded to the Director of Academic Affairs of UBT College. If not recommended, it is returned to the proposer.



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Step 4. Director of Academic Affairs of the UBT College reviews the proposal. If the proposal is not recommended by the college dean, it is returned to the proposer. If the proposal is recommended it is forwarded to the Academic Council,

Step 5. The Academic Council reviews the proposal and recommends the Director of Academic Affairs, the rector, and Branch Administrator necessary steps.

Step 6. If the proposal is recommended by the Academic Council of Deans and approved by the Director of Academic Affairs of the UBT College and Rector, it is submitted to the KAA.

During this procedure, UBT Ferizaj assures that all study programs are based on correlations between learning outcomes which are consistent with the National Qualifications Framework and with the Framework for Qualifications of the European Higher Education Area.

The monitoring of performance is done with the help of feedback from students and graduates. With this feedback the Curriculum Committee (which consists of practitioners in the field of study, academic staff and student representatives) elaborate changes in the curriculum. The Curriculum Committee is working with the data from all UBT branches, but the Academic Council of UBT Ferizaj makes sure that the changes introduced are suitable for this branch.

UBT as a whole is using various procedures to ensure that the programs meet the required performance standards. The programs of UBT Ferizaj are also part of these procedures. With regular evaluations and a good monitoring system UBT Ferizaj can assure that the required performance standards are met. UBT Ferizaj has a designated Faculty Council, the focus of the Council is to monitor and improve the ongoing delivery of the programs. The Council is comprised of the Dean, all academic staff lecturing on the program, support staff representatives, student representatives and industry representatives.

The UBT monitoring system works with quality indicators. This procedure is satisfactory for UBT as a whole, but for the UBT Ferizaj branch no designated performance indicators are set. These designated performance indicators are important for the identification of the differences in quality between programs in Ferizaj.

During the on-site visit UBT Ferizaj was able to credibly assure that the assessment methods for the students are designed to fit for the achievement of the intended learning outcome. Also, an example of a change of an assessment method (found during the monitoring process) was



explained. The same goes for the topic of student-centered learning and teaching. The students confirmed these, too.

The majority of the academic staff teach in different branches of UBT. During the on-site visit the evaluation panel checked carefully if this is leading to a decrease in the quality of teaching at the Ferizaj branch. The different panels argued that is not the case (especially the employers defended the quality of teaching at UBT Ferizaj). The evaluation panel did not find the evidence that the quality of teaching at UBT Ferizaj is suffering from this situation.

Compliance level: Substantially compliant

ET recommendations:

1. *The EP recommends to implement quality indicators designated for UBT Ferizaj*
2. *The EP recommends to hire more academic staff designated only to the Ferizaj branch to assure that the quality of teaching remains high*

2.7. Research

Expand research, scholarship and creative work is one of the strategic development areas (out of seven) stated in the *Academic Strategic Plan* of the College. Fifteen actions are foreseen in this area. These are of general type and do not specify concrete research directions where the branch intends to form research groups for achieving a capacity necessary for joining the international research community and conducting high level research. However, according to the SER, the Ferizaj Branch is focusing on Architecture and Spatial Planning, Business and Management, Nursing and Health Sciences, ICT and Design. The UBT College has also another version of the *Academic Strategic Plan 2020-2025* that describes the seven strategic priorities and strategic aims under each strategic priority. The branch does not have a separate (research) development plan but has a general *Strategic Plan 2023-2028*. According to the SER, the research topics conducted in the Ferizaj branch are from extremely wide area: BIG DATA applications, Business performance at industry and firm level, Marketing research, customer satisfaction, Public health management, Natural resources research, Research of economic factors for economic development, Agricultural business and technology-oriented research, Production-oriented research, Human resource-oriented research, Research oriented



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to management processes and systems, Innovation oriented research: digital technology, emerging technologies, digital transformation, Quality Product/Service Perception, FDI, Diaspora, Life style, community engagement, social organization-oriented research, Innovation University Research funding, University Management Models, University-Industry Cooperation's, Curriculums Developments, Learning Outcomes, Science and technology, Systems and processes, Capacity Building, and Quality Assurance, Knowledge Management, Research focused on organizational structures and governance. The annual Work Plan for 2022-2023 is of the whole UBT College, The Ferizaj branch has no responsibility for carrying out the activities stipulated in it. The Academic Strategic Plan 2020-2025 (under the name *Actions*) of the UBT College is publicly available. On the other hand, *Strategic Plan 2023-2028* of the Ferizaj branch was not found in the website of the College. Moreover, the branch' website did not contain any information about the research being done in the branch.

Development of research, innovation and social responsibility is declared a strategic objective of the branch (altogether there are five strategic objectives). The *Strategic Plan 2023-2028* of the Ferizaj branch lists 24 objectives in the Action Plan to achieve strategic objective “Developing Research, Innovation and Social Responsibility”. For example, establishing research centres is planned, to “stimulate the development of research and cluster activities to maximize opportunities for research groups to create appropriate critical mass”. The College has fixed a number of key performance indicators to measure the quality and quantity of research such as number of publications and citations (WoS/Scopus), Webometrics ranking, research income, research costs as % of expenditure, number of research projects etc.

At the same time, the necessary amount of funds is not planned in the budget to achieve these objectives set in the *Strategic Plan 2023-2028* of the Ferizaj branch. The total projected income of the Branch for 2023/24 academic year is 985 922€, from that 30 240€ from research projects (about 3% of the total income). The total projected expenditure is 708 879€, from which 70 992€ are assigned to research expenditures (about 10% of the total expenditures). It is not defined what exactly these funds are aimed at.

The research is coordinated in the College by the Research Department which manages the research funds and externally funded research from government agencies. The research goal of the branch is ambitious: the *Strategic Plan 2023-2028* of the Ferizaj branch states that “The Branch’s research strategy is designed to support the creation of a knowledge society by working with companies and public sector agents in building the appropriate infrastructure to build centres of research, development and innovation that will be unique for the region and

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which will be capable of attracting resources at regional, national and international levels. To achieve this research strategy it will: Prioritize and invest in establishing centres of research, Stimulate the development of research and cluster activities to maximize opportunities for research groups to create appropriate critical mass; Enhance and build relationships and partnerships with stakeholders in industry, academia and the public sector to increase combined research capacity and strengthen the commercialization process; Foster mechanisms of technology and knowledge transfer both out of an into the Branch”. On the other hand, the Branch does have absolutely no research infrastructure. Even more, according to the organizational and administrative structure of the branch, the branch does not have any research unit or even a research coordinator.

Research is basically validated by scientific publications. The College contributes also to the organization of local conferences and make use the resources of the Knowledge Center of the College. The College has adopted *Policy, Practice and Regulations on Intellectual Property* for “incorporating the statement of Principles for Open Innovation, Engagement and Knowledge Transfer” (although not found on the public website of the College).

According to the contract that the staff has, they should have at least two publications per year. However, this is not always the case: checking in Google Scholar publications from 2020-2022 of the staff under numbers 67-76 in the staff list in the SER (three PhD-s, Three PhD candidates and four MSc, all having permanent positions in the College) gave the following result: 1, 4, 5, 1, 5, 0, 0, 0, 2, 2. Therefore, only three academic staff (30% of the sample) have published at least three research publication during the last three years. Although 30% of the working time of academic staff is intended for research, in fact in many cases significantly less time is devoted to it.

Annual performance review template for staff is used. The template has the following three sections: 1) total number of hours spent for different types of activities (teaching, research, service, administration), 2) Description of research activities (publications, reviews, presentations, awards), 3) List of services divided into levels (departmental, college level, etc), 4) list of administrative tasks. Based on the annual performance review, an overall Merit Rating will be determined.

The expert team was not able to find any regulation or other document of the university containing clauses about encouraging teaching staff to include in their teaching information about their research and scholarly activities that are relevant to courses they teach. According



to the students, this is not a common practice, and has only happened at the request of the students.

The vast majority of the college's teaching staff publish works under the name of the college, indicating UBT or Knowledge Center of UBT as employers; The Ferizaj branch was never listed as an employer in the publications checked by the expert team (evaluation panel).

The document *Policy, Practice and Regulations on Intellectual Property* contains also clauses regarding the commercial exploitation of UBT's intellectual property.

The College has adopted the *Code of Ethics*. This document covers the following aspects: integrity, co-operation, responsibility, knowledge, academic freedom, Ethics Commission, Faculty Ethics Sub-Commission, Proceedings for Violations of the Code of Ethics. Violations of ethics are handled by the Ethics Committee. The Committee is composed of seven members: two members are proposed by the Governing Body, two members of proposed by the Academic Council, two members are proposed by the Dean, and one member by the Student Union. College in Ferizaj conducts a plagiarism check for Bachelor and Master Thesis as well as the submitted articles to the International UBT College conference. If the student submits an assignment, term paper or other text which do not pass the plagiarism check, the student is subject to provide his/her defence to departmental ethical committee.

Compliance level: Partially compliant

ET recommendations:

1. *Develop and implement a research and development administration system for the Ferizaj branch.*
2. *Decide on the research priorities of the Ferizaj Branch and form the research groups accordingly.*
3. *To ensure a support system and sufficient resources (including time resources) for academic staff, which are necessary to devote themselves to research and development activities in the prescribed volume.*



2.8. Staff, employment processes and professional development

Academic staff selection and promotion procedures are set out in the Statute of UBT College.

The following procedure is used: (a) the Academic Council after having consulted the financial possibilities with the Rector, demands from the Rector/Dean to open a call for applications for a given academic position; (b) the Rector/Dean can either proceed the demand of the Academic Council or rejects it if financial complications are observed; (c) if the Rector dismisses the Academic Council's demand, the Governing Board can intervene and decide upon the case; (d) after the Rector opens the call for applications for an academic position, the Rector and Human Resource Office gathers all the relevant data from every application and along with the Dean of Faculty where the concerned academic staff will be positioned, selects three of the best candidatures and proposes them to the Academic Council; (e) the Academic Council then appoints one of the three candidates.

The recruitment process follows the *Guidelines of the Human Resources* and *The Regulation on standards for academic titles*. The announcement for the job presents the requirements of the potential candidates regarding the expertise, qualification, and experience. The most important criterion is the productivity of the candidate's scientific work. The candidates' ability is initially evaluated by a specially composed assessment commission. In cases when points are equal in recruitment process, then female candidates are given advantage.

General – applicable to academic and non-academic positions – information what is expected from the employee is included in the Regulation on Labor Relations and Responsibilities for Work Duties. This thorough (19 pages) document has 85 articles and describes general principles of employment, establishment of employment relations, induction processes, work-related issues (working hours, losses, compensation, leave and absence), pay and benefits etc. Some aspects are covered in a remarkable depth. For example, the list of serious injuries consists of 37 items.

Handbook of Academic Staff is the main information source that covers all aspects of academic activities, starting with a short introduction of the College up to the assessment of professors and description of the main units of the college (Library, Office of Information Systems, Office of Quality Assurance, Office for International Collaboration, Human Resources Office, Finance Office). Staff receive information in employment conditions, teaching and learning



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methods, quality assurance, ethics, complaints and IT and communication advice. The Handbook is freely available on the Internet. The Dean conducts also an induction session prior to the commencement of each academic year.

The students: staff ratio is approximately 11:1 which is very good. However, since the Branch does not have its “own” academic staff (the branches share the academic staff), the adequacy of the ratio is questionable. The allocation of work is made by deans, in consultation with the staff members and by taking into consideration that staff members skills and experience. It takes into consideration the division of the total workload into teaching (40%), research (30%) and administration (30%). All aspects of teaching are taken into account: course coordination, lectures, tutorials, organization and teaching of performances and workshops, field trips, the organization of practicums, marking loads and student supervision. It is unusual that the proportion of time devoted to teaching, research and administration (40:30:30) is the same for all academic staff, regardless of their qualification and duties. Such equalization does not make it possible to make maximum use of the individual strengths of academic staff. However, it seems that a significant proportion of academic staff in fact do not follow this proportion.

Academic staff qualifications are set based on the regulation on standards for academic titles at the UBT. From the total of 141 permanent academic staff listed in the SER, 60 have a PhD, 14 are PhD candidates, the rest having a master level degree. For non-academic staff, the College follows the general procedure set out in national legislation.

The performance evaluation is described in the *Handbook of Academic Staff*. The instruments (UBT Committee for Scientific Work and boards for scientific work), processes (review, evaluation, publishing) and criteria for research activities are described in the *Regulation on Scientific Research and Publications*. A separate article is devoted to the publishing in the *UBT Journal*.

The staff appraisal is performed in accordance with UBT College Staff Employment, Performance and Progression Policy and of the Regulation for Staff Appraisal. Every staff completes the annual assessment template (the expert team was provided only Albanian version, so no deeper analysis of it was possible). Deans perform the initial staff performance evaluation, based on the Annual Review of academic staff, student feedback and other input. Information on staff research productivity is drawn from the Research Department. The initial evaluation should be sent to staff member for comments and discussion. The Staff Evaluation



Report is sent to the Faculty Council and Academic Council Committee for Staff Selection, Promotion and Assessment and to the Branch Administrator.

The Branch Administrator discusses the emerging issues from the evaluation process with the staff member. Complaints about staff skills are dealt with through Individual Improvement Plans focusing on didactics, research and technical skills (the most common complaints). Issues that may involve staff unethical behaviour are referred to the Ethics Sub-Committee of the respective Faculty in which the study program in which he/she teaches falls. The academic staff of the Branch can develop their pedagogical skills through training at the Institute for Development of Education and Academic Affairs (IDEAA). The fact that the results of the research work of a large number of academic staff is not appropriate shows that the measures used do not guarantee a significant improvement in work results.

The College has a Human Resource Policy that outlines the five priorities for supporting professional development of staff (in management, in performance, in teaching, e-learning, technology and knowledge transfer). Staff development activity plan is composed for years 2020-2023 for academic staff teaches on the study programs of the Branch. Ensuring effective staff development forms a separate section in the Strategic Plan of UBT Branch in Ferizaj for 2023-2028.

The College has some instruments for supporting personal and career development. In addition to the training of staff conducted by the college, opportunities for professional development emerge also through international cooperation: *The Institutional Cooperation and Internationalization Strategy for 2021-2025* foresees several activities that contribute to the personal and career development of staff.

Compliance level: Substantially compliant

ET recommendations:

1. *Develop requirements for academic staff work parts (teaching, R&D activities, administrative activities) that would take into account the individual abilities of each employee in the best possible way.*
2. *Introduce annual individual development discussions of academic staff with direct superiors, where all aspects of academic activity are addressed, with the purpose of*



identifying the need for professional development and effective mechanisms for solving problems that have identified.

2.9. Student administration and support services

The student admission is regulated by the Academic Council “Regulation on Undergraduate and Graduate Admission“. The admission requirements are described in this regulation. The evaluation panel has no indication that the admission requirements are not consistently and fairly applied.

Complete information about the College (including the range of programs and courses, program requirements, services, scholarship opportunities, tuition and administrative fees) are published on the homepage of the College, the prospectus, the SMIS (Student Management Information System) or on the UBT Learning Platform. The students stated that they are very satisfied with the transparency of this information, even prior to their admission.

UBT Ferizaj is organizing different events in order to inform students about the institution. They include:

Open Day – the program organizes a number of meetings in which it provides detailed information on admission methods and the teaching activities offered.

Welcome days – during the first week of lessons to explain all the information about the learning activities of the program, where students are provided with the handbooks and study regulations by the institution.

Meeting with first year students – at the start of their studies, meetings with first-year students are organized by the institution to provide students with information on the program’s teaching activities, study program, schedule, as well as transport.

Info sessions – students have the opportunity for getting information through info sessions for the scholarship programs and exchange programs, which are presented to students, along with the calls for applications, i. e, Erasmus +, CEPUS, etc.

The Student Handbook is handed out during the Welcome days. In this Handbook students can find all necessary information and regulations they need. The students stated that they are very satisfied with the handbook and its contents.



UBT Ferizaj is offering scholarships to students. A discount of 25% for the tuition fees is given to students with high academic success. For students with disadvantaged backgrounds, UBT Ferizaj plans to introduce another financial support scheme, but this has not been implemented yet.

UBT Ferizaj is using an extensive monitoring system to collect and analyze reliable data referring to the profile of the student population, student progression, success and drop-out rates, students' satisfaction with their programs, learning resources and student support available, career paths of graduates.

Student appeal procedure is specified in regulations, published and made widely known within the institution. The students stated that they are aware of this topic and referred to the student handbook, where the procedure is explained.

The topic of academic misconduct is regulated by the “Code of Ethics” and the “Code of Student Conduct” of UBT College, which is also applied to UBT Ferizaj, As described earlier in this report, UBT Ferizaj is able to handle breaches of the “Code of Ethics” like plagiarism.

Because UBT Ferizaj uses a lot of administrative services for students from the main campus, some services are not provided in Ferizaj in a sufficient manner. For example, the career office and the international office are only from time to time at the Ferizaj branch of UBT. The students do not have satisfactory access to all administrative services. UBT Ferizaj has to provide these services on a permanent basis. The same goes for academic and personal counselling.

The facility of UBT Ferizaj has no space for extracurricular activities for students. The students have to go to the main campus of UBT for these activities. This is not satisfactory and should be changed.

Compliance level: Partially compliant

ET recommendations:



1. *Introduce financial support opportunities for students with disadvantaged backgrounds.*
2. *Introduce a permanent availability for all administrative services on site in Ferizaj.*
3. *Create spaces for extracurricular activities for students in Ferizaj.*

2.10. Learning resources and facilities

The budget of the UBT branch Ferizaj is not balanced – the projected income is always much bigger than projected expenditures. For example, 985,922€ and 708,879€, respectively for 2023. Capital investments is projected to be increased from 28,397€ in 2023/2024 to 74,434€ in 2025/2026 academic year. Even bigger growth is projected for other expenses: from 14,198€ in 2023/2024 to 74,434€ in 2025/2026. Nevertheless, considering the current state of the learning environment, the actual need is much greater.

Number of books and journals accessible to students are among the performance indicators of the Branch. A relatively large number of books and other study materials are issued by the academic staff to support the students' studies. During the meeting with the experts, the students did not complain about the lack of study material.

Beside of printed books, the students have access to various digital e-Libraries, such as BIONE, EBSCO, SAGE Journals, IMF, Cambridge Journals, Oxford Reference Online, Springer Link, Science Direct, JSTOR and others. Students and teachers can order literature based on the agreements on interlibrary loans with several domestic and international institutions (Library of University of Helsinki, Library of Charles University, National Library of Kosovo, Library of Agricultural University of Tirana and Dukagjini-Publishing House in Peja).

Moodle is used as the main digital learning environment. However, the study infrastructure hardly meets the minimum requirements. The branch does not possess some basic equipment that considerably limits the learning activities and students' individual work. For example, the branch does not have plotters and 3D printers, which are important tools for architects. During the meeting with the experts, the lecturers stated that the students can use the public services offered in the city to print out their drawings. Moreover, both the students and alumni mentioned during the meeting with the ET a number of software packages they missed on their studies (especially Adobe software like Photoshop, Illustrator and InDesign).



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Library of UBT College Branch Ferizaj operates during the whole year. It is opened from Monday to Friday from 09:00 to 22:00, and on Saturday from 09:00 to 14:00. However, the ET was not able to find any information about the library and its services on the website of the Branch and even on the website of the whole UBT College.

Koha Library Software is used for recording loans and returns. This is an open-source software system that includes modules for acquisitions, circulation, cataloguing, serials management, authorities, flexible reporting, label printing and others. Students have the right to borrow up to three books for the same time, which they can use for one semester. The deadline may be extended for two more months. If the student requests deadline for the second time, then the library staff decides whether that book may be required by other students and if there are other available copies. If there are no other copies, the student has the right to use the book only in the library space.

The UBT Ferizaj branch has an area of 1500 m². The number of classrooms meets current needs. On the other hand, there is not enough space for students to communicate outside of class. The college is planning to move to more spacious premises. However, no concrete plans were presented to the expert team. Also, large investments in infrastructure are not seen from the Branch' budget. Considering the Branch's intention to start with new curricula, the expansion of the premises is very necessary. Significant investments are also necessary for the modernization of laboratories, especially for the needs of the disciplines of architecture and integrated design.

There are two quality procedures related to infrastructure and services. These procedures cover correspondingly the following services: 1) audit of lecture rooms carried out during winter and summer breaks to allow repairs, adjustment and optimal conditions for learning process, room usage audit, procurement procedures for cleaning, catering, security and maintenance process, procedures for servicing and maintenance of premises in line with evolving requirements and teaching methodology and 2) library and information services, computing services, student support services, technical services, communications. The survey forms of students and teachers did not contain any questions about the availability and acquisition of technical tools used for teaching. At the meeting with the experts, the students also complained about the unsatisfactory wi-fi connection.

The facility possesses elevators. Students with physical disabilities and ongoing illnesses or short-term illness or injury are required to register accordingly, on admission to the College to

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ensure they receive the appropriate assistance during their studies. UBT College Branch Ferizaj infrastructure has been certified as meeting the minimum standards for special needs students.

The Branch has composed a table that contain basic characteristics of all rooms: the capacity, no. of seats, equipment (incl. software), type of the room.

The branch has two computer labs, with 20 (HP) and 6 (Lenovo) Intel i7-3770 computers. The computes have the same set of software installed (Adobe Package, Auto 3DS Max, AutoCad, Cisco solutions, Office, Visual Studio, ArchiCad, Safe Exam, Wire Shark). This is an absolute minimum for architecture and design courses, and satisfactory for other courses currently is offered in the Branch.

It was explained to the expert team that the technical support is on a good level. If needed, a technician can even help solve problems that staff and students have with their personal computers.

Compliance level: Substantially compliant

ET recommendations:

- 1. Considering the international experience and practice, ensure the continuous improvement of the learning environment, especially through the creation of laboratories necessary for the development of practical skills.*
- 2. When planning the new educational building, provide opportunities for academic activities and communication outside the scheduled classes.*
- 3. When improving the quality system, a holistic approach to academic activity should be envisaged, which includes not only individual subjects but also the problems of entire curricula and the learning environment.*

2.11. Institutional cooperation

On the level of the UBT College there is drafted *The Institutional Cooperation and Internationalization Strategy for the years 2021-2025*. It describes two pillars: (1) internationalization at home, and (2) internationalization abroad. As for the first pillar, there are six aims formulated: “(1) Helping faculty and students develop an international



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professional network and competitiveness in the global marketplace by means of curriculum/teaching/learning; (2) Implementing international research projects; (3) Analyzing foreign education systems and conducting strategic plan for UBT's internationalization; (4) Organizing extracurricular activities (e.g. conferences, exhibitions etc.); (5) Coordinating and advising students on various services and information such as: scholarships, required documents for application, visa, travel, accommodation, study possibilities etc.; (6) Making UBT a more multi-lingual, diverse, tolerant and inclusive community by means of open access education." Some of these aims seem to be rather obvious, containing what a standard higher education institution should be doing anyway (first five aims), some others are very general and rather vague (sixth aim). The second pillar of this document goes along the similar lines, again containing aims that in fact describe what is a standard higher education institution supposed to do anyway: "(1) Negotiating international cooperation agreements with foreign universities; (2) Managing international mobility and exchange programs for students and staff; (3) Encouraging multicultural understanding and acceptance through various projects/services; (4) Joint/dual programs." This way, the strategy is not innovative, does not really support innovation and development, rather it describes what should be a norm everywhere. Resource allocation is not a part of the strategy.

Internationalization agenda is centrally managed by the UBT College Internationalization Office, and this is where people from the UBT-F mainly need to get in touch if they want to pursue in the respect of mobilities or other internationalization issues.

The UBT College has a set of about 80 memorandums of understanding and/or agreements on the student/staff exchange with various international institutions. These institutions mainly but not only operate at the tertiary sector. And it is declared in the SER that the UBT-F "benefits highly from international orientation of the central institution". Some results do not support this statement, though. For instance, the record of staff and student outcoming international mobility for the last two years is very low, as concerns the UBT-F staff/students (two staff outcoming mobilities and four students outcoming mobilities directed to two institutions). And there is no record of incoming staff/students. The question remains then, how lively and effective is a majority of these agreements and memorandums, and how people from the UBT-F really benefit from them.

A more favorable situation seems to be in case of cooperation with different organization in the region or nationally – there seem to be valuable and productive initiatives. For instance,

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the initiative in designing the Strategy for Local Economic Development that seems to gather various local stakeholders is a positive move, and there are more activities in his field where the UBT-F is involved. This was positively valued for instance by the representatives of employers during the interviews (site visit).

The UBT College has been involved mostly as a partner in a number of international projects, typically projects of a developmental nature. Some staff members who are involved also in teaching process at the UBT-F confirmed their involvement in some of these projects; the involvement of the UBT-F's students were not confirmed.

It was confirmed that the UBT-F has contributed to the organization of some events of international visibility and outreach – in concrete, Summer Academy of the UBT College (the event which does not take place in Ferizaj). Some other events of a regional outreach were evidenced in relation to the UBT-F's activity and involvement, though.

There is a general information about the UBT encouraging the international visibility of its staff and students by supporting their participation in different study mobility, forums, events, and similar activities, but the evidence about a direct involvement of a more significant number of the UBT-F students is not available.

International cooperations and contributions to the community seem to be a part of staff performance assessment, this was confirmed during the interviews.

The two most frequent forms of cooperation of the UBT College are memorandums of understanding and agreements on staff/student exchanges, but as it was already mentioned, not much of use is from them on the side of UBT-F's students and staff. This raises a question about the effectiveness of assistance given to the staff to develop collaborative relations with the international community.

On the other hand, it seems that the staff (and also students to some extent) participate in forums related to significant community and community development issues, and this relates to the UBT-F people, too. This is done via channels of some initiatives coordinated by the main body (the UBT College), such as INSPIRE – the Social Innovation Centre, the UBT College STATS, or the UBT involvement in Kosovo Virtual Incubator, for instance. Some direct involvement of the UBT-F in municipal and regional issues was evidenced, too.

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Relations of the UBT-F with the local industry and employers are in place and they contribute to the programs' development, student opportunities to get a practical experience and possibly a job, and to some other activities of the UBT-F. Industrial Advisory Board plays a positive role in this. A potential for more intensive cooperation, as concerns applied research, is evidenced, too.

Contact of the UBT-F with alumni is not systematically developed at the moment, but there are some relations existing. Also, in this respect the potential and space for development is evident.

Compliance level: Substantially compliant

ET recommendations:

1. *Make sure the UBT-F provide its students with easily available information about international study opportunities and effectively supports their involvement in them.*
2. *Make sure memorandums of understanding and agreements of student/staff exchange are effectively used by those involved at the UBT-F.*
3. *Make sure involvement of students in international activities of the UBT College (main body), resp. The UBT-F is effectively realized.*
4. *Consider possibilities to foster cooperation with local, regional or national business and other social partners also include applied research and development cooperation.*



3. OVERALL EVALUATION AND JUDGEMENTS OF THE EVALUATION PANEL

Standard 1	Fully compliant
Standard 2	Substantially compliant
Standard 3	Substantially complaint
Standard 4	Substantially compliant
Standard 5	Partially compliant
Standard 6	Substantially compliant
Standard 7	Partially compliant
Standard 8	Substantially compliant
Standard 9	Partially compliant
Standard 10	Substantially compliant
Standard 11	Substantially compliant

In conclusion, the evaluation panel considers that:

The UBT College, branch Ferizaj is *substantially compliant* with the standards included in the KAA Accreditation Manual and, therefore, recommends *accrediting it* for a duration of 3 years.



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