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EXPERT REPORT
POST-ACCREDITATION EVALUATION
UNIVERSITY OF PRISHTINA "HASAN PRISHTINA"

Faculty Name: Faculty of Economy

Study Program: Marketing MSc

13 December 2024, Prishtina, Bucharest, Riga



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Date of Accreditation Decision: 10 May 2024

Date of Post-Accreditation Review: 13 December 2024

Experts Name:

Dr. Magdalena Iordache-Platis
Asnate Kažoka

Coordinator/s from Kosovo Accreditation Agency (KAA):

Milot Hasangjekaj, Head of Post-Accreditation Division

Sources of information for the Report:

- *Self-Improvement Report (SIR) as the Recommendation Improvement Report, named: PLAN FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS OF THE EXPERTS FROM THE 2024 ASSESSMENT*
- *Report of Expert Team for the previous accreditation/re-accreditation process*
- *Relevant institutional documentation and annexes, requested as additional documents:*
 1. *The team responsible to elaborate the plan at the MSc and the report at the BSc for the recommendation improvement*
 2. *The agreement with the NGO Toka and the lists of the actions/activities generated from this in 2024 (as it was signed in 2023)*
 3. *The agreement for community service with the Ministry of Internal Affairs (bank questions), mentioned during the site visit*
 4. *The plan of activities from the Department of Marketing already sent to the faculty level in terms of research (mentioned during the site visit)*
 5. *1 minute of the meetings of the Department of Marketing discussing to update the curriculum and integrating courses that reflect the current market needs and modern developments in the field of marketing, as declared*
 6. *1 minute of the Industrial Board with recommendation for curriculum change, such as the Graphic Design (mentioned during the site visit visit)*
 7. *The 2 agreements signed in 2024 for the field of Marketing*
 8. *The lists with the traditional conferences organized in 2024 and the new ones decided to be organized in 2025*



9. *The list of the 10 articles published in 2024 (mentioned during the site visit) – authors and titles*
 10. *Decision on establishing the Quality Commission, (mentioned in the report for BSc programme) description of the functions of this commission and the composition, if already available*
 11. *Workshop Agenda, Meeting Minutes for the workshop on 5-8 December*
 12. *Additions to the library in relation to BSc and MSc programmes since the accreditation decisions were taken*
 13. *List of publications published by the Marketing Department in 2024*
 14. *Any evidence for this recommendation "Make internship a mandatory programme feature with clearly defined learning outcomes and processes set to evaluate results achieved"*
 15. *Any other evidence you consider supporting the recommendations*
- *Site visit/online interviews*

Note: the process is based on the KAA METHODOLOGY on Monitoring and Post-accreditation Procedures

Post-Accreditation Procedure has been carried out:

- a) in distance
- b) on-site visit

Date of on-site visit (if applicable): 13/December/2024

Agenda and representatives met as part of the post-accreditation process:

Time	Meeting	Participants
08:30 –09:10	<i>Meeting at the KAA office</i>	<i>KAA staff and experts</i>
09:30 – 10:00	<i>Meeting with the management where the programs are integrated</i>	<i>Prof. Driton Balaj, Dean Prof. asst. Saranda Kajtazi, Vice Dean for Teaching and Student Affairs Prof. asst. Vlora Prenaj, Vice Dean for Scientific Research and International Cooperation Asst.dr. Sead Ujkani - Coordinator for Academic Development Bashkim Salihu, Acting Secretary</i>



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10:05 – 11:25	<i>Meeting with responsible people to discuss and identify improvement</i>	<i>Prof. Nail Reshidi Prof. Visar Rrustemi Prof. Fatos Ukaj Prof.asoc. Besim Beqaj Prof.asst. Vjosa Fejza Asst.dr. Granit Baca Asst.dr. Fitore Jashari</i>
11:25 – 12:25	<i>Lunch</i>	
12:30 – 13:00	<i>Visiting Facilities/equipment</i>	
13:05 – 13:10	<i>Internal meeting of KAA staff and experts</i>	
13:15 – 13:25	<i>Closing meeting with the management of the faculty and program</i>	



Section 1: General Information

- 1. Accreditation Period:**
 - Start Date: October 2024
 - End Date: September 2027
- 2. Recommendations Overview:**
 - Total Recommendations: 31
 - Recommendations Fulfilled: 4
 - Recommendations Pending: 27

Section 2: Summary of Findings

Overall Fulfillment of Recommendations:

(Provide a general summary on the extent in implementation of recommendations from the accreditation process).

Introduction

The Faculty of Economy started the post-accreditation evaluation with the Marketing programme for both bachelor and master level; participants in the meeting during the site visit showed preoccupation on providing evidence, being at the same time open to a dialog with the ET, although the process was new for all.

ET observed that for the Marketing MSc programme the provided documents were considered in the explanations included in the Self-Improvement Report (SIR) named: PLAN FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS OF THE EXPERTS FROM THE 2024 ASSESSMENT. ET considers this as being the initial improvement report, according to the KAA METHODOLOGY on Monitoring and Post-accreditation Procedures.

Description of Actions and Evidence

1. Mission, Objectives and Administration

Status received: Partially compliant

Number of recommendations: 3

The provided comments referring to the *Recommendation 1* is not effective. It is not about having an annual conference, but about having clear guidelines of considering research integrated in the mission (a minute could provide their interest in revising the programme mission and the decision taken). Clear guidelines for incorporating research activities into the



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curriculum could be set in few meetings at the Department level (such as revising the literature review at the course, incorporating a new topic in the syllabus etc). This should be the management of the department objective and of the head of the programme.

The evidence provided for the *Recommendation 2* is based on future actions, consisting of a committee to review the data management processes and procedures to address inconsistencies in statistical data regarding students; however, the self-deadline is really too long for a committee structure. ET appreciates that this is a start but can be done much more efficient (setting a committee does not provide the solution, is just a start).

ET accepts that the Code of Ethics revision is not the task of the Department of Marketing, but its publication on the faculty website is good start to make it more accessible to all faculty, staff, and students; ET considers that there is room for improvement towards the *Recommendation 3* through specific meetings and discussion on what is important in this Code to be modified in order to support the change at the institutional level.

2. Quality Management

Status received: Partially compliant

Number of recommendations: 3

Recommendation 1 refers to the elaboration of a monitoring system for the internal quality assurance instruments, to find out whether they are efficient or need an update; the evidence is missing at the date of the visit. The evidence provided refers to the Center for teaching excellence which is at an institutional level. In addition, the discussions during the site visit showed that some participants consider some recommendation of being not their responsibility at all, but of the university, such as the quality issues. At the same time, other participants understood that all improvement including quality related can start from the bottom, from themselves and local actions. A simple document to review the key indicators about the programme (1 page) could be a creative solution and it can be done at the level of the department/faculty.

Recommendation 2 of the contribution to the development of a quality assurance is correlated in the SIR to the feedback received from students and to the future (the verb is for the future). ET appreciates this is a start, but quality culture does not refer to this feedback only, but to much more: more engagement from the head of the department, more practices (can be existing practices, but improved, such as templates to questionnaire, to reports, to syllabus etc) within the programme and faculty level that prioritize and promote quality as a fundamental aspect of its operations.



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Recommendation 3 is about the feedback from the students and to show them that the data is constantly being analyzed with an action plan coming out as a result. SIR provided concrete action and estimated results at the end of the semester.

3. Academic Staff

Status received: Substantially compliant

Number of recommendations: 6

The faculty/departments declared in SIR that they are willing to provide this in the future, to fill in the tabular form with all data about full time (FT) and part time (PT) academic staff, including the workload for teaching, exams, consulting, administrative activities, research, etc. for the study programme under evaluation. However, ET cannot accept this as an action taken, referring to *Recommendation 1*. This tabular form could be created before the next accreditation process, as a training and part of the internal quality mechanisms.

Recommendation 2 included the organization of trainings on community service approach (third and fourth mission of the university). SIR includes the expression of interest towards some future concrete actions and a partnership on this matter was mentioned. This partnership with the NGO Toka (signed in October 2023) was provided as an additional document.

Referring to *Recommendation 3*, the faculty is committed to sign 2-3 partnership agreements with the civil society organizations to support the community service engagement (including the transfer of research into practice); this commitment is considered a good start, as the professor participating in the meeting and responsible about this matter proved serious preoccupations and described the process of doing so.

Recommendation 4 is about the need to have in place a clearer evaluation document for the administrative staff evaluation. This document must not be filled by the administrative staff (by themselves), but by the beneficiaries of the administrative services. ET considers that the faculty and the department have to act towards this as soon as possible to be sure that what is done in the administrative activity is right and improved.

Create a peer evaluation document to provide useful collegial evaluation; this *Recommendation 5* is not effective until a report on this process is done. The faculty could elaborate a short report at the end of the peer evaluation.

SIR includes the expression of interest that the faculty /department will develop and establish an effective superior evaluation process aimed at accurately assessing staff performance, as evidence for *Recommendation 6*. This cannot be considered as action taken yet.



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4. Educational Process Content

Status received: Substantially compliant

Number of recommendations: 8

Competences are not yet included in the syllabi in the form of both professional and transversal competences generated to students after completing the subject; this *Recommendation 1* has started to be implemented (competences, such as development of practical skills, improvement of critical and analytical skills, preparation for the job market, and motivation and engagement of students have been considered).

Recommendation 2 has not been considered yet. The faculty/department should create a standardized syllabi and train the staff to fill it in in the same way; check the English translation of the template and the filled in syllabi at least every year; examples have been provided by the ET during the site-visit.

Introduce modern courses, for example to consider changing SME Management and Entrepreneurship into Marketing for SMS and Brand Management. The purpose of this *Recommendation 3* was to consider more marketing-related courses in a Marketing MSc programme and less management related courses. Right now, too many are of management in a Marketing programme.

Recommendation 4 is about the curriculum description which should include all the activities when students interact with teachers; make a separate line of the ECTS allocation for: a) in classroom activities, when students work directly with teachers and b) outside classroom activities, considering all others (study hours, research etc). Moreover, unify the hours described in the syllabi, for example (right now, there is no unification): Hours/week, Weeks, and Total Hours/semester. There is no concrete evidence about this recommendation implementation, as the curriculum is revised at the beginning of the new academic year and for 2024-2025 start was not enough time. An additional document (the minute of the meeting of the Department of Marketing discussing the update of the curriculum) was requested and provided to the ET.

The evidence provided for *Recommendation 5* is the university Statute. The recommendation did not claim the formal process of evaluation, regulated in the Statute, but the need to provide a common approach of the assessment method of students by including a final evaluation in all subjects and try to make the final evaluation somehow similar in percentages, for example of 50-60% of the final grade. In addition, syllabi should clarify if the exams are in a written format, oral or both. In fact, this is about syllabi revision and standardization, again.

Recommendation 6 is about an internal mechanism for supporting students in all cases of failure (not only by providing consultation hours), but flexible treatment considering other cases, such



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as financial support or diverse/flexible homework; the evidence includes comments on the re-examination as specified in Article 118 of the Statute of the University of Prishtina. Therefore, ET considers that the faculty/department did not fully understand this recommendation. It could include a local process to support students to take exams, such a remedial courses, or support from other students, or some financial support if that was a reason for failure.

SIR includes the commitment to have the internship/practical stage integrated into the curriculum as an elective course, giving students the option to participate in addition to their obligatory and optional courses; students will choose to take this elective based on their interest, and upon successful completion, they will receive ECTS credits. The faculty considers this approach capable to provide flexibility for students who wish to gain practical experience and a good start in the implementation of the *Recommendation 7* (the verbs are still referring to the future, to changes to come).

Recommendation 8 is fully implemented, as the Faculty of Economy has signed 2 cooperation agreements with businesses in the field of marketing; these were requested and provided as additional documents to the ET.

5. Students

Status received: Substantially compliant
Number of recommendations: 2

Recommendation 1 to have in use a plagiarism check system so that the students' work can be checked more effectively is not yet implemented. The acquisition of such software is at an institutional level (Turnitin), but till that time, other free ones could be considered, if possible and a lot of pressure to the institutional bodies could be made to implement a plagiarism detector within the university.

Recommendation 2 is considered of an IT department member work, to define a map of all existing and future potential institutional support systems for the students. It is an engagement for the following 6 months in SIR. Towards more action in this matter.

6. Research

Status received: Partially compliant
Number of recommendations: 5

Recommendation 1 is considered in SIR as implemented. ET has requested an additional document. Therefore, ET appreciates a good start, but still the plan related to research does not



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include yet clear and effective scientific research objectives, specific research goals, priorities, and initiatives.

There is evidence that for the academic staff, new incentives were considered at the institutional level (each faculty is entitled to different financial support schemes depending on the research performance). *Recommendation 2* implementation reveal that the financial new and more support include the support for 5 publications and the participation in 2 conferences for the academic staff. Moreover, one project proposal has been submitted for funding at the university level. In addition, traditional conferences will continue to be organized and also new ones are planned.

Recommendation 3 is an ongoing recommendation where senior management should encourage and support faculty members to maintain a consistent level of research productivity by actively engaging in scholarly activities, publishing research findings, and participating in relevant conferences and seminars. It was confirmed during the site visit that 10 papers had been published in 2024 by the members of the Department of Marketing.

SIR includes that *Recommendation 4* is the dean's responsibility, that the dean makes an annual plan for all departments to share their latest research findings to ensure transparency and accountability regarding scholarly activities; there is no evidence about that. The department level can simply create an annual event (could be digital sharing) for research dissemination between all colleagues and departments, different from regular conferences. Of course, conferences are a good example to disseminate the research outcome, but conferences do not involve all colleagues from the Faculty of Economy.

Recommendation 5 for elaboration of a research plan for the marketing field has started to be implemented. The provided document as an additional request is a good start, but does not include concrete elements for an effective research plan, yet.

7. Infrastructure and Resources

Status received: Substantially compliant

Number of recommendations: 4

Recommendation 1 is about investing in updated literature in Albanian; SIR includes a declaration of interest, that the faculty and the department will identify key subjects lacking updated literature. A list of updated materials can be more efficiently be created and local funding for making the material available to students could be considered.



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The Faculty and the Marketing Department are ready to make efforts to train the teachers to use the plagiarism detector software; however, no evidence on the *Recommendation 2* could be provided, as there is no plagiarism detector yet in place.

To establish a team at the faculty level to analyse the financial development for each programme to be able to estimate the sustainability of the programmes for the next 3 years – number of students, financial allocations, donations, sponsorships etc could be easily implemented. This would work as an internal audit to support the development of the programme. *Recommendation 3* has not started yet to be implemented.

Recommendation 4 to invest in the accessibility of literature to students with special needs is already implemented through an institutional centre located in the building of the Faculty of Economy. However, the MSc in Marketing does not have at the date of the visit any student with special need, such as visual impairment or physical disability.

- **Strengths Identified:**

List key strengths that emerged from the post-accreditation evaluation.

- ✓ *Openness to improvement;*
- ✓ *New management of the Department of Marketing;*
- ✓ *Competent young staff;*
- ✓ *Good understanding of the recommendation.*

- **Areas for Further Improvement:**

Highlight areas that still need attention or improvement.

- ✓ *Much more attention in providing evidence from the very beginning, together with the SIR;*
- ✓ *The understanding of the quality management as a process that can take place as a bottom – up approach, from the local level of the programme development, not only based on an institutional approach.*

Section 3: Final Evaluation

- **Final Fulfillment of Recommendations**

(Provide final evaluation statement for State Quality Council)

(The supposed recommendation has been fulfilled/partially fulfilled/not fulfilled)

Taking into consideration the content of the SIR and its annexes and documentation made available, along with the information gained through the undertaken interviews, the Expert Team finds the



Study Programme evaluated to have met the KAA post-accreditation requirements with the following level of compliance:

Standard	Recommendation Status
1. Mission, objectives and administration	2 recommendations with action taken out of the 3 recommendations
2. Quality management	2 recommendations with actions taken out of the 3 recommendations
3. Academic staff	3 recommendations with actions taken out of the 6 recommendations
4. Educational process content	4 recommendations with actions taken (including 1 fulfilled) out of the 8 recommendations
5. Students	1 recommendation with actions taken out of the 2 recommendations
6. Research	5 recommendations with actions taken (including 2 fulfilled) out of the 5 recommendations
7. Infrastructure and resources	1 recommendation with actions taken (including 1 fulfilled) out of the 4 recommendations

ET appreciates that for the post-accreditation process, overall judgement can be also applied, considering the categories of compliance in the accreditation process (fully, substantially, partially or non-compliant). In conclusion, the Expert Team considers that the Marketing MSc study programme offered by The Faculty of Economy of the University of Prishtina “Hasan Prishtina” **has taken actions (being either fulfilled or substantially fulfilled or partially fulfilled)** to implement for 18 recommendations meaning for 58.06 % of the total recommendations of 31, meaning that the provider has demonstrated **Partial Fulfillment** level in the process of recommendation implementation.

Section 4: Annexes

1. Annex 1. Synthetic approach of the recommendation implementation process



Annex 1

Synthetic approach of the recommendation implementation process

<i>Number</i>	<i>Recommendation</i>	<i>Evaluation (Fulfilled / Substantially Fulfilled / Partially Fulfilled / Not Fulfilled)</i>	<i>Recommended deadline to fulfill</i>
1. Mission, Objectives and Administration			
1.	<i>Faculty of Economics should strengthen the integration of research into the mission and objectives of the program. Develop clear guidelines and strategies for incorporating research activities into the curriculum and encourage faculty and students to engage in research initiatives aligned with the program's goals;</i>	<i>Not fulfilled</i>	<i>June 2025</i>
2.	<i>Review the data management processes and procedures to address inconsistencies in statistical data regarding students;</i>	<i>Partially fulfilled</i>	<i>April 2025</i>
3.	<i>Contribute and support the update of the Code of Ethics to reflect current standards and practices. Ensure the Code of Ethics is readily accessible to all faculty, staff, and students and provide training on ethical conduct and compliance procedures;</i>	<i>Partially fulfilled</i>	<i>June 2025</i>
2. Quality Management			
1.	<i>Develop a monitoring system for the implemented internal quality assurance instruments, to find out whether or not they are efficient or need an update;</i>	<i>Not fulfilled</i>	<i>December 2025</i>
2.	<i>Contribute to the development of a quality assurance culture not only among the heads of the department but also among the employees;</i>	<i>Partially fulfilled</i>	<i>December 2025</i>
3.	<i>Get content-based feedback from the students to show them that the data is constantly being analyzed with an action plan coming out as a result.</i>	<i>Partially fulfilled</i>	<i>September 2025</i>
3. Academic Staff			
1.	<i>Fill in the tabular form with all data about full time (FT) and part time (PT) academic staff, including the workload for teaching, exams, consulting,</i>	<i>Not fulfilled</i>	<i>April 2025</i>



	<i>administrative activities, research, etc. for the study programme under evaluation;</i>		
2.	<i>Provide trainings on community service approach (third and fourth mission of the university) and opportunities for teachers and students to get involved in;</i>	Partially fulfilled	March 2025
3.	<i>Identify and adopt 2-3 partnership agreements with the civil society organizations to support the community service engagement (including the transfer of research into practice);</i>	Substantially fulfilled	September 2025
4.	<i>Create clearer evaluation documents for the administrative staff evaluation which should be filled in by the beneficiaries of the services (not by the staff themselves);</i>	Not fulfilled	June 2025
5.	<i>Create a peer evaluation document to provide useful collegial evaluation;</i>	Partially fulfilled	June 2025
6.	<i>Create an effective superior evaluation of the staff.</i>	Not fulfilled	June 2025
4. Educational Process Content			
1.	<i>Competences should be included in the syllabi in the form of both professional and transversal competences generated to students after completing the subject);</i>	Partially fulfilled	September 2025
2.	<i>Make a standardized syllabi and train the staff to fill it in in the same way; check the English translation of the template and the filled in syllabi at least every year;</i>	Not fulfilled	February 2025
3.	<i>Introduce modern courses, for example New Product Development or Brand Management; example: consider changing SME Management and Entrepreneurship into Marketing for SMS and Brand Management;</i>	Not fulfilled	September 2025
4.	<i>Consider in the curriculum description all the activities when students interact with teachers; make a separate line of the ECTS allocation for: a) in classroom activities, when students work directly with teachers and b) outside classroom activities, considering all others (study hours, research etc). Moreover, unify the hours described in the syllabi, for example (right now, there is no unification): Hours/week, Weeks, and Total Hours/semester;</i>	Partially fulfilled	September 2025
5.	<i>Make a common approach of the assessment method of students by including a final evaluation in all subjects (this should be mandatory to be included in the syllabi) and try to make the final evaluation somehow similar in percentages, for example of 50-60% of the final grade. In addition, syllabi should</i>	Not fulfilled	September 2025



	<i>clarify if the exams are in a written format, oral or both;</i>		
6.	<i>Create an internal procedure for supporting students in all cases of failure (not only by providing consultation hours), but flexible treatment considering other cases, such as financial support or diverse/flexible homework;</i>	Not fulfilled	<i>May 2025</i>
7.	<i>Integrate the internship/practical stage in the curriculum as an elective course for those who want to have it in addition to obligatory and optional courses (students can choose the elective course, or not. An elective course is one you students take because they want to rather than to fill a particular requirement, although they still get ECTS for it);</i>	Partially fulfilled	<i>September 2025</i>
8.	<i>Sign 2 agreements with companies for the field of Marketing.</i>	Fulfilled	<i>Done, ongoing</i>
5. Students			
1.	<i>Use the Plagiarism check system so that the students' work can be checked more effectively;</i>	Not fulfilled	<i>December 2025</i>
2.	<i>Define a map of all existing and future potential University support systems for the students.</i>	Partially fulfilled	<i>September 2025</i>
6. Research			
1.	<i>Develop clear and effective scientific research objectives and develop a specific research goals, priorities, and initiatives aligned with the broader strategic vision of the university;</i>	Partially fulfilled	<i>September 2025</i>
2.	<i>Continue to invest in supporting academic publishing and providing financial incentives for staff members to promote scholarly activity and knowledge dissemination;</i>	Fulfilled	<i>Done, ongoing</i>
3.	<i>Senior management should encourage and support faculty members to maintain a consistent level of research productivity by actively engaging in scholarly activities, publishing research findings, and participating in relevant conferences and seminars;</i>	Fulfilled	<i>Done, ongoing</i>
4.	<i>Create a digital platform for tracking and reporting recent publications and encourage faculty members to share their latest research findings to ensure transparency and accountability regarding scholarly activities;</i>	Partially fulfilled	<i>December 2015</i>
5.	<i>Elaborate a research plan for the marketing field</i>	Partially fulfilled	<i>May 2025</i>
7. Infrastructure and Resources			
1.	<i>Invest in updated literature in Albanian;</i>	Not fulfilled	<i>December 2025</i>
2.	<i>Make efforts and train the teachers to use the plagiarism detector software;</i>	Not fulfilled	<i>December 2025</i>



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3.	<i>Create a team at the faculty level to analyse the financial development for each programme to be able to estimate the sustainability of the programmes for the next 3 years – number of students, financial allocations, donations, sponsorships etc;</i>	Not fulfilled	<i>March 2025</i>
4.	<i>Invest in the accessibility of the literature to students with special needs (for example special equipment for students with visual difficulties).</i>	Fulfilled	<i>Done, ongoing</i>

Expert/s

Member

Magdalena Iordache Platis (Signature) 20 December 2024

Asnate

Asnate Kažoka (Signature) 20 December 2024