



AAB COLLEGE

Program Re-Accreditation for BA, Management

REPORT OF THE EXPERT TEAM

04/08/2023, KOSOVO

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1. INTRODUCTION

1.1. Context

Date of site visit:

Expert Team (ET) members:

- *Prof.Dr. Olgun Cicek (Chair)*
- *Marija Vasilevska, Student Expert*

Coordinators from Kosovo Accreditation Agency (KAA):

- *Milot Hasangjekaj, KAA Officer*
- *Arianit Krasniqi, KAA Officer C*

Sources of information for the Report:

- *SER*
- *Site Visit interviews*
- *Additional documents*
- *AAB`s video showcasing their premises.*
- *AAB`s website*

Criteria used for institutional and program evaluations

- *KAA Accreditation Manual Annex 4.3*
- *KAA Compliance Calculation Table*

1.2. Site visit schedule

2. Site Visit Programme

Time	Meeting	Participants
09:00 – 09:45	Meeting with the management of the faculty where the programme is integrated	
09:45 – 10:30	Meeting with quality assurance representatives and administrative staff	
10:35 – 11:35	Meeting with the heads of the study programme Management, BA	
11:40 – 12.25	Meeting with teaching staff	
12:25 – 13:25	Lunch break	
13:25 – 14:10	Meeting with students	
14:10 – 14:55	Meeting with graduates	
15:00 – 15:45	Meeting with employers of graduates and external stakeholders	
15:45 – 15:55	Internal meeting of KAA staff and experts	
15:55 – 16:05	Closing meeting with the management of the faculty	

2.1. A brief overview of the institution under evaluation

AAB College was established in 2002 and is one of the biggest non-public institution of higher education in the Republic of Kosovo and the region. AAB consists of 14 faculties with 51 study programs of BA and MA levels. AAB continued with its expansion as an institution of higher education providing study programs in different areas, becoming an academic center in the country and the region.

AAB College operates in its main campus in Prishtina and two other branch campuses in Gjakova and Ferizaj, all accredited separately by the KAA decision and licensed by MESTI. Campuses in Prishtina, Ferizaj, and Gjakova comprise roughly 70,000m². The college provide necessary infrastructure and learning environment for the students in its different locations.

Currently, AAB has 17.000 whereby full-time staff covers more than 85% of all courses of the study programs. It counts 521 members of academic staff, of which 329 are full-time staff and 192 are part-time staff. Of the academic staff, 222 are females, and 299 are male. With regards to the academic degrees of full-time members of staff, 156 of them hold a doctoral degree.

AAB has a consolidated organizational structure with clearly defined and decentralized responsibilities, enabling comprehensive policy-making, transparent decision-making, and efficient management. AAB currently employs 237 administrative staff, 56% females and 44% males.

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AAB has undertaken activities to improve the learning process, research, internationalization, and increasing cooperation with social partners in the last three years.

The mission of the Faculty of Economics is to provide students with a favourable environment to achieve their career and employment goals, with particular emphasis on personality development through quality education in all spheres of Economics and specializations in Banking, Finance, Accounting, Auditing, Management, Marketing, and Business Management. The BA Management program aims to equip students with the necessary knowledge to run businesses, corporations and other private and public institutions, focusing on strategic and operational management with special emphasis on human resources, projects, finance, organizational structures and the management of digital systems. Students who pursue studies at the BA Management level will be equipped with competitive managerial skills for the labor market in the Kosovo region and beyond.

The program's mission is "to equip students, through contemporary teaching methods, with the knowledge and skills of management, leadership, and innovative decision-making based on evidenced research who will be competent to provide creative solutions for the community, economic development, and the society in general." The mission of the program is in harmony with the mission of the faculty and with the mission statement of the AAB College which is "AAB organizes student centered and diversified studies, engages in quality basic and applied research, and partners with community and industry to provide transformational learning experiences enabling the development of the full potential of the students, staff, social and economic partners, and society".

3. PROGRAM EVALUATION

3.1. Mission, Objectives and Administration

The mission of the faculty of Economics is in line with the mission of the College. The objectives outcomes and processes are aligned with each other and support the overall mission. Relevant academic and professional advice need to be emphasised by the faculty members. The learning outcomes are inline with NQF and needs to be highlighted with the EQF as well. The research concept of the study program needs to be improved, more case studies could be included.

Academic policies and regulations are in place and available for all stakeholders. As per the academic and administrative activities, code of ethics in place and plagiarism software used to

comply with ethical conduct. There is also an ongoing revision and update on the policies and regulations to update on the basis of needs and changing circumstances.

The design of this study program was preceded by a comprehensive consultation and review process involving staff, students, and professional organizations in the field. Based on the evaluations, Kosovo, as a small market, does not have a highly complex structure of enterprises, but what is characteristic of this structure is that it is continuously in the trend of changing the structure; entrepreneurs have become more innovative, due to the influence of international and cultural factors, since the economy of Kosovo is based on the free market economy.

For the curriculum design of the BA program, the research "Impact of graduates" skills in facing the challenges in the labor market" carried out on 400 students who graduated in the last five years in Kosovo, which AAB College financed, was taken as a basis.

The BA Management program of the Faculty of Economics has undergone the process of evaluation and comparability with a certain number of universities that operate in Kosovo, the region, and beyond, including public, public-private, and private universities.

Standard	Compliance	
	Yes	No
<i>Standard 1.1.</i> The study program mission is in compliance with the overall mission statement of the institution.	x	
<i>Standard 1.2.</i> Relevant academic and professional advice is considered when defining the intended learning outcomes which are consistent with the National Qualifications Framework and the Framework for Qualifications of the European Higher Education Area.		x
<i>Standard 1.3.</i> The study program has a well-defined overarching didactic and research concept.	x	
<i>Standard 1.4.</i> There are formal policies, guidelines and regulations dealing with recurring procedural or academic issues. These are made publicly available to all staff and students.	x	
<i>Standard 1.5.</i> All staff and students comply with the internal regulations relating to ethical conduct in research, teaching, assessment in all academic and administrative activities.	x	
<i>Standard 1.6.</i> All policies, regulations, terms of reference and statements of responsibility relating to the management and delivery of the program are reviewed at least once every two years and amended as required in the light of changing circumstances.	x	

Compliance level: Substantially Compliant

ET recommendations:

- 1. External stakeholder engagement should be included during the preparation and revision of the mission.*
- 2. Learning outcomes should also be aligned and more emphasised with the EQF.*

3.2. Quality Management

AAB has a central and well-established system for quality assurance structured by the Quality Assurance Regulations, executed and managed by an independent structure for implementation of the regulations (Head of Quality Assurance Office, Quality Assurance Officer, Quality Assurance Coordinators at Faculty level). The evaluation team witnessed a high level of awareness and dedication for quality assurance by the quality assurance team, Faculty management, and staff.

All staff participate in the self-evaluations and cooperate with the reporting and improvement processes. Namely, one of the quality assurance procedures and principles settled by AAB are involvement of all stakeholders, inside and outside of the institution in quality assurance followed by the involvement of quality assurance in promotion and development strategy, strategic planning, and policymaking.

As per the SER and the Quality Assurance Regulations, meetings, questionnaires and performance evaluations are used for evaluation purposes. In addition, focus groups and ad hoc commissions for evaluation of specific topics relevant to institution, or specific topics are also used for the improvement processes. These methods are used for asking feedback from the academic, administrative, and managerial staff, representatives from the industry and graduates. The following questionnaires are used: for students about the assessment of professors and subjects; for students for assessment of administrative services and infrastructure; for employers and the industry; and for the graduates. The survey data collected through these methods are analysed and shared on the AAB`s website as well as on the E-Student platform, as ET learned from the SER and its annexes. Furthermore, summative reports are produced and sent to the Dean and Vice Rector for teaching for their awareness and further analysis.

The lack of coverage of research and internalization in the quality assurance processes, was noted as a challenge by the quality assurance officers. During the meeting with them ET learned that research is not covered regularly, but there are attempts for monitoring this aspect, such as through ensuring the publishing of the research and papers. The lack of research coverage have effects on the internal quality assurance system and collection of evaluation results that can improve the position of the research within the institution. Internalization is also not covered within the quality assurance procedures. However, there is a plan for covering both the research and internalization in the quality management system within the next 2 years.

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As per the Quality Assurance Regulation, quality assurance practices shall be a subject to regular evaluation process, while the SER specified that regulations are reviewed every 2 years, according to the same approval procedure, including the review of all other quality assurance arrangements.

Efforts to achieve international accreditation for the program level are in progress. Originally, Quality Management staff had contemplated pursuing it in 2020, but unfortunately, the COVID pandemic necessitated its postponement. Nonetheless, securing international accreditation remains a prominent objective in our plans, and they are eager to pursue it when circumstances permit.

Standard	Compliance	
	Yes	No
Standard 2.1. All staff participate in self-evaluations and cooperate with reporting and improvement processes in their sphere of activity.	x	
Standard 2.2. Evaluation processes and planning for improvement are integrated into normal planning processes.	x	
Standard 2.3. Quality assurance processes deal with all aspects of program planning and delivery, including services and resources provided by other parts of the institution.		x
Standard 2.4. Quality evaluations provide an overview of quality issues for the overall program as well as of different components within it; the evaluations consider inputs, processes and outputs, with particular attention given to learning outcomes for students.	x	
Standard 2.5. Quality assurance processes ensure both that required standards are met and that there is continuing improvement in performance.	x	
Standard 2.6. Survey data is being collected from students, graduates and employers; the results of these evaluations are made publicly available.	x	
Standard 2.7. Results of the internal quality assurance system are taken into account for further development of the study program. This includes evaluation results, investigation of the student workload, academic success and employment of graduates.	x	

Standard 2.8. The institution ensures that reports on the overall quality of the program are prepared periodically (e.g., every three years) for consideration within the institution indicating its strengths and weaknesses.	x	
Standard 2.9. The quality assurance arrangements for the program are themselves regularly evaluated and improved.	x	

Compliance level: Fully Compliant

ET recommendations:

1. *The AAB must integrate research and internalization thoroughly into all quality assurance techniques, at least in the questionnaires for the academic staff and students. This integration aims to assess the needs and expectations of academic and administrative staff, as well as students, to develop comprehensive improvement plans for the crucial aspects of the educational experience.*

3.3. Academic Staff

The Faculty of Economics currently employs 63 members of academic staff, of which 47 are full-time, and 16 are part-time. Of them, 51 have the academic degree of Ph.D., five are pursuing doctoral studies, and the rest have Masters in their respective fields. The employed academic staff, full-time or part-time, is provided with a complete description of work duties and employment conditions based on the Regulation for the Systematization of Workplaces.

Employment of the academic staff in the Faculty of Economics is done following the Law on Labour, the Statute, the Regulation for the election, re-election, and advancement of the academic staff, as well as in accordance with the Administrative Instruction on Accreditation of HEIs of the KAA.

The Administrative Instruction on Accreditation also stipulates that no academic staff member should have contracts at the same time with more than two accredited institutions of higher education. Accordingly, a member of the academic staff employed full-time may carry out duties in other accredited institutions with a maximum of 10 hours of engagement in lectures, exercises, and mentoring of candidates, which means half of the total rate of 20 working hours. In the Faculty of Economics, the teaching load for the BA Management program is an average of 8-10 teaching hours throughout the program. None of the regular staff members is engaged more than in one other institution, as defined by the AI on Accreditation.

Regarding the division of students into groups, according to the internal regulations of the College, a group of students cannot consist of more than 60-80 students. Regarding the

practical classes the number is around 30-40 per group. To this end, academic staff is engaged based on the number of student groups for teaching to be effective and suitable for students

Regarding the professional and academic development of the Faculty of Economics, AAB College has operationalized the Centre for Professional Training and Innovation, which offers certified professional training and support services for the academic staff.

Regarding the performance evaluation, the academic staff is evaluated based on the Regulation for the Performance Evaluation of the Academic Staff. This Regulation foresees four (4) evaluation components, such as evaluation by students, self-evaluation, evaluation by the dean, and peer-to-peer evaluation. However, based on the interviews, the peer evaluation is not actively in place.

Improvement of teaching strategies and teaching materials is a continuous commitment of the structures of the Faculty of Economics.

Standard	Compliance	
	Yes	No
<i>Standard 3.1.</i> Candidates for employment are provided with full position descriptions and conditions of employment. To be presented in tabular form data about full time (FT) and part time (PT) academic/ artistic staff, such as: name, qualification, academic title, duration of official (valid) contract, workload for teaching, exams, consulting, administrative activities, research, etc. for the study program under evaluation.	x	
<i>Standard 3.2.</i> The teaching staff must comply with the legal requirements concerning the occupation of teaching positions included in the Administrative instruction on Accreditation.	x	
<i>Standard 3.3.</i> Academic staff do not cover, within an academic year, more than two teaching positions (one full-time, one part-time), regardless of the educational institution where they carry out their activity.	x	
<i>Standard 3.4.</i> At least 50% of the academic staff in the study program are full time employees, and account for at least 50% of the classes of the study program.	x	
<i>Standard 3.5.</i> For each student group (defined by the statute of the institution) and for every 60 ECTS credits in the study program, the institution has employed at least one full time staff with PhD title or equivalent title in the case of artistic/applied science institutions.	x	
<i>Standard 3.6.</i> Opportunities are provided for additional professional development of teaching staff, with special assistance given to any who are facing difficulties.	x	
<i>Standard 3.7.</i> The responsibilities of all teaching staff, especially full-time, include the engagement in the academic community, availability for consultations with students and community service.	x	

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<i>Standard 3.8.</i> Academic staff evaluation is conducted regularly at least through self-evaluation, students, peer and superiors' evaluations, and occur on a formal basis at least once each year. The results of the evaluation are made publicly available.		x
<i>Standard 3.9.</i> Strategies for quality enhancement include improving the teaching strategies and quality of learning materials.	x	
<i>Standard 3.10.</i> Teachers retired at age limit or for other reasons lose the status of full-time teachers and are considered part-time teachers.	x	

Compliance level: Substantially compliant

ET recommendations:

1. *Smaller class sizes to be encouraged*
2. *More full time faculty members with PhD needed*
3. *International two way mobility of academics needs to be established*
4. *Peer evaluation needs to be encouraged.*

3.4. Educational Process Content

The program aims to develop student's knowledge and skills for management, leadership, and innovative decision-making based on factual research that provides creative solutions for the community, economic development, and society in general. In this regard, the way the study program is organized is such that it simultaneously offers students lectures and exercises within the college and professional practice in the industry.

During the final year of studies, students, through practices in the industry, acquire and develop practical skills together with theoretical ones. Each subject of the BA Management program has defined clear learning outcomes and conditions for the realization of the learning and training activities of the subject.

The BA Management program is offered in Albanian, so no specific action is required to ensure that academic staff and students have adequate teaching and learning skills.

Course syllabi are published on the E-Student learning platform to make students take responsibility for achieving learning outcomes before the start of the summer or winter semester program. Thus, the syllabuses are discussed with the students in the first week of the beginning of the semester for them to become familiar with the topics that will be elaborated during the relevant semester, but also to discuss with students if any of the topics should be changed or modified according to the student's request.

Based on the interviews, it is realized that more hands on research and practices needed for the students. In order to achieve this new teaching and learning methodologies as well as case

studies to be implemented based on the current developments for the industry needs and country developments.

As for teaching methods, the primary didactic approach is to implement the concept of student-centered teaching, learning to foster reflexive thinking and research-based teaching.

As for the assessment, at the Bachelor's level, students' achievements are evaluated in the fulfilment of learning outcomes in the academic aspect and in contributing to preparing students for the workplace.

In the BA Management program, students attend five courses within one semester, and the number of course credits varies from 5 to 7 ECTS per course, and 1 ECTS equals 25 teaching hours. This also means that students undergo five exams for the relevant subjects within one semester, and their workload is consistent throughout their study period.

The purpose of practical work and cooperation with industry is to familiarize the student with the work environment and equip them with the most appropriate skills so that after the completion of the program, the student can enter the labor market without any difficulties.

The Faculty of Economics has so far reached a number of cooperation agreements with various companies where students are regularly sent to carry out practical work or are recommended for seminary, research, essay writing or even the preparation of the diploma thesis at the Bachelor's and the Master's level.

As a good practice, The Faculty of Economics recently agreed with a very innovative company, Login ShPK, to use the software within the school bank.

Standard	Compliance	
	Yes	No
<i>Standard 4.1.</i> The study program is modelled on qualification objectives. These include subject-related and interdisciplinary aspects as well as the acquisition of disciplinary, methodological and generic skills and competencies. The aspects refer especially to academic or artistic competencies, to the capability of taking up adequate employment, contributing to the civil society and of developing the students' personality.	x	
<i>Standard 4.2.</i> The study program complies with the National Qualifications Framework and the Framework for Qualifications of the European Higher Education Area. The individual components of the program are combined in a way to best achieve the specified qualification objectives and provide for adequate forms of teaching and learning.	x	
<i>Standard 4.3.</i> The disciplines within the curriculum are provided in a logical flow and meet the definition and precise determination of the general and specific competencies, as well as the compatibility with the	x	

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study programs and curricula delivered in the EHEA. To be listed at least 7 learning outcomes for the study program under evaluation.		
<i>Standard 4.4.</i> The disciplines within the curriculum have analytical syllabuses which comprise at least the following: the discipline's objectives, the basic thematic content, learning outcomes, the distribution of classes, seminars and applicative activities, students' assessment system, the minimal bibliography, etc. The full course description/ syllabuses of each subject/ module should be attached only in electronic form to the self-assessment report for the study program under evaluation.	x	
<i>Standard 4.5.</i> If the language of instruction is other than Albanian, actions are taken to ensure that language skills of both students and academic staff are adequate for instruction in that language when students begin their studies. This may be done through language training prior to the commencement of the program.	na	
<i>Standard 4.6.</i> The student-teacher relationship is a partnership in which each assumes the responsibility of reaching the learning outcomes. Learning outcomes are explained and discussed with students from the perspective of their relevance to the students' development.	x	
<i>Standard 4.7.</i> Teaching strategies are fit for the different types of learning outcomes programs are intended to develop. Strategies of teaching and assessment set out in program and course specifications are followed with flexibility to meet the needs of different groups of students.		x
<i>Standard 4.8.</i> Student assessment mechanisms are conducted fairly and objectively, are appropriate for the different forms of learning sought and are clearly communicated to students at the beginning of courses.	x	
<i>Standard 4.9.</i> Appropriate, valid and reliable mechanisms are used for verifying standards of student achievement. The standard of work required for different grades is consistent over time, comparable in courses offered within a program, and in comparison with other study programs at highly regarded institutions.	x	
<i>Standard 4.10.</i> Policies and procedures include actions to be taken in to dealing with situations where standards of student achievement are inadequate or KAA inconsistently assessed.	x	
<i>Standard 4.11.</i> If the study program includes practice stages, the intended student learning outcomes are clearly specified and effective processes are followed to ensure that those learning outcomes and the strategies to develop that learning are understood by students. The practice stages are allocated ETCS credits and the work of the students at the practical training organisations is monitored through activity reports; students during practice stages have assigned tutors among the academic staff in the study program.	x	
<i>Standard 4.12.</i> In order to facilitate the practice stages, the higher education institution signs cooperation agreements, contracts or other documents with institutions/organisations/practical training units. <i>*To be inserted the overview of the program (with all areas to be filled out)</i>	x	

Compliance level: Substantially Compliant

ET recommendations:

1. *Language barriers for faculty and students need to be overcome*
2. *More electives courses to be offered*
3. *More case studies to be introduced*

3.5. Students

During a meeting between the evaluation team and the group of students and graduates the evaluation team received highly positive feedback regarding the Bachelor Studies program. The students acknowledged the ample career opportunities available to them, and they expressed satisfaction with the valuable practical work experiences offered. They felt that the program had effectively equipped them with the necessary skills for their future employment, whether it be in their own private companies or other industries. It also met their needs and expectations, and they see no major issues that require immediate changes or modifications, expect the need for more international exchange opportunities. It appears that the program has been successful in preparing students for their professional endeavours and has garnered positive reviews from those who have experienced it first-hand.

All aspects from the studies are regulated with a set of documents, publicly available online on AAB`s website.

The students` admission process is centralized and regulated by the AAB College Statute (articles 90-91), the Regulations for Bachelor Studies (articles 4-6), and the legal regulations of MEST, driven by the Kosovo Accreditation Agency. The call for students` enrolment is open to candidates who have completed secondary education, and met specific criteria established by the Senate. The admission requirements for the Bachelor of Management program include:

- Successful completion of primary and secondary school with a minimum of 12 years of schooling, supported by a relevant diploma.
- Satisfactory performance in the National Matura Test, adhering to the criteria outlined by the Ministry of Education, Science, and Technology. Relevant evidence must be presented as proof of achievement.
- Successful completion of an entrance exam designated for the program.
- Submission of a complete file containing formal documentation as stipulated by MEST.

Additionally, candidates with diplomas obtained outside of Kosovo must obtain an equivalent certification by NARIC (National Academic Recognition Information Centre) and provide personal documentation such as education certificates and identity cards.

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As per the regulations, each group of students participating in theoretical lectures should not exceed 60 students. Similarly, for practical exercises or seminars, the maximum number of students allowed in a group is 30. These limitations have been confirmed by both the heads of the study programme and the teaching and the students. The evaluation team as recommended in the sections above would like to highlight once again the need for smaller groups sizes, especially for ensuring effective and interactive teaching and learning process.

The Regulations for Bachelor Studies govern the examination and assessment methods used within the program. The academic staff evaluates the participation and engagement in lectures, seminar papers, assignments, laboratory exercises, presentations, reports, colloquia, field work, engagement in research work, etc. The students claim to have a clear understanding of the expectations placed upon them. They are well-informed about the academic requirements and have engaged in research to meet these expectations.

The procedures being used to ensure that work submitted by students is original are centered around the usage of the Turnitin platform, raising awareness and teaching students about academic writing and specifically identifying the allowable percentage of plagiarism. The academic staff confirmed they are using the TURNITIN platform for assignments, essays, and other texts written along the courses offered. They stated that the usage of the platform raised the quality of the research work and boost more research. In addition, the SER shared that AAB`s prevention mechanisms are primarily about awareness raising and prevention. The Turnitin platform is being used in the Albanian language, as it was reported in the SER, which was one of the recommendations from the previous evaluation process. A specific guide for the usage of the anti-plagiarism platform, as recommended in the previous process, has not been produced, but there are actions undertaken for in-depth informing students about the antiplagiarism platform.

AAB has a specific digital platform for the students where all information about the study programme, exams, grades, students` rights and obligations are stored. The AAB`s website which is user-friendly and has many data and information that can be useful for the students during their studies.

The students` transfer between higher education institutions, faculties and study programs is clearly regulated in the Statute in a specific section (articles 96-98).

There are two hours per week specified for individual meetings/counselling with the students, out of which at least one should be in person. In cases needed, the academic staff is obliged to hold even more consultations per week with students. Students declared to be satisfied with the communications with academic staff and in general from their relations with the teaching staff. This is referred also to feedback provided to students on their performance and results of assessments.

The students and graduates that ET met shared they would like to see and participate in international exchange opportunities.

Standard	Compliance	
	Yes	No
Standard 5.1. There is a clear and formally adopted admission procedure at institutional level that the study program respects when organising students' recruitment. Admission requirements are consistently and fairly applied for all students.	x	
Standard 5.2. All students enrolled in the study program possess a high school graduation diploma or other equivalent document of study, according to MEST requirements.	x	
Standard 5.3. The study groups are dimensioned so as to ensure an effective and interactive teaching and learning process.		x
Standard 5.4. Feedback to students on their performance and results of assessments is given promptly and accompanied by mechanisms for assistance if needed.	x	
Standard 5.5. The results obtained by the students throughout the study cycles are certified by the academic record.	x	
Standard 5.6. Flexible treatment of students in special situations is ensured with respect to deadlines and formal requirements in the program and to all examinations.	x	
Standard 5.7. Records of student completion rates are kept for all courses and for the program as a whole and included among quality indicators.	x	
Standard 5.8. Effective procedures are being used to ensure that work submitted by students is original.	x	
Standard 5.9. Students' rights and obligations are made publicly available, promoted to all those concerned and enforced equitably; these will include the right to academic appeals.	x	
Standard 5.10. The students' transfer between higher education institutions, faculties and study programs is clearly regulated in formal internal documents.	x	

Standard 5.11. Academic staff is available at sufficient scheduled times for consultation and advice to students. Adequate tutorial assistance is provided to ensure understanding and ability to apply learning.	x	
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Compliance level: Fully Compliant

ET recommendations:

- 1. Reduce the number of students in the study groups for ensuring effective and interactive teaching and learning process.*

3.6. Research

Since 2021, the faculty of Economics have most made use of the grant regulation. Since 2021, 23 academic staff members have benefitted from the institutional grants for works published in Scopus-indexed journals. The total of scientific publications at the Faculty of Economy accords with 195 published papers among a total of 28 academic staff members.

In addition to the individual and collaborative papers published by the academic staff, the Economics department has engaged in identifying priority areas of scientific research and concomitant research projects that include the multidimensional collaboration of academic staff and researchers with students.

The scientific output of the faculty of Economics is primarily channelled toward the publication of papers in Scopus-indexed journals. Confirm to the preconditions stipulated by the Kosovo Agency of Accreditation (KAA), the ultimate aim of AAB, and conversely the Economics Department, is to increase the scientific output of the faculty. Accordingly, AAB has put in motion several mechanisms that respond to this demand.

According to the employment contract, each academic staff member is obliged to produce at least one scientific paper within the academic year and engage in other cooperation projects aimed at increasing the quality of teaching at the Faculty of Economics.

As a good practice, AAB College also operates the magazine "Thesis" for scientific publications, where it enables research publications. The thesis journal (<https://thesis-journal.net/>) is under the evaluation process to be indexed in Scopus and WoS.

Regarding the scientific journals where the academic staff publish scientific papers, AAB College respects the Administrative Instruction of MEST No. 01/2018 for the principles of Recognition of International Peer-Reviewed Journals.

The full-time academic staff is obliged to publish papers on behalf of AAB College. In addition, according to the contract, the academic staff is obliged to promote AAB College in all its accounts on social and professional networks such as: "google scholar"; "academia.edu"; "LinkedIn"; Facebook, Twitter, Instagram, etc., and in other social networks introducing/identifying AAB as the primary employer.

The Faculty of Economics also organizes projects to gather information for its needs, either in the business sector or in the labor market, and in collaboration with the academic staff with whom projects of various characters are organized, students are involved in those researches.

Standard	Compliance	
	Yes	No
<i>Standard 6.1.</i> The study program has defined scientific/applied research objectives (on its own or as part of a research centre or interdisciplinary program), which are also reflected in the research development plan of the institution; sufficient financial, logistic and human resources are allocated for achieving the proposed research objectives.		x
<i>Standard 6.2.</i> Expectations for teaching staff involvement in research and scholarly activities are clearly specified, and performance in relation to these expectations is considered in staff evaluation and promotion criteria.	x	
<i>Standard 6.3.</i> Clear policies are established for defining what is recognized as research, consistent with international standards and established norms in the field of study of the program.	x	
<i>Standard 6.4.</i> The academic staff has a proven track record of research results on the same topics as their teaching activity.	x	
<i>Standard 6.5.</i> The academic and research staff publish their work in speciality magazines or publishing houses, scientific/applied/artistic products are presented at conferences, sessions, symposiums, seminars etc. and contracts, expertise, consultancy, conventions, etc. are provided to partners inside the country and/or abroad.	x	
<i>Standard 6.6.</i> Research is validated through: scientific and applied research publications, artistic products, technological transfer through consultancy centres, scientific parks and other structures for validation.		x
<i>Standard 6.7.</i> Each academic staff member and researcher has produced at least an average of one scientific/applied research publication or artistic outcome/product per year for the past three years.	x	
<i>Standard 6.8.</i> Academic and research staff publish under the name of the institution in Kosovo they are affiliated to as full time staff.	x	
<i>Standard 6.9/6.8.</i> Academic staff are encouraged to include in their teaching information about their research and scholarly activities that are relevant to courses they teach, together with other significant research developments in the field.	x	

<i>Standard 6.10.</i> Policies are established for ownership of intellectual property and clear procedures set out for commercialization of ideas developed by staff and students.	x	
<i>Standard 6.11.</i> Students are engaged in research projects and other activities.		x

Compliance level: Substantially compliant

ET recommendations:

1. *More student engagement to be encouraged*
2. *Research works for faculty members should be more rewarded*

3.7. Infrastructure and Resources

AAB College owns its premises located in three campuses Pristina, Ferizaj and Gjakova. The programme subject to this evaluation is in the campuses in Pristina. Spread across an expansive area of approximately 40,000 square meters, the Pristina campus, where the faculty of economic is located is ready to cater to the needs of its students. The campus is thoughtfully equipped with various amenities, including spacious classrooms, exercise rooms to promote a healthy lifestyle, seminar rooms to foster interactive learning, and independent reading rooms for students seeking a peaceful study environment. One of the highlights of the Pristina campus are its well-equipped computer laboratories, which come furnished with specialized software in the economic fields. These advanced facilities empower students with the necessary tools to excel in their academic pursuits and stay at the forefront of technological advancements. As part of the evaluation process, AAB College took the initiative to present the campus to the team of evaluators through a video. The footage showcased the modern and student-centred approach to the campus design. The video allowed the evaluators to witness first-hand the contemporary facilities, advanced technology, and overall student-centric atmosphere, further affirming the college's commitment to delivering an exceptional educational experience.

AAB has a five-year plan for the programme, that covers projected revenues and expenditures, annexed to the SER. There is a separate sector within the institution responsible for finances, budget spendings and management. The faculty gets most of the funding from the tuition fees, out of which most of them are covering the salaries for both academic and administrative staff. Same amount for investment in science and laboratories is planned for the next five years. As per the financial plan provided, the programme needs at least 175 students per year to cover the expenses. The management of the faculty and the programme are highly aware that the financial sustainability of the programme is depended on the number of students. The faculty of economics should take the advantage of working on joint programmes and projects with the industry and through that diversify the revenues.

The AAB College has equipped libraries with most recent literature while at the same time with places for learning and reading. There is a central library and separate reading rooms. The AAB Library is a member in the Electronic Library Consortium of Kosovo and cooperates with other libraries from Europe and USA, as stated in the video provided for the evaluation purposes. The AAB`s staff and students have access to electronic journals and resources among which: J-STOR, EBSCO, Edward Elgar, DOAJ – Directory of Open Access Journals, SCIENCE COMMONS – Open Access Law Journal, BioOne Research Evolved, IOP Electronic Journals, Oxford Reference, OECD iLibrary, Directory of Open Access Books, The New England Journal of Medicine, ASTM COMPASS, IMF eLibrary, e-Duke Journals Scholarly Collection, eIFL Kosovo Consortium.

Finally, the programme is fully compliant with the standard infrastructure and resources.

Standard	Compliance	
	Yes	No
Standard 7.1. The adequate long-term implementation of the study program is ensured in quantitative terms as regards premises, human resources and equipment. At the same time, it is guaranteed that qualitative aspects are also taken into account.	x	
Standard 7.2. There is a financial plan at the level of the study program that would demonstrate the sustainability of the study program for the next minimum three years.	x	
Standard 7.3. The higher education institution must demonstrate with adequate documents (property deeds, lease contracts, inventories, invoices etc.) that, for the study program submitted for evaluation it possesses the following, for the next at least three years: a) owned or rented spaces adequate for the educational process. b) owned or rented laboratories, with the adequate equipment for all the compulsory disciplines within the curriculum, wherever the analytical syllabus includes such activities. c) adequate software for the disciplines of study included in the curriculum, with utilisation licence. d) library equipped with reading rooms, group work rooms and its own book stock according to the disciplines included in the curricula.	x	
Standard 7.4. The number of seats in the lecture rooms, seminar rooms and laboratories must be related to the study groups' size (series, groups, subgroups); the applicative activities for the speciality disciplines included in the curricula are carried out in laboratories equipped with IT equipment.	x	

<p>Standard 7.5. The education institution’s libraries must ensure, for each of the study programs:</p> <p>a) a number of seats in the reading rooms corresponding to at least 10% of the total number of students in the study program.</p> <p>b) a number of seats in the group work rooms corresponding to at least 10% of the total number of students in the study program.</p> <p>c) their own book stock from Albanian and foreign speciality literature, enough to cover the disciplines within the curricula, out of which at least 50% should represent book titles or speciality courses of recognised publishers, from the last 10 years.</p> <p>d) a book stock within its own library with a sufficient number of books so as to cover the needs of all students in the cycle and year of study the respective discipline is provided for.</p> <p>e) a sufficient number of subscriptions to Albanian and foreign publications and periodicals, according to the stated mission.</p>	x	
<p>Standard 7.6. The infrastructure and facilities dedicated to the implementation of the program is adapted to students with special needs.</p>	x	

Compliance level: Fully Compliant

ET recommendations: /

4. FINAL RECOMMENDATION OF THE ET

Overall compliance:

Standard	Compliance level
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1. Mission, objectives and administration	Substantially compliant
2. Quality management	Fully compliant
3. Academic staff	Substantially compliant
4. Educational process content	Substantially compliant
5. Students	Fully compliant
6. Research	Substantially compliant
7. Infrastructure and resources	Fully compliant
Overall compliance	Substantial compliance

According to the KAA Accreditation manual, in order to be granted a positive decision for program re/accreditation, every education provider has to demonstrate at least a **substantial compliance** level in the overall judgment. Therefore, failure in meeting at least an overall substantial compliance level entails delaying, withdrawing, suspending or denying accreditation.

In conclusion, in line with the Manual requirements, the Expert Team recommends **to re-accredit** the AAB College, **BA program in Management** for three years, with maximum enrolment of **200 students** per year for **Three years**.

Expert Team

Chair

Prof.Dr. Olgun Cicek

04/08/2023



(Signature)

Student Member

Marija Vasilevska

04/08/2023



(Signature)

