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UNIVERSITY OF APPLIED SCIENCE FERIZAJ
ENTREPRENEURSHIP AND INNOVATION MANAGEMENT, MSc
ACCREDITATION

REPORT OF THE EXPERT TEAM

April, Zagreb



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1. INTRODUCTION

1.1. Context

Date of site visit: March 20, 2024

Expert Team (ET) members:

- Prof. Dr. Sanja Kalambura, University of Applied Science Velika Gorica, *University of zagreb*
- Mr. Domagoj Švigir, Student Expert TBD
- Asist. Prof. Marina Gregoric, PhD, University North Croatia
- Dr. Flavio Canavero (remote)
- Dr. Agnieszka Dardzinska Glebocka (remote)
- Marija Vasilevska, Student Expert

Coordinators from Kosovo Accreditation Agency (KAA):

- Arianit Krasniqi, KAA Officer
- Ilirjana Ademaj Ahmeti, KAA Officer

Sources of information for the Report:

- *Self-evaluation report, Accreditation, Ferizaj 2024.*
- *Syllabuses*
- *Staff CV (full time and part time)*
- *Accreditation manual*
- *KAA Accreditation Manual 2022*
- *KAA Manual Annex 4.3.*
- *Compliance calculation*
- *Practical informations of the general context of Kosovo*
- *Law on higher education*
- *Meeting Agenda, list of participants and experts of the meeting*
- *Decision of the Senat of the appointment of working groups for SER*
- *Meeting Agenda, list of participants and excerpt of the meeting with Alumni*
- *Meeting Agenda, list of participants and excerpt of the meeting with Business community.*



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- *Meeting Agenda, list of participants and excerpt of the meeting programme comity*
- *Matrix of courses required to meet res. of learning outcomes MSc Entrepreneurship and Innovation Management*
- *Regulation of Quality Assurance*
- *Regulation on the selection procedures regarding the appointment of Academic staff at UASF*
- *Regulation for Master Studies*
- *Student transfer regulations*
- *Regulations for advancement correlation procedures of regular Academic staff at UASF*
- *List of Scientific Publications of the staff engaged in the Program*
- *List of participation of teachers in scientific conferences.*
- *Etc.*

Additionally, Received documents:

- *None*

Criteria used for program evaluation:

The experts team followed the program re-accreditation assessment areas and respective performance indicators, developed by Kosovo Accreditation Agency that are presented in Accreditation Manual – 2021.

1.2. Site visit schedule

Date: 20th of March 2024

Expert Team

- Prof. Dr. Sanja Kalambura, University of Applied Science Velika Gorica
- Domagoj Švigir, Student Expert
- Asist. Prof. Marina Gregoric, PhD, University North Croatia
- Dr. Flavio Canavero (remote)
- Dr. Agnieszka Dardzinska Glebocka (remote)
- Marija Vasilevska, Student Expert



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Coordinators of KAA

- Arianit Krasniqi, KAA Officer
- Ilirjane Ademaj, KAA Officer

Site Visit Programme

Time	Meeting	Participants
09:00 – 09:50	Meeting with the management of the faculty where the programmes are integrated (Room 1)	Agron Bajraktari-Rector Bujar Pira-Deputy Rector Armend Hysa-General Secretary Sokol Krasniqi-Dean Bashkim Cerchini-Dean Petrit Hasanaj-Dean
09.50 – 10.35	Meeting with quality assurance representatives and administrative staff (Room 1)	Bujar Pira-Vice Rector for International Relations and Quality Assurance Armend Hysa-General Secretary Fatime Musliu-QA Office Kushtrim Cukaj-Institutional Coordinator Ismail Mehmeti-Faculty coordinator
10:40 – 12:10	Meeting with the heads of the study programme Entrepreneurship and Innovation Management, MSc (Accreditation) Management of Hospitality and Tourism, BSc 180 ECTS (Reaccreditation) Marina Gregoric Sanja Kalambura Domagoj Svirig (Room 1)	Arta Jashari Goga Fari Bushi Gazmend Deda Petrit Hasanaj Idriz Kovaçi Arbëresha Meha Muharrem Salihaj Mimoza Zhubi
10:40 – 12:10	Meeting with the heads of the study programme Applied Informatics, BSc 180 ECTS (Reaccreditation) Industrial Engineering with Informatics, BSc 180 ECTS (Reaccreditation) Flavio Canavero Agnieszka Dardzinska Glebocka Marija Vasilevska (Room 2)	Fakije Zejnullahu Bashkim Mustafa Bashkim Cerchini Valdete Loku Gjelosh Vataj Milihate Aliu Labinot Topilla
12:10 – 13:10	Lunch break	
13:00 – 14:00	Visiting Facilities	
14:00 – 14:40	Meeting with teaching staff (Room 1)	Artan Veseli Agim Thaqi

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	Entrepreneurship and Innovation Management, MSc (Accreditation) Management of Hospitality and Tourism, BSc 180 ECTS (Reaccreditation)	Anyla Shala Bashkim Mustafa Bislim Leksi Fakije Zejnullahi Blerina Bytyqi Leonora Rudhani
14:00 – 14:40	Meeting with teaching staff (Room 2) Applied Informatics, BSc 180 ECTS (Reaccreditation) Industrial Engineering with Informatics, BSc 180 ECTS (Reaccreditation)	Arta Jashari Artan Mazrekaj Arben Terstena Gazmend Deda Ismet Malsiu Muharrem Salihu Etleva Blakaj
14:40 – 15:20	Meeting with students (Room 1) Entrepreneurship and Innovation Management, MSc (Accreditation) Management of Hospitality and Tourism, BSc 180 ECTS (Reaccreditation)	Shehvale Beqiri Blerina Gavazi Elma Behluli Kadrije Ramadani Fatbardha Maliqi Ermelin Ibishi Enis Arifi Xhelile Fazlija Xheneta Vladi Pajtim Qeriqi
14:40 – 15:20	Meeting with students (Room 2) Applied Informatics, BSc 180 ECTS (Reaccreditation) Industrial Engineering with Informatics, BSc 180 ECTS (Reaccreditation)	Valdrin Hasallari Qendrim Qalaj Blerona Duga Brikena Duga Rinesa Çerkini Albina Luri Diar Alidema Rinesa Osmani
15:20 – 16:00	Meeting with graduates (Room 1) Entrepreneurship and Innovation Management, MSc (Accreditation) Management of Hospitality and Tourism, BSc 180 ECTS (Reaccreditation)	Leona Jahiri Jehona Rama Dardan Nuhaj Gentrit Elezi Perparim Uruqi Doruntina Azizi
15:20 – 16:00	Meeting with graduates (Room 2) Applied Informatics, BSc 180 ECTS (Reaccreditation) Industrial Engineering with Informatics, BSc 180 ECTS (Reaccreditation)	Albina Ademaj Donika Guri Arjeta Ramadani Shpetim Hasallari Afrim Berisha Leutime Loku Medina Ymeri



16:05 – 16:45	Meeting with employers of graduates and external stakeholders (Room 1) Entrepreneurship and Innovation Management, MSc (Accreditation) Management of Hospitality and Tourism, BSc 180 ECTS (Reaccreditation)	Aferdita Hoxha Islam Leka Alban Turki Arianit Kastrati Egzon Rexhepi Islam Zeka Burim Elezi
16:05 – 16:45	Meeting with employers of graduates and external stakeholders (Room 2) Applied Informatics, BSc 180 ECTS (Reaccreditation) Industrial Engineering with Informatics, BSc 180 ECTS (Reaccreditation)	Dataprognjet – Dardan Sojeva Bonevet – Nafije Berisha Syri i Shqiponjes – Burim Elezi Metaliku – Shpend Imeri Pipe Factory – Fevzi Berisha Fabrika e veglave – Florim Salihu Politek – Shahedin Gojani
16:45 – 16:55	Internal meeting of KAA staff and experts (Room 2)	
16:55 – 17:05	Closing meeting with the management of the faculty and program (Room 2)	

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

The University of Applied Sciences in Ferizaj (in the following text UASF) was established by the Ministry of Education, Science and Technology (MEST), with Decision Ref. No: 273/01B of July 6, 2015 and was ratified in the Parliament of the Republic of Kosovo with Decision No. 05-V-122 of July 16, 2015. The University has 58 employed staff with regular work relationships, of which 47 are regular teachers, 10 engaged staff, 11 administrative and technical staff who come from the fields of study offered by the University with experience in higher education and industry.

According to SER in last eight years of its establishment, the UASF consolidated the physical infrastructure in a space of about 8.304,27m², in separate spaces for theoretical and practical learning in the workshops and laboratories of the university.

The UASF organizes teaching in five faculties with ten accredited study programs:

Faculty of Management



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BSc. Industrial Management (accreditation period 2019/22), re-accredited in BSc Business Management and Entrepreneurship (accreditation period 2022/25)

Faculty of Engineering and Informatics

BSc in Industrial Engineering with Informatics

BSc in Applied Informatics

MSc. Engineering and Production Management

Faculty of Architecture, Design and Wood Technology

BSc in Interior Architecture and Furniture Design

BA Professional in Design and Construction of Wood Products

MSc. Green Architecture and Interior Design

Faculty of Tourism and Environment

BSc in Management of Tourism and Environment

MSc. Management and Innovation in Tourism

Faculty of Applied Arts

BA Professional in Graphic Design and Multimedia

The Faculty of Management organizes teaching with Bachelor's and Master's level programs. The studies last for 3+2 years, which means 3 years for the bachelor's degree and 2 years for the master's degree. In this accreditation process, the UASF has applied Entrepreneurship and Innovation Management (Master Level) for Accreditation process.

According to SER At the University, 1545 regular students' study in ten study programs, of which 1257 are in Bachelor's studies and 288 are in Master's studies, while of the total number 946 are female or 61.20% and 599 or 38.80% are male. The University has registered 45.3% of students from the Ferizaj region, 16.8% of students from Pristina, 13.5% from Kaçanik and 8.7% from Gjilan.



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In accordance to Law on Higher Education and UASF Statute separate responsibilities for the governing bodies of the University and the academic ones are established. The Steering council consists of seven (7) voting members with three-year terms. Four members of the SC are elected by the Senate of the University according to the provisions of the Law on Higher Education or according to the administrative instruction which will be issued by the Ministry of Education, Science and Technology (MEST), while three members are appointed by the Ministry of Education, Science and Technology (MEST). The work of the Steering Council is regulated by a special regulation known as the working regulation of the Steering Council. The Rector is the main leader (main management authority) of the UASF is appointed by the Steering Council.

The UASF has five vice-rectors who are proposed by the Rector and approved by the Steering Council:

- Vice Rector for Teaching, Science and Student Affairs
- Vice Rector for Budget, Finance, Assets and Infrastructure
- Vice Rector for International Cooperation and Quality Assurance
- Vice Rector for Cooperation with Industry, Practical Work and Commercial Activities
- Vice Rector for Digitization, Innovation and Information Technology.

Each academic unit is led by its Dean. For academic issues, the Senate is the highest decision-making institution in the UASF. The Senate deals with all academic issues related to the teaching process, academic staff and students. The Program Committee is responsible for the analysis of the educational and scientific process of the program, the analysis of students passes rate and study dropouts, for revising annually the syllabuses of the subjects in the program, for implementing the measures and recommendations for quality assurance and improvement. Apart from this, it also proposes the changes in the program and takes actions (within their competences) in addressing the problems in the program.

The majority of students at the UASF come from the Ferizaj region, although there are students from all over Kosovo and Macedonia as well. The University, with its offered programs, has increased the interest of candidates to enrol in the study programs. In the last three years, all available slots in most programs have been filled in all the places offered to students.



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The UASF defined clear vision:

“A national model of a modern, innovative and integrative education university, where practice complements theory and professional and research skills are developed for the benefit of society”.

The UASF defined clear mission:

“We are committed to providing quality education to prepare qualified professionals, dedicated researchers and educated and responsible citizens to develop professional careers and lead productive lives”.

The UASF has clear values:

- *„Learning: Valuing education that is employability-oriented, balances theory and practice, focuses on active learning and critical thinking, and fosters responsibility and willingness for lifelong learning.*
- *Ethics: Treating the dignity of each member with respect, honesty, equality and integrity.*
- *Cooperation: Building partnerships with students, alumni, businesses and industry, local and international government institutions, the Accreditation Agency and the community the University serves.*
- *Excellence: Striving to be perfect and excellent in education, scientific creativity and innovation.*
- *Diversity: Embracing different ideas, beliefs, cultures and ethnicities“.*

BRIEF ANALYSIS OF ADVANTAGES AND DISADVANTAGES

ADVANTAGES OF THE HIGHER EDUCATION INSTITUTION:

1. Very Good connection with the local and business community



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2. Good opportunity for quality practices implementation
3. Organizational structure open for improvements
4. Clear mission of the program
5. Clear vision of UASF
6. Big motivation of professors and management for study program
7. Nice campus building focused to students work

DISADVANTAGES OF THE HIGHER EDUCATION INSTITUTION:

1. Internationalization aspects are not yet sufficiently developed
2. Limited foreign language proficiency of teaching staff
3. Absence of plagiarism tracking software
4. The small number of staff in the quality assurance office
5. Absence of flexible QA system which can follow law changes

EXAMPLES OF GOOD PRACTICE:

1. Collection and analysis of quality data
2. Great integration into the local community
3. The proposed study program is created for the needs of society
4. Good atmosphere and motivated staff ready to learn and teach
5. Excellent good infrastructure used for teaching process
6. Collaborations between professors and students in join projects
7. Transparent web site with all necessary data
8. U-Share platform for internal-use regulations
9. Very detailed and effective internal regulations and Strategic plan for 2023 - 2026



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2. PROGRAM EVALUATION

2.1. Mission, objectives, and administration

The mission of this program is fully in line with the mission of UASF. There are formal policies and regulations which cover important procedural aspects. These are readily available via different e-platforms or directly through the website and students and staff have confirmed that they know how to refer to them to relevantly address matters arising. Regarding the well-defined overarching study, academic and scientific research program is oriented to market needs and with active participation in local, national, and regional tourist sector.

All necessary policies, guidelines and regulations dealing with recurring procedural or academic issues are publicly available to all staff and students, but it will be helpful that are also on English language and listed in SER.

Entrepreneurship and Innovation Management, Level VII, Master of Science (MSc) in Management, 120 ECTS, 2 years and planned capacity for 70 students, first time in accreditation.

According to SER and experts visit the program's mission is in complete harmony with the university's mission: *"...to prepare qualified professionals, dedicated researchers, and educated and responsible citizens to develop a professional career and lead a productive life."*

The objectives of the program include training professionals, developing students' skills to identify, create, and apply innovative entrepreneurial ideas to be competitive with products and services in the market economy, building managerial competencies in graduates for the practical application of management principles in innovative businesses and advancing students' entrepreneurial knowledge for sustainable development and business growth in a market economy.

The program aims to develop essential skills and effective strategies for shaping professionals with innovative entrepreneurial thinking, with the goal of building management skills, creating and applying entrepreneurial innovation, and achieving sustainable business growth in the market economy.



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Employment opportunities in this field are growing, and the job market needs specialized professionals in entrepreneurship and innovation. This is a necessity for developing professionals in the field to meet market needs, achieved by educating specialized individuals with entrepreneurial and innovative mindsets. There is a strong rationale for proposing this program to assist businesses and the business community in various economic sectors, ensuring individuals are adequately prepared at the Master's level.

For the overall structure of the program, this program is compared with University of Applied Sciences in Salzburg.

The didactic concept of the study program promotes the implementation of student-centred learning based on followed principles: reflection, diversity, use of the University Management System, and new technologies, combining theory with practice, collaboration between staff and students, internationalization, and the use of information technology within various subjects. Academic staff are encouraged to integrate new technologies at the subject level, considering the rapid pace of information and communication technology development and the fact that a significant portion of the youth spends considerable time using various electronic devices.

UASF developed an internal communication platform for staff called U-SHARE and the goal of the U-SHARE platform is to provide academic staff access to all regulations, documents, publications, reports, forms, and other relevant information used by academic and administrative staff.

The UASF keeps the staff informed of changes in the legal infrastructure of the university during program committee meetings. The UASF defined key Performance Indicators (KPIs) at the Program Level:

1. „Alumni Satisfaction: Graduates are contacted and surveyed about their satisfaction with the program, assessing its utility in their employment, whether they acquired the necessary skills as required by employers, etc.



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2. Employer Satisfaction: Following surveys with graduates, the university conducts research with businesses employing the alumni, querying them about their satisfaction with the program based on their experience with the graduates.
3. Graduate Employment: A study involving program alumni provides information about the employment rate.
4. Student Satisfaction: Annually (once per semester), students are surveyed about their satisfaction with the program, administration, and university staff.
5. Graduation Rate: Generated by the university administration.“

The UASF compiles monthly, semester, and annual reports on the conducted hours and the pass rates of students for each exam period. Discussions on syllabi take place during meetings held by the respective program committees, taking into account recommendations from experts or any findings during the teaching process. The UASF has implemented the construction of a comprehensive learning process management system, creating and updating files for each program staff member. Each staff member has a personal file (dossier) where all activities undertaken by them are recorded. The file contains information such as teaching data, assessments (students, colleagues, deans), research, and other activities.

After each exam, statistical data on student assessments are generated and distributed to the leaders of the programs. In situations where students do not meet the predetermined standards in learning outcomes, and academic achievements are not satisfactory, the course coordinator (where delays are observed), in coordination with the program management, organizes additional hours (extra lectures), additional consultations, group discussions with students.

Total number of students at the Faculty of Management in both programs - BSc Industrial Management and BSc Business Management and Entrepreneurship is 223 for academic year 2023/2024. The number of students that dropped out in 2023/2024 is 4, and in last 3 academic years that number is: 40, total 44 (SER, page 23).

The UASF promote equal rights for all and have seats for the registration of candidates from non-majority communities in public higher education institutions." The number of available seats for these communities is 12% (SER, page 23).



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According to SER in quality insurance UASF set performance indicators and clear SWOT analysis, page 23/24.

CV of the academic staffs of the UASF are relatively young. They hold the prospect of having the professional knowledge, skills and competencies needed to provide the right knowledge for the labour market.

This expert team is not able to confirm with yes or no standard 1.6. since in this phase we are in accreditation process of study program. But, based on the regulation on the Quality Assessment and Assurance System, the Quality Management Council, internal evaluations it is obvious that is strong will for this.

Standard	Compliance	
	Yes	No
Standard 1.1. The study program mission is in compliance with the overall mission statement of the institution.	X	
Standard 1.2. 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	
Standard 1.3. The study program has a well-defined overarching didactic and research concept.	X	
Standard 1.4. 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	
Standard 1.5. All staff and students comply with the internal regulations relating to ethical conduct in research, teaching, assessment in all academic and administrative activities.	X	



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Standard 1.6. 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.	n.a.	
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Compliance level: Fully compliant

ET recommendations:

- 1. Continue with the good practice of labor market analysis and preparation of students for work.*
- 2. Develop an Alumni network that will improve the implementation of the program.*
- 3. Continue with good practice in defining the elements of SWOT analysis.*
- 4. Integration of modern teaching practices and research at the program level, especially integration of e-learning and online teaching and learning at all levels of the teaching concept and the entire curriculum in a differentiated way.*
- 5. Continue with organisation and training programme for the members of academic staff on the didactic methods including constructive alignment teaching linked to the learning outcomes.*
- 6. Strengthen internationalization and cooperation with faculties in the EU environment.*
- 7. Encourage cross-border cooperation projects in program development.*

2.2. Quality management

According to SER the oversight of the quality assurance process at the University is regulated by the Quality Assurance Regulation which governs all activities that must be undertaken in this very important field for the proper functioning of education. The assessments carried out are based on the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), the Quality Assurance Manual by the Quality Assurance Agency



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(QAA), and the University's Strategic Plan 2022/26. The Quality Assurance Regulation provides for the establishment of the Quality Assurance Commission - QAC - (Article 8) and the Quality Assurance Office - QAO - (Article 10). The academic unit (faculty) within the university, according to the QAR, applies a wide range of assessment mechanisms: students, academic staff (peer review) and dean.

Evaluation of courses is set true: students, graduates, alumni and industry evaluations. Once a year assessments are conducted for: study programs – by students, Infrastructure – by staff and students, student services – by students, administration – by staff, the UASF – by the administration. Every semester, assessments are conducted for Courses and academic staff – by students, courses – by the respective academic staff and once every three years, the program is evaluated by Alumni and industry.

The UASF has vice-Rector for Quality, Coordinator for quality assurance at the UASF level, the coordinator for quality assurance at the Faculty level, the Quality Assurance Officer, a representative from each academic unit (who is not in the university's leadership structures), an administrative officer, and a student representative.

Publication of survey data at the Faculty of Management - based on results from the student quality assessment report for the program, teaching/learning, infrastructure, and services, the quality coordinator collaborates with management in the academic unit to publish the data (report) on the UASF website for interested parties.

The results of the internal quality assurance system, reflected in the periodic summary report at the end of the year, are taken into consideration by the academic unit management and university management. These data are used to analyze the actual situation and the satisfaction level of students, staff, and administration with work in the respective academic unit. The same data serve for analysis and further development of the study program. In the specific case of the new program, these data will be a subject of discussion after the first year.

Key Performance Indicators (KPIs) are set for all programs and for the program that undergoes the accreditation process in Entrepreneurship and Innovation Management. The program will



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be established based on the bachelor's program indicators in Business Management and Entrepreneurship.

Information on the activities of the UASF is available on the website in Albanian and English, at a level that meets the standards very well. In addition, communication with stakeholders is maintained in a variety of ways.

The UASF is obviously taking its social role seriously. There is evidence that the UASF contribution to the local community is at an advanced level and in line with standards.

The team of experts is not in a position to confirm standards 2.1., 2.5. and 2.6. with yes or no, as we are at this stage in the accreditation process of the degree programme. But based on the regulation on the quality assessment and assurance system, it is obvious that there is a strong will to do so.

It seems to be the same for standard 2.6. We were able to analyse the existing analytical data (other study programmes) provided by the UASF.

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.	n.a.	
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.	n.a.	
Standard 2.6. Survey data is being collected from students, graduates and employers; the results of these evaluations are made publicly available.	n.a.	
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 (eg. 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: Substantially compliant

ET recommendations:

- 1. The ET recommends that the university of applied sciences set up a special area on the website for quality assurance. The results of the evaluations, the quality manual, the quality indicators and the realisation of the goals set should be published there.*
- 2. The ET recommends that the Program should evaluate teaching and learning outputs with particular attention to learning outcomes achieved by students.*
- 3. The ET recommends that the programme should introduce formal mechanisms to obtain feedback from graduates in order to improve the quality of the programme at faculty level.*
- 4. The ET encourages the Faculty to continue strategic partnerships with employers that can be mutually valuable to focus on meeting strategic development goals of the partner organisation and the Faculty and to ensure ongoing and comprehensive collaboration for programme development.*



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5. *The ET recommends that the Program should introduce elements in the QA system which can allow for some level of specificity to be highlighted in relation to the program.*
6. *The ET recommends to continue open discussion of the course evaluation results with the students.*
7. *The ET recommends to continue open discussion of the course evaluation results with the teachers.*
8. *The Faculty should continue to develop and implement a quality management system which ensures proactive involvement of all stakeholders following a PDCA-cycle approach.*
9. *The Faculty should make efforts to set functional and operational quality system with all stake holders.*
10. *Introduce additional subjects with a focus on current and future knowledge and skills, both for current students and for external experts who need more advanced knowledge.*

2.3. Academic staff

From material received (SER), table 7, page 33, it is in detail presented in tabular form data: permanent and part time academic staff, name, qualification, academic title, duration of official contract, workload for teaching. It is in total 15 professors, high qualified, they are all doctors with valid academic title. Eleven of them are full time-permanent and 4 of them full time with contract to 30.09.2024. The evaluation procedures for appointment to academic positions are based on criteria derived from activities such as teaching, scientific and professional research, and service activities. As a public university, UASF respects recruitment procedures regulated by the Higher Education Law, Labor Law, University Statute, and the regulation for the appointment, reappointment, and promotion of academic staff at UASF. In the Faculty of Management, all academic staff members have a full-time schedule. Part of the contract between the University and the staff includes their obligations towards the institution, students, etc. All academic staff is required to be at the university for 40 hours per week, with 8 hours dedicated to teaching. The remaining hours are allocated for lecture preparation, research work,

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and other related activities, including their obligations to hold consultations with students, visits to businesses with students, etc. In collaboration with the Center for Excellence in Teaching (CET) from the University of Prishtina, lecturers have undergone basic-level teaching training with the title: Teaching in Higher Education, as well as advanced training with the title: Planning and Implementation of Teaching in Higher Education. The responsibilities of all teaching staff include engagement in the academic community, community service, and availability for student consultations. Each professor holds four consultation hours per week (2 times a week for 2 hours each).

It is evident from the Panel discussion that 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.

It is also evident from the Panel discussion as well as formal staff profiles submitted prior to the review, that academic staff can deliver high level learning process. All academic staff/teachers are highly motivated and cooperative to implement Msc program. From received CV of teaching staff experts can conclude that all of them has expertise and knowledge for MSc program. The Faculty staff formally consists of associate professors, and assistant professors. Staff appointment and ranking is determined by educational, scientific, research and service criteria.

Based on the Administrative Accreditation Guidelines, which stipulate that a Ph.D. should cover 60 ECTS, we consider the staff to be competent and adequate for the field for which we have applied.

In this moment the planning number of students is 70. So, in those terms existing number of academic staff is satisfactory. Standard 3.4. defined that 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.

The responsibilities of academic staff are learning process, material design, administrative jobs, scientific research, participation in conferences, boards, communication with students and exam preparations, etc.



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Every year, the university conducts evaluations of the lecturers by students, colleagues, managerial assessments, and self-assessment by the academic staff. These reports are documented in their portfolio, which contains all the annual assessment reports. The results of these reports are analyzed by the Deans of the faculties and are used by the university management for overall staff development planning, as well as individual planning for each staff member to improve the quality of teaching. After the initial assessment and the creation of each staff member's portfolio, the Dean of the Faculty, as the primary manager of academic personnel, develops an improvement plan for each staff member. At least twice a year, the Dean meets with the respective personnel to discuss the progress and steps taken to enhance teaching by the academic staff. The staff has participated in study visits to various universities within the framework of ERASMUS+ projects in European countries such as the United Kingdom, Italy, Austria, Bulgaria, Poland, Germany, Croatia, etc. Engagement with industry exposes students to the real world of work, the challenges in their field of study, and the integration of theory with practice. As part of this collaboration, the university staff continuously generate case studies from the local industry that are used in the teaching process.

Learning outcomes from the program are at a satisfactory level, page 41. At least 10 learning outcomes of the study program are proposed to cover all study subjects. Literature proposed in Syllabuses need to be improve and changed. This is the week part of this program proposal. Some of the listed are older than 10 years.

All the staff engaged in the program are required to hold exams according to the schedule set Exams are held during the examination terms, SER page 34: exam terms include January, June, and September. The exact period for each term is determined by the general study calendar, approved by the Senate and open to the public, schedules are announced on the University's website, set in such a way that a student does not have to sit more than one exam per day. Once exam schedules are announced, they are binding for both the instructor and the student.

In European quality academic and teaching strategies one of the important tasks is to develop good own teaching materials. This must be focus for the future in this MSc program. It is motivation for professors and much more acceptable for students.



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Standard	Compliance	
	Yes	No
Standard 3.1. 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	
Standard 3.2. The teaching staff must comply with the legal requirements concerning the occupation of teaching positions included in the Administrative instruction on Accreditation.	X	
Standard 3.3. 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	
Standard 3.4. 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	
Standard 3.5. 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	
Standard 3.6. Opportunities are provided for additional professional development of teaching staff, with special assistance given to any who are facing difficulties.	X	
Standard 3.7. 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	

Compliance level: Fully compliant



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ET recommendations:

- 1. ET recommends that UASF continue with strong support to academic staff in all activities: academic, teaching, and social.*
- 2. Teachers should to a greater extent include the latest research, trends, and knowledge on the labour market in the teaching process.*
- 3. The improvement of teachers' pedagogical competences should be part of regular institutional activities and should be developed annually.*
- 4. The UASF should encourage teachers to significantly increase outbound mobility.*

2.4. Educational process content

This expert team can conclude, from SER and Panel discussion, that importance of this program is very high for Kosovo and Ferizaj. It is interdisciplinary program focused on innovation management and according to that it can be seen from all aspects.

Subject selection is done according to available experts and needs in surrounding so from that point of view it is acceptable. It will contribute to the civil society and for sure develop the students' knowledge, skills, and competencies. Learning outcomes for study program are in direct correlation with competencies. The syllabi provided course descriptions. Most syllabi are characterized by using active verbs for defining learning outcomes at the course level but generic skills missing in all of them. The definition of the learning outcomes at the program level corresponds to level 6 of the European Qualifications Framework in general.

The student-teacher relationship is a partnership in which each takes responsibility for achieving learning outcomes. According to SER and panel discussion professors apply a student-centred teaching method, where the professor plays more of a guiding role in orienting students towards achieving the goals and outcomes of the learning subject.

The student-teacher relationship is a partnership in which each assumes the responsibility of reaching the learning outcomes and learning outcomes are explained and discussed with students from the perspective of their relevance to the students' development is graded with n.a. since this program is now for the first time in accreditation process.



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Standard	Compliance	
	Yes	No
Standard 4.1. 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	
Standard 4.2. 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	
Standard 4.3. 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 study programs and curricula delivered in the EHEA. To be listed at least 7 learning outcomes for the study program under evaluation.	X	
Standard 4.4. 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	
Standard 4.5. 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.	X	
Standard 4.6. 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.	n.a.	



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Standard 4.7. 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	
Standard 4.8. 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	
Standard 4.9. 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	
Standard 4.10. Policies and procedures include actions to be taken in to dealing with situations where standards of student achievement are inadequate or inconsistently assessed.	X	
Standard 4.11. 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	
Standard 4.12. In order to facilitate the practice stages, the higher education institution signs cooperation agreements, contracts or other documents with institutions/organisations/practical training units.	X	

Compliance level: Fully compliant

ET recommendations:

1. *The ET recommends the revision and standardisation of all learning outcomes to develop a second level using the general skills verbs.*
2. *The ET recommends Faculty to consider some elements of curricular specificity which can relate to the regional opportunities.*



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3. *The ET recommends the introduction of electives: English and communication skills. In order to better support international exchange, it is necessary to introduce lectures and courses in English in all degree programmes. These lectures and courses should be defined as compulsory for all students, including assignments.*
4. *Given the high academic level of graduate professional study programs (which achieve a master's degree), it is necessary to emphasise academic activities.*
5. *ET supports strong orientation and management support for all activities done during the preparation of program and after.*

2.5. Students

The expert team concluded according to self-evaluation report and site visit that:

The faculty has defined a clear and formal admission procedure offered to all interested participants who have completed bachelor's degrees of 120 ECTS. This procedure consists of an entrance examination test whose results are evaluated by theoretical knowledge deriving from the MSc programme. There is high interest of student for this new MSc programme and therefore see it as a necessary addition for their bachelor students to continue further their education. During the visit, it was stated by all parties involved that everything is clear on this standard - a transparent points system is used to assess applicants, with the aim of identifying qualified candidates.

Study groups in the programs are very well designed: for theoretical subjects and lectures - organized in groups of up to 70 students, practical subjects up to 50 students, and professional subjects in groups no larger than 30 students. Study groups are sized to ensure an effective and interactive teaching and learning process. Exam results for each subject are announced on UMS, and the notification for their publication to students is automatic. Students dissatisfied with their results can reject the grade on UMS within 48 hours of their publication. Students unhappy with the assessment of their work have the right to request a review through the commission, as stipulated in the Master's Studies Regulation.

Discussion with students from BA level strongly implies that they are well informed on their obligations and rights – they are aware that they can take an exam in up to three attempts. If the student is unable to pass the exam after the third attempt, an evaluation is conducted by a



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commission. If the student still fails to pass the exam after the fourth attempt, they will fail the entire academic year automatically. All procedures are in place, and everything is well documented. The course syllabus provides students with information about the exam's number, date, and evaluation criteria. The academic year consists of three regular exam periods, and the university offers flexible treatment to students in exceptional circumstances. For instance, students who have lodged a complaint or are part of a specific study program may be assessed by an examination committee in addition to regular exams.

The UASF also promoted the project for "Monitoring Student Attendance in Classes," supported by HERAS+, Austrian Development Cooperation & MASHT through ID cards with a chip - Biometric Fingerprint, RFID & PIN Access Control Device, transferring manual work to digital within UASF. This project aims to effectively and in real-time monitor students' engagement in academic activities by collecting and storing data related to the level of participation and overall engagement of the academic staff in the teaching process. This information will be used to assess participation and monitor student performance. Student rights and obligations are made publicly available in the statute of the University and Regulations of Master studies. They are both published on the University official website. Additionally, welcome week is organized for students to enable and promote information regarding their rights and obligations. There are some weaknesses on the BA level that were confirmed by both students and alumni. For example, lack of space for student associations, lack of connection between students and alumni, non-active student activities and underdeveloped campus facilities are all issues that need to be addressed. The Career Center at the University is a valuable resource for students and young people aiming to develop a successful career and find employment or training opportunities. Students have student organizations within the university that advocate for students' rights and address potential issues. Each student organization has its own statute approved by its members in accordance with the general regulations issued by the Governing Council. We have found a good practise of collaboration and agreement with industry and fully support their further development to facilitate the employment of students wishing to enrol on this programme.

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 is graded n.a. since this process is accreditation.



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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.	n.a	
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	

Compliance level: Fully compliant

ET recommendations:

1. *Increasing the number of foreign students through mobility programmes.*
2. *Enabling a smoother process for transferring between universities and recognising ECTS.*
3. *Introduce additional support for students in career counselling.*
4. *Continue best practise and co-operation with external stakeholders.*
5. *Increase the number of international students and ensure gender balance in recruitment.*
6. *Further expansion of the ALUMNI organisation.*
7. *Development of BIP Erasmus programmes (very attractive for students), summer or winter schools with partners from abroad.*

2.6. Research

During the analysing the data from SER and Panel discussion this ET conclude that research is one of the main pillars of the University's 2022-2026 strategic plan. This plan includes the spectrum and quality of research and laboratory work at the University involving both staff and students. The plan has identified its objectives along with development strategies and performance measurement indicators. Also, the University is in the process of developing the Institute of Applied Sciences. The UASF has three Erasmus+ projects for the development of



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the university's capacities in terms of research: Entrepreneurial Universities for Industry Aliens - EUFORIA, Creating Theory to Practice Centers for Innovation and Employment - CTPICE, and Enhancing Research Culture in Higher Education in Kosovo.

The UASF has a subscription to the Web of Science platform and EBSCO through which academic staff and students are enabled to join and publish scientific works.

All the staff at UASF are encouraged and enjoy institutional support to engage in research activities and their publication. The Governing Council of the University has decided to support the scientific activities of the academic staff up to a modest amount of 1,000 euros per year for each staff member, which includes research, participation in conferences and compensation for the publication of their works in international journals.

Each member of the academic staff is obliged to carry out scientific research and that research must be published on one of the platforms with an international character - this matter is also regulated by the regular acts within the University - so each academic staff must have at least one scientific paper published within the year in an international journal or conference.

According to SER, page 60, table 10, UASF give data regarding publication activities. In 2023 Faculty of Management staff published 15 papers (total in last 3 years 52). The academic staff also participated in international scientific conferences (in last 3 years 83 published papers).

Standard 6.10. Students are involved in research projects and other activities for this accreditation is graded with n.a. but the ET believes that this will be implemented in line with existing UASF practise.

Standard	Compliance	
	Yes	No



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Standard 6.1. 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	
Standard 6.2. 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	
Standard 6.3. 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	
Standard 6.4. The academic staff has a proven track record of research results on the same topics as their teaching activity.	X	
Standard 6.5. 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	
Standard 6.6. Research is validated through: scientific and applied research publications, artistic products, technological transfer through consultancy centres, scientific parks and other structures for validation.	X	
Standard 6.7. 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	
Standard 6.8. Academic and research staff publish under the name of the institution in Kosovo they are affiliated to as full-time staff.	X	



Standard 6.8. 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	
Standard 6.9. Policies are established for ownership of intellectual property and clear procedures set out for commercialization of ideas developed by staff and students.	X	
Standard 6.10. Students are engaged in research projects and other activities	n.a	

Compliance level: Fully compliant

ET recommendations:

1. *ET recommends further increasing the number and quality of scientific publications.*
2. *ET recommends examining the use of research funds from international organisations.*
3. *ET recommends promoting international co-operation in scientific research.*
4. *ET recommends involving your future students in the research activities.*
5. *ET recommends implementing the Strategic Research plan you created.*
6. *ET recommends networking with international universities in the organisation of conferences, especially in Balkan region.*
7. *ET recommends setting clear introduction of research activities on web site.*

2.7. Infrastructure and resources

The university is located in campus, which has been operational since 2014. The campus is convenient, clean and attractive for students and staff both in terms of learning conditions and social spaces. The building has spaces of over 8304.27 m², including the spaces for workshops and laboratories, in which space the elevator is located, which works and is used by staff and students. Wi-Fi services are available in 25 areas, such as the library, conference room and classrooms. All UASF academic and administrative staff are equipped with personal



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computers, and all have access to the Internet. All administration and management staff offices are also equipped with printers and other equipment necessary for comfortable work. Equipment is efficiently managed and documented regularly. All classrooms are equipped with LCP projectors that are used in teaching. There are two large rooms with computers used by students.

All academic staff are has cabinets/offices which are solid spaces for independent scientific work and are equipped with computers, internet, printers/scanners.

The entire area of the UASF has autonomous central heating.

The UASF has a website, Facebook page and e-learning platform Moodle, and MS Teams. For the management of academic and administrative processes, the UASF uses the University Management System (SMU), offering mainly a student module, teaching staff module, administration module and academic manager module. The UASF also has recreational spaces that are used by students and staff for relaxing activities, such as: lobby -dedicated to staff and students for public discussion and group work separate from the reading section, where students can be part of discussions by various guest lecturers. The sports field (basketball) is part of the UASF campus.

All necessary applications such as MS Office, AutoCAD (student edition), AZURE, etc. are installed on all computers.

The UASF has its own library and reading room which has over 1433 copies of various types

UASF employs administrative staff who are responsible for infrastructure management, including work tools (computers, internet, projector, printer, and other auxiliary equipment).

The campus building is equipped with lift and access to people with disabilities.

In summary, while the academic institution has commendable facilities and strategic initiatives, there is scope for refinement and improvement, particularly in relation to inclusion, digitalisation and resource optimisation.



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<i>Standard</i>	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:

1. *ET recommends further cooperation with research institutes to overcome the lack of research infrastructure.*
2. *ET recommends further improving digitalisation and distance learning facilities.*



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3. *ET recommends the opening of the Student Centre for Social and Psychological Support or the Student Welfare Support Unit, which should be established to support students with learning difficulties such as dyslexia.*
4. *ET recommends the expansion of the infrastructure through corporate donations, if applicable.*



3. OVERALL EVALUATION AND RECOMMENDATION OF THE ET

The Expert team would like to commend the programme development team for their proactive engagement with the Panel during the validation event. There was a very strong sense of teamwork and ownership exhibited by the programme development team. Having considered the documentation provided and discussed it with the programme development team, the Accreditation Panel recommends the following:

Standard	Compliance Level
Mission, objectives and administration	Fully compliant
Quality management	Substantially compliant
Academic Staff	Fully compliant
Educational Process Content	Fully compliant
Students	Fully compliant
Research	Fully compliant
Infrastructure and resources	Fully compliant
Overall Compliance	Fully compliant

The overall compliance is assessed by the experts at the level of **Fully compliant**. However, the following recommendations need to be considered in relation to programmes re- accreditation in future period:

- The study programme has great potential for students, professors and Kosovo, so it must be modern and based on good practises.
- Focus on the possibility that you become a leader in the region with an attractive and



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most applicable, coherent concept of student-centred teaching and learning.

- Integrate modern teaching practises and research at programme level, in particular the integration of e-learning and online teaching and learning at all levels of the teaching approach and across the curriculum in a differentiated way.
- The results of the course evaluation should be openly discussed with students and lecturers.
- The Faculty should endeavour to maintain a quality management system that ensures the proactive involvement of all stakeholders according to a PDCA cycle approach.
- Expand elective courses: English, communication skills, tourism.
- In order to better support international exchange, it is necessary to introduce English-language lectures and courses in all degree programmes. These lectures and courses should be defined as compulsory for all students, including homework.
- Enable a smoother procedure for transfer between universities and ECTS recognition.
- Continue further developing the ALUMNI organization.
- The university should endeavour to create an environment that welcomes all students and enables them to participate fully in university life. This also applies to students with physical disabilities.

In conclusion, the Expert Team considers that the study program *Entrepreneurship and Innovation Management, MSc* offered by *University of Applied science Ferizaj*” is *Fully compliant* with the standards included in the *KAA Accreditation manual* and, therefore, recommends to *accredit* the study program for a duration of **3 years** with a number of **70 students** to be enrolled in the program.

4. APPENDICES (if available)

None



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Expert Team

Member

Marina Gregoric

17.04.2024.

(Signature)

(Print Name)

(Date)

Member

Prof.Sanja Kalambura, PhD

17.04.2024.

(Signature)

(Print Name)

(Date)

Member

Flavio Canavero

17/04/2024

(Signature)

(Print Name)

(Date)

Member

Agnieszka Dardzinska Glebocka

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

(Signature)

(Print Name)

(Date)

Member

Domagoj Svigir

(Signature)

(Print Name)

(Date)

Member

Marija Vasilevska

(Signature)

(Print Name)

(Date)