UNIVERSUM INTERNATIONAL COLLEGE, FERIZAJ CAMPUS

Business and Management BA Programme

REPORT OF THE EXPERT TEAM

21.03. 2025, PRISHTINA, BUCHAREST, TBILISI, SKOPJE

TABLE OF CONTENTS

INTRODUCTION

Sources of information for the Report:

- *Self-evaluation report (SER) of Business and Management Programme, BA, UNIVERSUM International College, Ferizaj;*

- *Appendices to SER:*
  - *14 MOU;*
  - *Regulations – Faculty Report, Monthly Teaching Report, Overall Student Satisfaction Questionnaire, Grade Appeal Form, Student Satisfaction with Teaching, Academic Misconduct Report, Class Observation, Exit Survey; Student Complaint Form; Alumni Survey; KPIs 2024-2025;*
  - *Handbooks – Academic Policies and Procedures; Faculty Handbook; Student Handbook; Administrative Staff Handbook;*
  - *Manuals for electronic platforms (9 documents);*
  - *Thesis Handbook;*
  - *Regulations for staff – Institutional Policies (11 documents) and Staff Policies (18 documents and 4 annexes);*
  - *Regulations for students – 23 documents;*
  - *CVs of staff (137 documents);*
  - *Description of syllabi.*

- *Additional documents received after requested by the ET:*
  1. Brief of Report of evidence on the market research need analysis and the fundamentals;
  2. Minutes of the Curriculum Development committee, Ferizaj;
  3. Department of Business and Management Checklists, Ferizaj;
  4. List of CPD training organized by UC in the past 3 years, and attended by staff of the programme;
  5. Grade Appeal Sample;
  6. Student Complaint, Ferizaj;
  7. Teacher Semester Assessment;
  8. Analysis and Action Plan for the Business and Management;
  9. Student Satisfaction with Teaching - Fall Semester - 2024-25;
  10. Samples of Employment Contracts;
  11. Organisation of internship;
  12. Proof of record of professional practice;
  13. MOU list;
  14. Syllabi for 12 courses;
  15. List of students who had internship programmes.

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

3

Criteria used for institutional and program evaluations

- *Manual of Accreditation/Reaccreditation and Validation of Higher Education Institutions and Study Programs at the Bachelor's and Master's Level, including the Standard areas, standards and indicators for external quality assurance for Re/accreditation of bachelor and master study programs (Regulation (KAA) No. 04/2024).*

Site visit schedule

Programme Accreditation Procedure at "Universum" College Prishtina and Ferizaj	
Programmes:	Business and Management, BA
Site visit on: hybrid	**21 March 2025**
Expert Team:	Magdalena Iordache Platis Tornike Khoshtaria Marija Vasilevska
Coordinators of the KAA:	Shpresa Shala, KAA Olsa Ibrahimi, KAA

Time	Meeting	Participants
09:00 – 09:40	Meeting with the management of the faculty where the programme is integrated	Isabel Solvat Armend Berisha, Elisa Hajrullahu, Rrezart Dema
09:45 – 10:30	Meeting with quality assurance representatives and administrative staff	Nazim Haliti online Arber Morina Florent Bacaliu
10:35 – 11:20	Meeting with the program holders of the study programme	Fejzulla Bejta Durim Hoxha Flamur Keqa
11:25 – 12:25	Lunch break	
12:30 – 13:20	Visiting facilities	Armend Berisha
13:25 – 14:10	Meeting with teaching staff	Uran Rraci Valon Murati Online Adil Rexhepi, Ganimete Podvorica Artan Aliu, Rrezart Prebreza Arianit Krypa
14:15 – 15:00	Meeting with students	Florinda Ukshini, Lendrita Hasani Arbnora Bytyqi Erijona Mema Arbenita Bekaj (Graduate) Leonora Hetemi Suela Lohaj (Graduate) Arberita Beka (Graduate)

15:05 – 15:50	Meeting with employers of graduates and external stakeholders	Selim Marevci; Municipality of Ferizaj Balton Derguti; director of Economic development in Municipality of Ferizaj Naim Gashi; Arjeta Maloku "Fitorja" Emine Haziri; PTK Albin Bushi; "Time" Drilon Daija; BKT Bashkim Hyseni- Professor in Vocation school
15:55 – 16:00	Internal meeting of KAA staff and experts	
16:05- 16:10	Closing meeting with the management of the faculty and program	

A brief overview of the programme under evaluation

*The Business and Management BA Programme, Ferizaj is subject for reaccreditation, and developed for level 6 of qualification according to National Qualification Framework. The programme is implemented at the Department of Business and Administration, its graduates being entitled to receive as academic degree, the title of Bachelor of Arts in Business and Management. The number of ECTS the programme is developed is of 180, the duration is of 3 years and the type of the studies is full-time (**SER, page 4**). The programme in Ferizaj Campus is identical with the programme in Prishtina, main campus and so is the SER for the Ferizaj Campus; this uniformity is based on identical objectives, curriculum and quality standards in both programmes in the main campus and in the Ferizaj branch (**SER, page 7**).*

*The Business and Management BA programme in Ferizaj is one of the 18 BA programmes developed at UNIVERSUM International College (**SER, pages 5-6**). Since March 2023, Universum International College has entered a strategic partnership with Arizona State University, within Cintana Alliance Network of Universities, collaboration which meant significant development in the management of the institution and the programmes, including the current programme under evaluation.*

*The two campuses are situated at only 21 kilometers distance, which facilitate interaction and collaboration between academic and administrative staff. This proximity also allows for efficient resource allocation, including faculty, materials, and organisation of extracurricular activities. The Ferizaj campus has the same academic staff, like in the main campus can be considered a positive aspect of the Business and Management BA, Ferizaj delivery , ensuring that students at both locations have access to the same teaching expertise. Additionally, proximity simplifies logistics for centralized operations, such as quality assurance audits and staff training (**SER, page 8**).*

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

5

PROGRAMME EVALUATION

The programme evaluation consists of 7 standard areas through which the programme is evaluated.

1. MISSION, OBJECTIVES AND ADMINISTRATION

Standard 1.1 The study program is in line with the higher education institution's mission and strategic goals, needs of society and it is publicly available. (ESG 1.1)

*The content and structure of the Business and Management BA programme in Ferizaj are developed in line with the Universum International College mission and strategic goals and its the academic unit. The current mission of the institution (recently reviewed) is to support the students to become good citizens, successful & broad-minded leaders and thrive in the Revolution 4.0, the digital and globalized era (**SER; page 11**); the mission statement is publicly available (at: https://universum-ks.org/en/rreth-nesh/) and published in all major institutional documents, ensuring transparency and commitment to these values, for example in Students and Faculty Handbooks.*

*The development of the Business and Management BA, study programme in Ferizaj recognizes the characteristics of the position of the Universum International College, with a high international potential. The ET had access to 14 MOU developed at an institutional level and other 17 partners for the business area were provided as additional document. The collaboration with the Arizona State University was mentioned as being of high interest to the current and prospective local students (**Meeting with the management of the faculty**).*

*The Business and Management BA programme in Ferizaj has develop intended learning outcomes in line with the institutional mission. The learning outcomes ensure that graduates are well-equipped with the knowledge, skills, and competencies needed to perform in the modern, digitalized, and globalized business world. The description of each of the 6 learning outcome and the mission is included in SER (**SER, pages 19-20**). The ET considers that, the learning outcomes could be more directly communicated on the webpage where the Business and Management BA programme is described.*

The Business and Management BA study programme in Ferizaj is delivered based on a need analysis conducted by the institution and a summary of the market research evidence was provided to the ET as an additional document. The analysis refers to - desk research mainly focused on labour market needs; survey conducted with High School Students aimed to determine preferences for field of studies and Career Orientation; survey to analyze influence of Arizona State University Partnership with Universum International on student's enrolment decision at the institution.

6

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

6

*The SER explains the number of students that is requested which is of 250, but this is a mistake, as the description is also for Prsithina campus (SER, page 4). The Ferizaj campus accommodates 150 students The justification is based on the ampus facilities, having a combination of large and mid-sized classrooms which ensure flexibility for various teaching methods, including lectures, group projects, and practical exercises (**SER, pages 43-44**).*

*The justification of the number of 150 students is based on the existing (**SER, pages 43-44**). Facilities and equipment dedicated for the implementation of the Business and Management BA in Ferizaj are capable to cater the number of students intended to be enrolled.*

Standard 1.2 The study program Is subject to policies and procedures on academic integrity and freedom that prevent all types of unethical behaviour. The documents are publicly available, and staff and students are informed thereof. (ESG 1.1)

*The software used to address plagiarism is Turnitin, and the institution has set a threshold of 10% similarity for all submissions (**SER, page 33**). In addition, the outcome of these evaluations is reviewed by the Ethics Committee, which meets quarterly to analyse cases and set up effective measures. Additionally, a clear description of the academic integrity policy in included in the Academic Policies and Procedures Handbook and Student Handbook (available at: https://universum-ks.org/en/rregullore/). Therefore, the Business and Management BA study programme in Ferizaj is subject to several procedures and mechanisms to address plagiarism, academic dishonesty, and other forms and types of discrimination.*

*The Academic Policies and Procedures Handbook stipulates that several academic sanctions can be adopted; the sanctions applied will depend on factors such as the strength of the evidence, the severity of the misconduct, the student's previous conduct record, and their attitude toward the misconduct (**The Academic Policies and Procedures Handbook, page 30**). In the student Handbook, such acts are considered academic misconduct and are susceptible to generate disciplinary action; related cases, such as the attempted theft of academic records or exams, may incur additional disciplinary sanctions (**Student Handbook, page 18**). In addition, the institution has the Regulation on Fighting Corruption and Bribery which apply to all related forms of misconduct within education, research, and administration ((available at: https://universum-ks.org/en/rregullore/).*

*In the Faculty Handbook, it is stipulated the need of a role model and of a professional behaviour; professors are expected to behave in a professional manner (**Faculty Handbook, page 10**). Ethical standards are in place governing teaching and research at the Business and Management BA study programme in Ferizaj and all students, lecturers and other stakeholders are aware of these. Moreover, students have access to information in the syllabi, referring to: behaviour and standards in the Universum International College, rules to be followed, academic honesty and integrity assurance (**12 Syllabi sent as Additional documents**).*

7

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

7

The ET considers that the mechanisms for monitoring any potential unethical behaviour of students, lecturers and other stakeholders involved in the Business and Management BA, study programme in Ferizaj are efficient, regularly implemented and disseminated among all relevant groups (available online at https://universum-ks.org/en/rregullore/). The Universum International College has adopted a Regulation on Local Stakeholders and Outreach and this focuses on transparency, inclusivity, and accountability related to stakeholder engagement. A student complaint document and a grade complaint document were provided as evidences, as additional documents.

Standard 1.3 Relevant information is collected, analysed and used to ensure the effective management of the study program and other relevant activities and such information is publicly available. (ESG 1.7)

*A minute of the Curriculum Development committee was provided to the ET as an additional document, showing the approval for course enhancement and approval of the final lists of courses, especially in the context of the cooperation with the Arizona State University. All policies, regulations, terms of reference, and statements of responsibility regarding the program management and delivery are reviewed at least once every two years and amended as necessary in the circumstances of the change (**Meeting with the programme holders**).*

The Universum International College has the Policy for Maintaining Confidentiality in place (adopted in 2024) with the scope to ensure that all students at UNI - Universum International College understand and adhere to the principles of confidentiality when handling sensitive information related to fellow students, faculty, staff, and institutional matters. In the process of the Business and Management BA programme in Ferizaj delivery, ethical norms and government policies with respect to data protection and the privacy of the students are considered.

*Students and staff of the Business and Management BA study programme in Ferizaj are directly involved in providing information to support development of the programme. In addition, students provide information with the occasion of data collection – overall student satisfaction survey; student satisfaction on teaching survey etc (**Quality Control for Online Courses**).*

Standard 1.4 The delivery of the study program is supported by appropriate and sufficient administrative support to achieve its goals in teaching, learning, research, and community service. (ESG 1.6)

*The institution has a policy on fees for administrative services to students and ensures adequate and efficient administrative staff and budgetary support (**The discussion with the quality assurance representatives and the administrative staff**). The Academic Council has the right and the obligation to draft, modify and control the plans and programmes of studies at the*

8

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

8

"Universum" College (Rregulloren për Organizimin dhe Punën e Këshillit Akademik, article 2).

*The Business and Management BA study programme in Ferizaj has sufficient administration to support the teaching and learning needs of students and academic staff; during the site visit, the dean confirmed that the distance is not an issue for the management and administration, at all. Processes are digitalized and transparent, the ET being capable to observe the institutional evidence during the site visit. Moreover, the Academic Program Internal Reports are elaborated with the contribution of the Dean, Director of the Program, Program Coordinator, and the administrative staff, being organised weekly meetings to evaluate the data gathered by professors and administration (**SER, page 55**).*

The administrative staff engaged in the delivery of the Business and Management BA study programme in Ferizaj is subject to a professional development; during the site visit, the dialog with the quality assurance representatives and the administrative staff revealed that the administrative staff had specific trainings on how to become more productive and on the KPIs and students' retention.

Most of the training programmes provided in SER are dedicated to the academic staff – from better understanding the importance of different digital tools, to pedagogical issues and research topics. However, the management of the Universum International College could develop a more visible and impactful training for the administrative staff involved in the programme delivery.

Standard 1.5 The recommendations for quality improvement of the study program from previous internal and external quality assurance procedures are implemented. (ESG 1.10)

*Recent developments recorded since the previous evaluation are detailed in SER (**SER, pages 296-298**). In addition, other recommendations are extracted from the surveys addressed to different stakeholders - students, staff, alumni and meetings with employers. The recommendations for improvement of the Business and Management study programme in Ferizaj have been considered and concrete actions based on previous internal and external quality assurance processes were adopted.*

As a general assessment of how the standards collectively address the overall general area of MISSION, OBJECTIVES AND ADMINISTRATION, the ET appreciates an adequate level of compliance to the standards and formulates recommendations, considering that further attention should be put on all standards and indicators, especially on 1.4. Suggested timeline to implement the recommendations for this standard area: 1-6 months.

ET recommendations:

1. *Make the learning outcomes publicly available where the study programme is described (at: https://universum-ks.org/en/courses/ba-ne-biznes-dhe-menaxhment/);*

2. *Extend the rational argumentation (the calculation) of the optimal number of students which could be enrolled taking into consideration not only the facilities, but the perspectives regarding the high school graduates and the employability dynamics in the field of business;*

3. *Elaborate a formal plan for the development of the administrative staff involved in the programme delivery, including – themes, hours/days of training, number of participants, month of the training delivery; training actions are already in place, and a plan will make all of them more visible and impactful.*

2. QUALITY MANAGEMENT

Standard 2.1 The study program delivery is subject to an established and functional internal quality assurance system, in which all relevant stakeholders are included. (ESG 1.1)

*The dialog with the quality assurance representatives revealed the importance of internal development based on best practice exchange, especially from ASU, some of the examples mentioned during the site visit being - the chat box, the rubrics system, the blended learning alternative and the many trainings provided to the academic staff. The Universum International College has established an internal quality assurance system in line with national regulations and ESG; the ET appreciates the comprehensive description of the quality cycle from planning to acting (**SER, pages 48-50**), with a clear focus on the continuous improvement principle in all areas.*

The Universum International Colleges has a quality assurance policy called RREGULLORE PËR SIGURIMIN E CILËSISË; this policy defines quality assurance instruments, processes, and duties and responsibilities of parties within the institution that will be involved in these processes to achieve institutional objectives. The ET is reserved in considering that this document covers also all aspects related to the delivery of the study programme; in addition, this document is not publicly available at the date of the visit, at least not in the webpage where all regulations are updated (https://universum-ks.org/rregullore/ or https://universum-ks.org/en/rregullore/).

The institution has several internal quality assurance procedures which applies to the Business and Management BA study programme in Ferizaj, for example: The Regulation for Quality Assurance (RREGULLORE PËR SIGURIMIN E CILËSISË); The Regulation for the

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

10

Commission for the Evaluation of Teaching Methodology at the University (Komisioni për vlerësimin e metodologjisë së mësimdhënies në universitet); Quality Control Measures for Online Courses; REGULATION ON PROCEDURES AND RULES FOR CONDUCTING EXAMS AT THE UNIVERSITY COLLEGE ''UNIVERSUM''(RREGULLORJA PËR PROCEDURAT DHE RREGULLAT E MBARVAJTJËS SË PROVIMEVE NË KOLEGJIN UNIVERSITAR ''UNIVERSUM'').

The Business and Management BA study program in Ferizaj is supported by the institutional quality assurance unit, where the coordinator does not have teaching obligations; together with other interested parties, especially with the dean of the faculty, the programme is monitored. In addition, teaching quality at the Business and Management study programme in Ferizaj is monitored by the Committee for the Evaluation of Teaching.

*The Business and Management BA study programme in Ferizaj is following several practices for concrete actions, such as: identification of goals based on feedback from stakeholders; implementation of improvement strategies and initiatives involving faculty, committees, and administrative units; evaluation of the effectiveness of improvements using established metrics and tools; addressing gaps identified during evaluations by refining policies, curricula, and operational practices. All these actions follow the cycle for continuous improvement (PDCA) (**SER, pages 48-50**).*

*At the Business and Management BA study programme in Ferizaj, the development of the content is based on the Curriculum Enrichment and Full-Program Adaptation with ASU Content (**SER, page 114**); this development consists of three phases, considering the following ones: Phase 1: Enriching the Syllabi; Phase 2: Adopting the Syllabi; Phase 3: Full Program Adaptation. The ET agrees these phases for the process of programme development and considers that an adequate monitoring plan for the implementation of the quality assurance procedures for the study programme, with the involvement of all stakeholders is necessary.*

Standard 2.2 The study program is subject to a process of design and approval established by the HEI. (ESG 1.2)

*The development of the Business and Management BA study programme in Ferizaj aligns with the institutional mission and goals. The Universum International College's mission is to support their students to become good citizens, successful & broad-minded leaders and thrive in the Revolution 4.0, the digital and globalized era (https://universum-ks.org/en/rreth-nesh/), with a focus on the following pillars: Student and Learning at the Center; Quality Improvement; Innovation and Entrepreneurship; Digital Transformation; Internationalization. At the same time, the programme alignment with the strategic goals reveals the focus on student and learning at the center, quality improvement; innovation and entrepreneurship; digital transformation; internationalisation (**SER, pages 12-19**).*

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

11

*The Curriculum Development Committee plays a crucial role in the adaptation and creation of new programs, curriculum enhancement, curriculum mapping, and other related academic initiatives (**SER, page 27**). Other responsibilities include different bodies, such as: Dean of Faculty; Program Coordinator; Quality Assurance Unit (QAU) Coordinator (**SER, page 37, Meeting with the programme holders**). Another mechanism which ensures quality management is the Center for Excellence in Learning and Teaching (**SER, page 45**). The Business and Management BA study programme in Ferizaj underwent an adequate and transparent internal quality assurance process and was formally approved by the designated strategic management bodies of the institution.*

*The process for the development and approval of the Business and Management BA study programme in Ferizaj is well-defined and includes internal and external stakeholders. Effective data are collected from different university stakeholders, including students, faculty, and administrative staff (**SER, pages 46**). The collaboration of the institution with the employers of graduates is important and the discussions during the site visit revealed that companies' representatives were satisfied by the knowledge, skills and competences of their employees who graduated from the Business and Management BA study programme in Ferizaj.*

*At the Universum International College, effective Key Performance Indicators (KPIs) measure student performance, faculty engagement, and operational efficiency. Key performance indicators for monitoring the quality of the study program delivery are defined, and the achievement of these indicators is monitored on a regular basis. The programme has 21 KPI developed and they are listed adequately (**SER, page 149**).*

Standard 2.3 The study program is periodically monitored and reviewed to ensure its objectives are achieved. The monitoring of the study program involves stakeholder participation. (ESG 1.9)

*The Business and Management BA study programme in Ferizaj undergoes regular changes based on the needs of society. Three key market research activities are conducted to validate the continued need for the BA in Business and Management Program at Universum International College, which include: 1. Desk research mainly focused on labor market needs; 2. Survey conducted with High School Students aimed to determine preferences for field of studies and Career Orientation; 3. Survey to analyze influence of Arizona State University Partnership with Universum International on student's enrolment decision at our Institution (**Brief of Report of evidence on the market research need analysis and the fundamentals, as additional document**). Moreover, the ET received as additional document the Comprehensive Analysis Report and Action Plan for the study program Business and Management for Winter Semester 2024-25, document elaborated by the QA Unit; it includes concrete action plan for improvement.*

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

12

The study programme undergoes regular checks to establish whether the estimated workload (ECTS) allocation of students and the defined learning outcomes are achievable, realistic, and adequate. According to SER, an annual review of ECTS allocation is conducted to ensure alignment with actual student workload and learning outcomes. However, the programme overview included in SER (pages 158-162) could have benefit from this review process, as some gaps have been identified by the ET, for example – only one elective in semester III and 42 ECTS, 32 ECTS semester I etc. The programme described at: https://universum-ks.org/en/courses/ba-ne-biznes-dhe-menaxhment/ does not mention if this description applies to Prishtina or Ferizaj campus or both. In addition, there is a predominant allocation of 6 ECTS to the majority of the subjects, and it is difficult to consider that students have to allocate a similar effort to so many different subjects.

*Different stakeholders (students, staff) are involved in the evaluation processes of the Business and Administration BA study program in Ferizaj. This process include questionnaires, focus group discussions and the outcome is considered in the action plan for further development of the programme (**Additional document 7**). The ET could not identify an effective report based on the survey addressed to alumni or to employers of graduates. Data are collected, but mostly about employability (In the 2023 alumni survey analysis, it was found that 70% of the alumni were employed in their field of study – SER, page 55); there is no specification if the study applies to Prishtina or Ferizaj or both groups of alumni. However, companies' representatives have different opportunities (event) to express their opinion on the graduates' level of knowledge, skills and competences.*

The Universum International College has several questionnaires developed to be used in collecting data – Overall Students Satisfaction Survey; Student Satisfaction with Teaching Survey; Exit Survey etc. Other mechanisms include Focus Groups Process; Form used for the Evaluation of Academic Staff by the Committee for the Evaluation of Teaching Methodology.

The institution has a regulation for practice, but this is not for the field of business and management (Meeting with the quality assurance representative and administrative staff, RREGULLORE MBI PROCEDURAT E PRAKTIKES LABORATORIKE DHE VLERESIMI I STUDENTEVE). This document refers to the identification of laboratory practice, the rules and responsibilities of students, as well as other issues for the assessment of students in the practical part. The student practice is an integral part of the Business and Administration BA study programme in Ferizaj, being of 240 hours. In addition, the quality of student practice for the field of business and management is clearly defined in the syllabus.

The complex collected information is analysed and concrete actions are taken to ensure that the Business and Management BA programme in Ferizaj is up to date. An additional document is considered as evidence – the Comprehensive Analysis Report and Action Plan for the study

13

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

13

program Business and Management, Winter Semester 2024-25; this document include recommendations for the Curriculum Enhancement and Course Delivery; Faculty Development and Teaching Methodologies; Student Engagement and Communication; Assessment and Evaluation Practices.

The results of the monitoring processes and the resulting action plans are communicated internally to the interested parties. The ET accepts that the Action Plan is communicated to the staff and students through the institutional platform (not on the general webpage). This document could benefit from more visibility to all stakeholders' categories if it had been published on the general webpage (or a synthesis of the document), at least from the perspective of the main improvements received as feedback from stakeholders.

Standard 2.4 All relevant information about the study program is clear, accurate, objective, up-to-date and is publicly available. (ESG 1.8)

Different regulations related to the study programme have been provided to the ET – They are available to staff and students through the internal communication system (platform), not publicly available where other regulations are published: https://universum-ks.org/en/rregullore/. Some information on the study programme are publicly available, but not policies at: https://universum-ks.org/en/courses/ba-ne-biznes-dhe-menaxhment/; these aspects are: general overview of the programme, employment opportunities after graduation, curriculum content, enrollment requirements and how to get in touch as a potential candidate with the staff managing the Business and Management BA study programme.

Information about the study programme available at: https://universum-ks.org/en/courses/ba-ne-biznes-dhe-menaxhment/ could be extended with description about admission criteria (not only documents required for the application), recognition of qualifications, enrolment quotas for the coming year, syllabi, learning outcomes, assessment methods, and final qualification. This would extend communication to prospective students. The ET appreciates the possibility of the interested parties getting in touch with the staff managing the programme by filling the request available at: https://universum-ks.org/en/apliko/.

*Information on passing rate, dropout rate, and graduate employment is not publicly available at the date of the site visit. However, the ET had access to this information. For example, the drop-out rate for the Business and Management BA study programme in Ferizaj has remained similar of 10.91 % in 2022-2023 and of 10.93 % in 2023-2024; as for the alumni employed in their field of study, the percentage is of 70 % for 2023 (**SER, pages 57, 66**).*

The publicly available information on the Business and Management BA study programme in Ferizaj is accurate, reliable, and objective. The ET considers it could be further detailed with the abovementioned information.

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

14

As a general assessment of how the standards collectively address the overall general area of QUALITY MANAGEMENT, the ET appreciates an adequate level of compliance to the standards and formulates recommendations, considering that further attention should be put on all standards and indicators, especially on 2.1 and 2.4. Suggested timeline to implement the recommendations for this standard area: 6-9 months.

ET recommendations:

1. *Make sure that the quality assurance policy covers all aspects related to the delivery of the study programmes and make it publicly available;*
2. *Develop a concrete formalised monitoring plan for the implementation of the quality assurance procedures for the Business and Management BA study programme in Ferizaj, (involve all stakeholders in the plan revision). Such a plan could include – programme goals, indicators (targets and current values); responsibilities; calendar (with annual actions or action to be considered every two years); all stakeholders participation in the continuous revision;*
3. *Create a mechanism for a double check of the ECTS, to establish whether the estimated workload (ECTS) allocation of students and the defined learning outcomes are achievable, realistic and adequate; subjects should reveal different ECTS allocation (create a team to check at the faculty level, different from the institutional body);*
4. *Make sure you formalize the survey addressed to the alumni and employers' of graduates and create a report on their feedback;*
5. *Create a regulation for the practice of students in the field of business and management (it can be developed at the faculty level and then approved at an institutional level);*
6. *Make sure that the action plans (such as the Comprehensive Analysis Report and Action Plan for the study program Business and Management, Winter Semester 2024-25) are publicly available to all stakeholders (not only internally available to the staff and students on the platform);*
7. *Make all policies, regulations and guidelines pertaining to the study programme publicly available on the institutional webpage (not only on the internal system where staff and students have access);*
8. *Add information about the study programme at: https://universum-ks.org/en/courses/ba-ne-biznes-dhe-menaxhment/ about admission criteria (not only documents required for the application), recognition of qualifications, enrolment quotas for the coming year, syllabi, learning outcomes, assessment methods, and final qualification;*

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

15

9. *Make the relevant information on passing rate, dropout rate, and graduate employment publicly available (probably at the programme overview webpage).*

3. ACADEMIC STAFF

Standard 3.1 The study programme delivery is supported by teaching staff who are recruited in line with national legislation, and internal regulations in effect, and it is based on objective and transparent procedure. (ESG 1.5)

Universum International College's Ferizaj Branch maintains transparency in its recruitment processes by publishing academic job openings on various platforms, such as its official website and national employment portals. This strategy helps attract a wide range of applicants from both local and international contexts, promoting a competitive hiring environment.
The Evaluation Team (ET) observed that the recruitment process is guided by well-defined internal policies and objective procedures. Selection panels, consisting of qualified and experienced faculty members, are responsible for assessing candidates. Comprehensive documentation, including job postings, committee member lists, and final hiring decisions, is carefully maintained to uphold transparency and accountability.

*Interviews with staff at the Ferizaj Branch revealed that the selection procedures are well-aligned with the institution's strategic priorities and fully adhere to national legal requirements. The college takes into account the changing needs of the Business and Management programme to ensure that the most qualified candidates are appointed to advance its academic goals. Candidates receive comprehensive information about job duties, institutional codes of conduct, and employment conditions. This upfront clarity promotes a professional environment and strengthens mutual respect between the college and its personnel (**SER, 2024**).*

Standard 3.2 The study programme is supported by sufficient permanent academic staff who are adequately qualified to deliver the study program. (ESG 1.5)

According to the Self-Evaluation Report (SER), the Business and Management programme at Universum International College's Ferizaj Branch is supported by a team of highly qualified academic staff, with a substantial proportion holding doctoral degrees or equivalent qualifications. Their academic and professional expertise is well-aligned with the subjects they deliver, ensuring that students benefit from instruction rooted in current research and industry practice.

Faculty interviews at Ferizaj Branch confirmed that the institution strictly adheres to national legal provisions to avoid faculty overcommitment. The distribution of full-time and part-time teaching roles is effectively managed, ensuring staff can meet their academic duties without

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

16

being overburdened. Clear workload limits are respected, enabling faculty members to engage meaningfully in teaching, mentoring, research, and continuous professional development. These practices are benchmarked against European standards, contributing to the programme's overall academic quality.

*A review of institutional documentation showed that over 50% of the programme's teaching staff are employed full-time by Universum International College. This ensures pedagogical continuity, sustained commitment, and a stable learning environment for students. Furthermore, the institution meets national accreditation requirements by employing at least one full-time academic staff member with a doctoral degree per student group per 60 ECTS, thereby reinforcing the programme's academic foundation (**SER, 2024, pp. 70–72**).*

The academic staff-to-student ratio stands at approximately 1:30. All faculty members possess academic qualifications directly relevant to their teaching subjects, as evidenced by their comprehensive CVs and professional portfolios. The review of the provided documentation also confirmed that faculty workloads align with national legislation and the institution's internal regulations, ensuring an equitable distribution of responsibilities across teaching, research, and administrative duties.

The teaching load is carefully structured to leave sufficient room for personal development and institutional service. Faculty are supported in balancing these obligations, and a structured mentoring system is in place to guide students through their coursework and thesis projects. This mentoring framework is a core component of the college's academic support system, contributing to student achievement and overall satisfaction.

Standard 3.3 The study programme is supported by teaching staff who are subject to advancement and reappointment based on objective and transparent procedures which include the evaluation of excellence. The advancement of staff arises from the higher education institution's strategic goals and is in line with the legislation and internal regulations in effect. (ESG 1.5)

*During interviews with stakeholders, the Evaluation Team (ET) found that academic staff advancement and reappointment at Universum International College are guided by transparent, merit-based procedures. Staff evaluations are conducted according to established criteria, which include teaching effectiveness, research productivity, mentorship activities, engagement in institutional initiatives, and contributions to the academic community. Regular performance reviews ensure that decisions regarding contract renewal and promotion are grounded in objective and evidence-based assessments (**SER, 2024**).*

Academic promotions are awarded based on accomplishments in key areas such as publication of international research articles (particularly in Scopus and Web of Science), successful

AKA | Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

17

acquisition of competitive research grants, effective supervision of student theses, and participation in mobility or capacity-building projects. The College actively encourages academic excellence by recognising both the quality and quantity of achievements.

*Universum also incorporates student feedback and peer evaluations into its performance management system. At the end of each semester, students complete course evaluations that are reviewed by programme coordinators and senior academic staff. These insights, alongside peer observations, contribute to professional development planning and are factored into decisions related to reappointments and promotions (**SER, 2024**).*

Standard 3.4 The academic staff engaged in the delivery of the study programme is entitled to institutional support for professional development. (ESG 1.5)

*The institution has established a comprehensive and structured approach to academic staff development. An annual staff development plan is formulated, detailing training activities, workshops, and individual professional development objectives for each faculty member. Participation in these initiatives is systematically tracked and integrated into the institution's quality assurance processes. The Evaluation Team (ET) observed that faculty members actively participate in a range of capacity-building programmes, including international initiatives hosted by Arizona State University and Erasmus+ partners. These activities strengthen competencies in pedagogy, curriculum design, and the use of digital technologies in teaching (**SER, 2024, pp. 80–82**).*

The institution also organises focused workshops on assessment methods, equipping academic staff with the skills to develop reliable exams, assessment rubrics, and continuous evaluation tools. This contributes to the coherence and fairness of student assessments across all courses.

*Faculty interviews revealed a supportive environment that encourages participation in international conferences, summer schools, and collaborative research initiatives. The College provides financial assistance for travel, registration, and accommodation and allows for reduced teaching loads to enable staff involvement in such activities. Additionally, training on European Higher Education Area (EHEA) standards—including ECTS, learning outcomes, and qualification frameworks—is mandatory for both new and existing faculty at the Ferizaj Branch, fostering a shared understanding of Bologna Process principles (**SER, 2024**). However, the ET was not provided with detailed procedures regarding the application or prioritisation process for funding support.*

Newly appointed academic staff undergo a structured induction programme before taking on teaching responsibilities. This orientation includes training on digital platforms, institutional policies, and student support practices. It also covers ethical guidelines, effective teaching strategies, and academic quality assurance. Mentorship is embedded within the induction

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

18

process, with experienced staff supporting new colleagues in navigating institutional systems and expectations.

*To strengthen research capacity, the College at Ferizaj Branch offers a dedicated support scheme that assists staff in proposal development, team formation, and funding applications. Regular writing retreats and research seminars are also held to promote scholarly output and foster a collaborative research culture (**SER, 2024**).*

Standard 3.5 External associates who teach at the study programme have adequate qualifications and work experience for the delivery of the study programme and achievement of the intended learning outcomes. (ESG1.5)

The Ferizaj Branch actively engages experienced external professionals from industry, government, and non-governmental organisations to contribute their specialised expertise to the academic environment. These practitioners enhance the curriculum by integrating current industry practices and real-world case studies into classroom teaching, thereby better preparing students for practical challenges.

To maintain academic consistency and quality, external lecturers undergo an induction process and receive continuous support throughout their engagement. At the start of each academic year, they are familiarised with the institution's academic standards, including syllabus structure, assessment procedures, and intended learning outcomes, ensuring their contributions align with the College's educational objectives (Universum SER, 2024, pp. 87–88).

As a general assessment of how the standards collectively address the overall general area of ACADEMIC STAFF, ET appreciates an adequate level of compliance to the standards and formulates recommendations, considering that further attention should be put on all standards and indicators, especially the first two recommendations on 3.4 and third recommendation 3.5. The estimated timeline is 1 to 6 months.

ET recommendations:
1. *Clarify and pulish the process for awarding staff development funding to ensure fair access for all personnel;*
2. *Enhance tracking and evaluation mechanisms for mentoring and induction **activities** to ensure their continuous improvement and long-term effectiveness;*
3. *Formalise opportunities for external staff to contribute beyond teaching, including participation in curriculum development and academic events, to further strengthen their integration.*

4. EDUCATIONAL PROCESS CONTENT

Standard 4.1 The study programme intended learning outcomes are formulated clearly, precisely, and comprehensively according to the best practices; they are aligned with the published institution's/academic unit's mission and strategic goals and are publicly available. (ESG 1.2)

The Programme Learning Outcomes (PLOs) at Ferizaj Branch are explicitly aligned with the institutional mission and strategic goals. For example, PLO1 promotes the understanding and application of management principles, directly supporting the institution's goal of equipping students with modern business knowledge. Each intended learning outcome is mapped to a specific Programme Objective (PO), ensuring full alignment with the programme's academic and professional aims. PLO5, which focuses on problem-solving and reasoning, supports PO3 by enabling students to navigate complex business environments.

*The learning outcomes are student-focused, written in terms of what students will be able to do upon graduation. They cover practical, academic, and transferable skills and are published on the official university website, ensuring public access and transparency (**SER, 2024, p. 109**).*

*The design of the PLOs draws on European good practices, including the 2015 ECTS User's Guide and comparisons with high-ranking European programmes such as ESCP Business School, ensuring relevance and comparability. The outcomes are appropriate for the bachelor's level, separated into knowledge, skills, and competences. For example, PLO3 focuses on analytical thinking, while PLO6 targets communication across diverse media and languages, ensuring a balanced skillset. The programme includes a detailed mapping and benchmarking exercise comparing its learning outcomes with similar European programmes. This process ensures alignment with the European Higher Education Area (EHEA) and facilitates mobility (**SER, 2024, p. 111**).*

Standard 4.2 The study programme intended learning outcomes comply with the National Qualification Framework and the European Qualifications Framework level descriptors. (ESG1.2)

The learning outcomes comply with Kosovo's National Qualification Framework and the European Qualifications Framework, focusing on levels 6 (bachelor) and detailing both specific and generic competencies. As an undergraduate programme, the learning outcomes are tailored to bachelor-level expectations and clearly differentiated from graduate-level descriptors, ensuring appropriate cognitive and professional scope. The outcomes are aligned with the business and management profile and avoid overlaps with other programmes. The

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

20

*modular structure and focused objectives help preserve the academic identity of the programme (**SER, 2024, p. 109**).*

Standard 4.3 The content and structure of the curriculum is coherent and enable the students to achieve the intended learning outcomes and to progress smoothly through their studies. (ESG 1.2)

*The curriculum is logically sequenced, starting from foundational courses and progressing toward advanced, integrative modules. Courses are explicitly designed to develop both general and specific competencies. Prerequisites and course sequencing are used to guide student progression. Foundational modules such as "Foundations of Business Management" provide the base for more advanced subjects like "Strategic Management". All core business disciplines finance, marketing, HR, economics, are covered. Competency mapping is used to ensure alignment between course content and the programme outcomes (**SER, 2024, p. 157**). The programme is benchmarked against international programmes.*

There is no clear evidence in the provided syllabi if students must pass any previous exams / subjects to be eligible to continue with the other courses. The rules defining the order of students' progression through the programme courses should ensure that the learning outcomes of previously successfully passed courses are sufficient to meet the prerequisites of the next courses in the curriculum.

Standard 4.4 If the study programme leads to degrees in regulated professions, it is aligned with the EU Directives and national and international professional associations. (ESG 1.2)

*The curriculum is reviewed to ensure it meets relevant European and national standards. The design and delivery of the programme consider input from interested parties (**SER, 2024, p. 156**).*

Standard 4.5 The intended learning outcomes of the students' practicum period are clearly specified and effective processes are followed to ensure that the learning outcomes and strategies to develop that learning are understood by the students (if applicable). (ESG 1.2)

*The revision of the programme curricula revealed that the HEI has a student internship, which defines learning outcomes, roles of supervisors, and required documentation. Students are supervised by academic staff and complete internships in collaboration with external partners from the labour market. Contracts and agreements formalise these partnerships. The ECTS credits are allocated to the internship component, and student activities are documented via reports and mentor feedback forms (**SER, 2024, p. 194**).*

The interviews with the employers at Ferizaj Branch indicated that the programme is supported by cooperation agreements with employers, and employer feedback is collected to improve practice quality (Universum SER, 2024, p. 194). However, the Evaluation Team (ET) noted that the internship is scheduled for Semester 4, under the module "Internship Programme and Career Orientation," which prevents students from fully utilising the comprehensive knowledge and skills typically acquired by Semester 6. As a result, students enter the internship phase with only three semesters of academic preparation, limiting the depth of their practical engagement.

Standard 4.6 The study programme is delivered through student-centred teaching and learning. (ESG 1.3)

According to the documents provided by the HEI, the didactic concept is based on student-centred learning, including flipped classrooms, mentorship models, and group projects. A wide variety of methods, like case studies, simulations, and team assignments, are employed to align teaching with intended learning outcomes.

*Teaching methods at Ferizaj Branch encourage critical thinking, creativity, and research-based learning, which was confirmed in the interviews with the students. Tools like Moodle and digital quizzes are integrated into the coursework. During the interviews, it became clear that the methods are continuously reviewed and adapted. The integration of ASU syllabi also introduces global best practices and new instructional techniques. The institution uses flexible methods and technologies to support a diverse student body, including international students and those with special needs (**SER, 2024, p. 113**).*

Standard 4.7 The evaluation and assessment used in the study programme are objective and consistent and ensures that intended learning outcomes are achieved. (ESG 1.3)

In the SER, each module includes a breakdown of how it contributes to program-level outcomes, ensuring a systematic link between assessment and learning goals. It was confirmed with the interviews with the programme implementors. Assessment methods include essays, projects, presentations, and exams. These are mapped to specific learning outcomes and competencies.

*During the interviews with students and academic personnel at Ferizaj Branch, it became clear that the assessment and grading criteria are published in advance through syllabi and the institutional website. Students are made aware during orientation and course introduction. Timely and constructive feedback is a mandatory component of the assessment process. Students receive feedback forms with actionable insights. A clear and functional appeals procedure is available. Students are informed of their rights through student handbooks and institutional policies (**SER, 2024, p. 156**).*

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

22

Standard 4.8 Learning outcomes are evaluated in terms of student workload and expressed in ECTS (ECTS 1.2)

Each course includes learning outcomes that are assessed through specific assignments and criteria, ensuring that outcomes are demonstrable and measurable. The Workload for each course is calculated based on contact hours, independent study, and assessment tasks. The ECTS distribution is regularly reviewed for accuracy and fairness.

The workload of students is calculated in ECTS, assigned to all learning activities that lead to the programme learning outcomes including the learning outcomes of the program components; a new revision of the allocation between courses could improve the distribution of the ECTS, as the majority of the courses have the same number of ECTS.

As a general assessment of how the standards collectively address the overall general area of EDUCATIONAL PROCESS CONTENT, ET appreciates an adequate level of compliance to the standards and formulates recommendations, considering that further attention should be put on all standards and indicators, especially on 4.3 and 4.8. The estimated timeline is 9 months.

ET recommendations:
1. *Publish the learning outcomes of the programme on the programme overview webpage;*
2. *Consider whether to include the internship to a later semester to ensure students can apply more advanced knowledge and skills acquired in the later stages of the programme (make a consultation with the industry representatives;*
3. *Increase the involvement of employers in the internship process by integrating structured feedback mechanisms and deeper collaboration in practice supervision.*
4. *Review the ECTS allocation for each subject (create a double check mechanisms) to reveal the effective learning based on defined learning outcomes and their associated workload (subjects could generate more or less than 6 ECTS, which is the current predominant number);*
5. *Consider subjects with a quantitative content, such as Mathematics for Economists and/or Economic Statistics (in fact, the programme considered for benchmarking include this approach - https://escp.eu/programmes/bachelor-in-management-BSc); consider to include in the curriculum legal issues, for example a course of Contracts and Business Law (could be an elective course);*
6. *Elaborate a regulation for the practice of students in the field of business and management, with expected learning outcomes, rights and responsibilities of all involved parties and templates for all documents necessary for completing practice;*

7. *Extend the syllabi (including the one for the Internship Program and Career Orientation) with themes for every class / week (make sure the title of the course is in all documents the same);*
8. *Include the internship / practice in the curriculum (effective practice in companies), as the faculty and the institution have the capacity to organise it for all students.*

5. STUDENTS

Standard 5.1 Clear admission policies, including requirements, criteria and processes for the study program are clearly defined and are publicly available. (ESG 1.4)

The students that the Evaluation Team (ET) met during the site visit demonstrated high levels of motivation, a willingness to share their experiences, and a strong desire for self-improvement. They stated that they chose Universum International College's program in Ferizaj, because they consider it to offer the best program of its kind in Kosovo. A key factor influencing their decision was the College's partnership with a U.S. university, which they see as a significant asset for their academic and professional growth. The majority of students currently enrolled in the program come from Ferizaj and the surrounding areas.

Additionally, the program management during the sitevisit presented a plan for the continuous increase of the number of students, reflecting a commitment to the long-term development and outreach of the program.

As stated in the SER on page 165, the College enforces strict and well-defined admission requirements, which are made publicly accessible to all stakeholders through the official website and promotional materials.

*The standard minimum entry requirements are outlined in the General Entry Requirements, with detailed admission information available on the College's website, social media, and in-person meetings (SER, p. 166). Among the prescribed criteria for enrolment are: birth certificate, high school diploma and transcript of records, legalized documents for finalization of the secondary education, matura test certificate. The management team shared that their goal is increasing of the number of students in the programme in Ferizaj. Among the potential target groups are freshnamen graduated high school students, unemployed graduates, employees with degrees in different fields and employees without a degree (**SER, page 167**).*

The admission criteria and processes are clearly and comprehensively defined, ensuring transparency and accessibility for all applicants. In line with its commitment to equity and inclusion, the College has established a Policy on Anti-Discrimination (Annex 1.1.). Article 1 of this policy explicitly states that discrimination is prohibited on all grounds in the daily

24

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

24

functioning of the College, including—though not limited to—student admissions, academic activities, and curricular or extracurricular engagements.

Standard 5.2 Student progression data for the study program are regularly collected and analyzed. Appropriate actions are taken to ensure the student's completion of the study program. (ESG 1.4)

The program follows the centrally settled system for collection and analysing the student progression data. The administrative, academic staff and the students confirmed this statement shared in the SER giving different examples for the functioning of this system. The data are collected mostly through the Digital Management Information System (DMIS), by using different data collection tools most of which are surveys. DMIS ensures effective tracking of all students and enables the College to take appropriate and targeted actions. DMIS also collects and stores valuable data, including student and staff background information, academic grades, financial reports, and course-specific rates.

Additionally, the College has monthly teaching reports from faculty staff, which help flag students who may be struggling academically. As shared in the SER the reports are reviewed by academic coordinators and integrated into the larger student tracking process. For these students, the College proposes a range of supportive measures, including weekly tutoring sessions, one-on-one academic counseling, and other forms of personalized academic support. Additional monitorng approach used is the usage of the different statuses of the students in DMIS such as active, postponed, pending, thesis stage, graduated, request for witdrawal and canceled. The College has established detailed procedures for monitoring and managing student progression, which include regular tracking through the DMIS system, targeted interventions for at-risk students, and updates to individual study plans as needed.

Finally, it can be concluded that a well functioning system has been settled and is managed centrally. The study program Business and Management in Ferizaj is encouraged to decentralize the use of this system as much as possible and fully leverage its capabilities to gather relevant data and insights that can be used to enhance and improve the program's quality and effectiveness.

Standard 5.3 The study program ensures appropriate conditions and support for outgoing and incoming students (national and international students). (ESG 1.4)

During the meeting with the administrative staff, the Evaluation Team (ET) learned about the support provided for student internationalization. The staff is particularly engaged with the exchange programs connected to Arizona and actively supports the Erasmus office. To assist students in Ferizaj, a staff member from the Pristina campus regularly travels to Ferizaj a few days per week, offering direct support to the interested students. The administrative team is

25

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

25

involved in both the promotion of international opportunities and in providing ongoing guidance and assistance to students throughout the application and exchange process. However, the study period in Arizona comes after the students will finish their studies and it's on their costs. Most of the students with whom ET met are interested to use this opportunity.

The Students' Handbook (attached as annex to the SER) developed in English language contributes to the promotion of international exchanges listing all international exchange opportunities for incoming and outgoing students. In addition, the SER shares that the College offers courses, ranging from A1 to C2 levels which help students improve their English language proficiency, supporting them in strengthening communication, critical thinking, and academic skills. Finally, students that the ET met confirmed that they have passed through English language courses.

Standard 5.4 The study program delivery is ensured through adequate resources for student support. The needs of a diverse student population (part-time students, mature students, students from abroad, students from under-represented and vulnerable groups, students with learning difficulties and disabilities, etc.) are taken into account. (ESG 1.6)

The students confirmed that the academic, administrative, and technical staff at the College are highly qualified. When asked about their professors, they expressed a strong and positive connection, emphasizing the approachable and supportive nature of the academic staff. Additionally, they shared a high level of satisfaction with the administrative staff, highlighting their responsiveness and efficiency. From the site visit the ET team also learned that there are Around 16 staff to deals only with different needs. They would need more if they developed more programmes. There is administrative staff coming from Pristina in certain days for offering services.

Data and information about the study program Business and Management in general are existing on the College's website. The data available there are not specifically focused on the program taught in Ferizaj. The same approach applies for the other services, and activities. Most of the information of the website are general. The Digital Management Information System (DMIS), and the Students' Handbook are also used for informing students. A wide range of student support services are offered, such as career counselling, training and workshops, networking opportunities with employers, psycho-social counselling, and alumni services. These are complemented by 15 active student clubs that provide opportunities for extracurricular engagement. However, the students during the ET visit highlighted that they would want to have more extracurricular activities.

The College also offers peer tutoring support for students who require additional academic assistance, and an Orientation/Induction Week is organized to help new students transition smoothly into college life.

Importantly, the College is committed to inclusion and equity by offering annual scholarships for underrepresented groups, including students with disabilities, those from low-income backgrounds, and individuals from marginalized communities.

As a general assessment of how the standards collectively address the overall general area of STUDENTS, ET appreciates an adequate level of compliance to the standards and formulates recommendations, considering that further attention should be paid to all standards and indicators, with a specific recommendation focused on information of students. Suggested timeline to implement the recommendations for this standard area: 1-4 months.

ET recommendations:
1. *The College should in the next four months add specific information for the students from Ferizaj on their website.*

6. RESEARCH

Standard 6.1. The study programme aligns with the institution's/academic unit's mission and the research strategic goals.

The research strategy of the Ferizaj Branch of Universum International College is firmly anchored in its mission to promote applied, innovative, and socially relevant knowledge production. The Business and Management programme aligns its research focus with Kosovo's national development priorities and market demands, particularly in areas such as entrepreneurship, SME growth, and digital transformation.

*The strategic plan actively promotes research that contributes to the country's social and economic progress, encouraging both faculty and students to engage in impactful scholarly work. Ethical research conduct is deeply embedded within the institutional culture, supported by formal policies and structured training. Newly appointed staff are introduced to research ethics during their induction and are expected to uphold the principles of integrity, transparency, and accountability in all academic endeavours. Oversight is maintained through established review processes and departmental monitoring mechanisms (**SER, 2024, p. 198**).*

*Interviews with management and academic staff at the Ferizaj Branch confirmed that the institution allocates dedicated financial, infrastructural, and human resources to sustain its research activities. This includes funding support for attending academic conferences, subscriptions to international databases and journals, and a conducive environment for interdisciplinary and applied research. Administrative assistance is also provided to faculty applying for external research grants or engaging in collaborative research initiatives (**SER, 2024, p. 199**).*

Standard 6.2. The academic staff engaged in the study programme is committed and supported to achieve high-quality research work and/or professional activity.

*The ET learned that the staff across the programme at Ferizaj Branch actively engage in producing scientific research, contributing to academic journals, conference proceedings, and applied consultancy reports. These research activities are documented and reviewed annually, forming part of performance evaluations. The applied nature of staff research enhances the relevance and quality of the teaching provided. Academics are supported and encouraged to share their research internationally through participation in regional and global conferences. Collaborations with Arizona State University and Erasmus+ partners facilitate staff exchange and exposure to global academic networks, elevating the institution's research profile (**SER, 2024, pp. 200-201**).*

*The Ferizaj Branch ensures that all staff teaching in the professional bachelor's programme meet the minimum legal academic qualification of a Master's degree, with the majority holding PhDs. In addition to academic credentials, many faculty possess practical experience, enhancing their ability to conduct relevant and contextualised research (**SER, 2024, p. 202**).*

Standard 6.3 The academic staff engaged in the delivery of the study programme is encouraged to participate in different aspects of cooperation with national and international partners.

The Evaluation Team (ET) found that academic staff at the Ferizaj Branch are actively involved in scholarly research, regularly contributing to peer-reviewed journals, conference proceedings, and consultancy-based reports. These research outputs are systematically recorded and assessed as part of the institution's annual performance review process. The applied focus of faculty research directly enriches the quality and relevance of teaching, ensuring that course content remains grounded in current professional practice.

Faculty are encouraged and supported in disseminating their research internationally, with opportunities to participate in regional and global academic conferences. Strategic

collaborations with institutions such as Arizona State University and Erasmus+ partners facilitate academic exchange and integration into international research networks, thereby enhancing the research visibility and reputation of the institution (Universum SER, 2024, pp. 200–201).

*The Ferizaj Branch also ensures that all academic staff teaching on the professional bachelor's programme hold at least a Master's degree, in line with national legal requirements, while the majority possess doctoral qualifications. In addition to strong academic backgrounds, many staff members bring valuable professional experience, further contributing to the production of relevant and practice-oriented research (**SER, 2024, p. 202**).*

Standard 6.4 The teaching staff engaged in the study programme has a proven record of research results on the same topics as their teaching activity.

The Self-Evaluation Report (SER) highlights that faculty at the Ferizaj Branch integrate their research into teaching by incorporating recent publications, empirical studies, and applied case analyses into classroom activities to enhance student learning. However, upon reviewing the obligatory course literature, the Evaluation Team found limited concrete evidence of this integration in practice.

*Students are actively engaged in research through faculty-led projects and are encouraged to pursue original investigations for their final year theses. These projects often address real-world business issues within the local context, thereby enhancing their social relevance while helping students develop critical analytical and methodological competencies (**SER, 2024, p. 206**).*

*The programme places a strong emphasis on research skill development from the outset. Courses in research methodology, data analysis, and academic writing are incorporated throughout the curriculum. By the final year, students are prepared to undertake supervised, structured research projects that align with academic expectations and contribute meaningfully to their field of study (**SER, 2024**).*

As a general assessment of how the standards collectively address the overall general area of RESEARCH, ET appreciates an adequate level of compliance to the standards and formulates recommendations, considering that further attention should be put on all standards and indicators, especially the first two recommendations on 6.4 and third recommendation 6.3. The estimated timeline is 12 months.

ET recommendations:

AKA | Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

29

1. *Strengthen the documentation and visibility of research outputs in course materials, including clear links between faculty publications and teaching content;*
2. *Provide further training and resources to support research integration into teaching to ensure consistent application across all modules;*
3. *Continue supporting strategic partnerships and incentivise staff participation in interdisciplinary and collaborative research projects to sustain momentum and institutional impact.*

7. INFRASTRUCTURE AND RESOURCES

Standard 7.1. The HEI ensures adequate premises and equipment for performing education processes and research. ESG (1.6)

The College is committed to creating spaces that empower students to practice, research, engage, learn, and succeed. The institution continuously invests in its facilities and educational design to deliver on the high-quality learning experience it promises. As highlighted in the Self-Evaluation Report, the Board of Trustees ensures the allocation of sufficient financial resources to support the long-term sustainability of programs. These investments cover human resources, equipment, and infrastructure necessary for maintaining high academic standards and student success. However, in the SER limited information for the spaces in the Ferizaj campus is offered.

Student satisfaction with the learning environment—including lecture halls, laboratories, library, reading spaces, and technology—is regularly assessed through the Overall Student Satisfaction Questionnaire, which is completed once each semester (as referenced in the Student Satisfaction Questionnaire annexed to the SER).

During the meeting with students, they confirmed that they receive two separate surveys: one mid-semester, focusing on institutional services, and another at the end of the semester, evaluating teaching staff performance. Completion of these surveys is mandatory, ensuring consistent and comprehensive feedback is collected to inform continuous improvement efforts.

Standard 7.2 The HEI ensures adequate library resources for study program. (ESG 1.6)

*The College in Ferizaj premises has a well-equipped central library located on campus. The library is fully computerized and houses a rich collection of up-to-date reference books, academic journals, periodicals, newspapers, magazines, and e-journals in both Albanian and English. In addition, a computer lab with internet access is available to support students in their research and academic work. To further enhance accessibility, a departmental library is also available, offering students and staff convenient access to materials for quick reference and usage (**SER, page 219**). To further enhance academic resources, the College has invested*

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

30

in subscriptions to leading electronic libraries such as EBSCO, GALE, and Oxford Scholarship Online, providing comprehensive content aligned with program-specific needs. Additionally, students reported having access to online databases and digital libraries managed by Arizona State University, further enriching their research and learning opportunities.

During the site visit, the College management reaffirmed their commitment to growth, expressing their willingness to expand the campus and double the student capacity in the future and engage more administrative staff. This demonstrates a forward-looking approach to institutional development and student access.

Standard 7.3 The study program is appropriately funded to deliver its intended educational activities and research. (ESG 1.6)

The SER presents a clear and well-structured Program Financial Plan for the period 2025–2029 for both programs – the one taught in Ferizaj and in Pristina. According to this plan, the College anticipates increase in the revenues over the next four years, with a notable contribution from international students expected in the 2028/2029 academic year.

While these financial projections are encouraging, it is recommended that the College develop a concrete and actionable strategy to attract and enrol international students, ensuring these targets are met in alignment with program sustainability goals. Furthermore, the financial plan does not reflect any funding from externally financed projects, nor from cooperation with business partners or the local community. On the other side, the SER outlines extensive participation in Erasmus+ mobility projects and active international academic cooperation, including 25 international projects in which the College is either a partner or lead institution. The data and information in the SER and during the site visit were for both programs for Business and Management- the one taught in Pristina and the one in Ferizaj. Having in mind the fact that they are different one ET recommends clear division of the plans for funding between the two programs.

The College also demonstrates strong connections with the industry highly praised by industry representatives during the site visit, who emphasized the College's reputation and effectiveness in fostering practical, real-world partnerships. The ET observed that this collaboration is widely regarded as one of the College's key strengths.

Nonetheless, the College lacks a monetization strategy to convert these collaborations into tangible financial benefits. Plans for development of a Revenue Generation Framework are underway as ET learned from the Universum International College's response to the ET's report. The existing cooperation with the industry and institutions at both national and local levels is not currently reflected in the financial structure. Therefore, the ET recommends that the College develop a monetization plan that leverages these partnerships to generate

additional revenue. These funds could then be reinvested into the academic programs, supporting further development and innovation.

In addition, the ET, based on the provided evidences and on the site visit, appreciates that, although the Ferizaj Campus is not as developed as the main campus, it has a lot of potential to fast develop, due to a local interest in the region.

As a general assessment of how the standards collectively address the overall general area of INFRASTRUCTURE AND RESOURCES, ET appreciates an adequate level of compliance to the standards and formulates recommendations, considering that further attention should be put on all standards and indicators, especially on 7.3. Suggested timeline to implement the recommendations for this standard area: 1-12 months.

ET recommendations:
1. *The College should in the next three months prepare a clear plan for funding specifically for the Business and Management Program taught in Ferizaj and with a specific focus on increasing the number of students.*
2. *The College should develop a comprehensive monetization strategy in the next year to effectively leverage its partnerships with industry and external institutions. This strategy should aim to generate additional revenue streams, which can be reinvested into academic programs to support their continuous development, innovation, and long-term sustainability.*

Conclusion of the ET

*The ET appreciates the efforts of the people involved in the process of organization the site visit contributing to providing answers and offering insights to all the issues that were raised. The academic staff and the heads of the **Business and Management, BA study programme, Ferizaj Campus** have a lot of potential to contribute to the establishment of a quality culture at the programme level. However, some recommendations have been formulated for the standard areas.*

The ET strongly recommends that decision-making process regarding the programme should pay attention to all recommendations related to the 7 standard areas. The improvement process can be planned internally at the programme level and faculty level. In relationship to regulations / decisions that still need to be in place at an institutional level, the heads of the programme and the management of the faculty can work with the institutional offices to have them in place to achieve an adequate delivery of the programme. The ET appreciates that previous recommendations of the ET have been considered for the programme development.

It is important to analyse the possibility of the management of faculty to be equally present in both campuses (Prishtina and Ferizaj) and to identify the competitive advantage of each programme in different campuses; if they enrol separately, it means there is a differentiation between them. Please, consider providing more specific arguments in future analysis and make this more visible on the institutional webpages, for every programme (at present, the website does not show visible enough that there are two programmes of Business and Management, BA, in two campuses).

Most of the recommendations can be considered within a short period of time. ET strongly considers that the heads of the Business and Management BA study programme, Ferizaj Campus have the capacity to implement most of the recommendations or at least to start the process for having the improvement process started.

Overall Compliance level: Substantially Compliant

In conclusion, the expert team recommends accrediting the bachelor study programme **Business and Management BA, Ferizaj Campus** for a duration of three years with a total number of **150 students** to be enrolled in the programme each year.

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

Expert Team

Member	Prof. Magdalena Iordache Platis		21.03.2025
Member	Prof. Tornike Khoshtaria		21.03.2025
Member	Marija Vasilevska		21.03.2025
	(Print name)	*(Signature)*	*(Date)*

34

AKA **|** Qendra e Studentëve, kati 2-të, 10000 Prishtinë, Kosovë
Tel. +381 38 213722 | Fax +381 38 213087 | www.akreditimi-ks.org

34