



UNIVERSITY “UKSHIN HOTI” PRIZREN
UNIVERSITETI “UKSHIN HOTI” PRIZREN

Shkronjat street No. 1, 20000
Prizren, Republic of Kosovo

QUALITY ASSURANCE REGULATION

Prizren, 2022



Based on article 206 and 217 of the Statute of the University "Ukshin Hoti" Prizren (hereinafter the University), the provisions of the Law on Higher Education in the Republic of Kosovo, Standards and guidelines for quality assurance in the European Higher Education Area (ESG), Accreditation standards for Higher Education Institutions in the Republic of Kosovo, and the Strategic Plan of the University, the Senate of the University in the meeting held on 27.12.2022 approved this:

QUALITY ASSURANCE REGULATION

Article 1

General Provisions

1. This regulation aims to define policies, mechanisms, standards, instruments and procedures for quality assurance and work evaluation in the entire institutional range, services and activities of the University.
2. The purpose of this regulation is to build a quality assurance system at the University aiming at continuous improvement.
3. This regulation defines the role and responsibility of all actors involved in quality assurance.
4. Ensures that the quality culture is built at all organizational levels and is included in the normative acts of the University.
5. Internal stakeholders in quality assurance system are students, academic staff, academic units, administrative and technical personnel, professional services, professional bodies as well as University management bodies.
6. External stakeholders in the quality assurance system are local businesses, civil society, governmental and local institutions.
7. This regulation defines the processes, procedures and instruments that aims to align the University with Standards and guidelines for quality assurance in the European Higher Education Area (ESG).

Article 2

Scope

1. Regulation defines standards and procedures for quality assurance in the following areas:
 - 1.1. Development of processes, procedures and instruments for quality assurance;
 - 1.2. The organizational structure for quality assurance;



- 1.3. The role and responsibility of all quality assurance actors;
 - 1.4. Design instruments for measurement of the quality assurance;
 - 1.5. Internal quality evaluation;
 - 1.6. External quality evaluation;
 - 1.7. Promotion of quality assurance culture;
 - 1.8. Awareness of stakeholders (academic staff, administrative staff, students and community) on the quality assurance system;
 - 1.9. Transparency of the quality assurance processes and actions.
2. The quality assurance process in the educational process is implemented through:
- 2.1. Evaluation of the quality of teaching and learning;
 - 2.2. Evaluation of the quality of study programs;
 - 2.3. Evaluation of the quality of the teaching process;
 - 2.4. Evaluation of the quality of research and professional work;
 - 2.5. Evaluation of the performance of the academic staff;
 - 2.6. Evaluation of the quality of infrastructure, equipments, literature, library and information resources;
 - 2.7. Evaluation of the quality of University management, academic units and administrative services;
 - 2.8. Budgeting and fundraising process;
 - 2.9. Active participation of students in self-evaluation and quality assurance;
 - 2.10. Systematic monitoring, control and periodic quality assessment;
 - 2.11. Continuous quality evaluation and improvement.

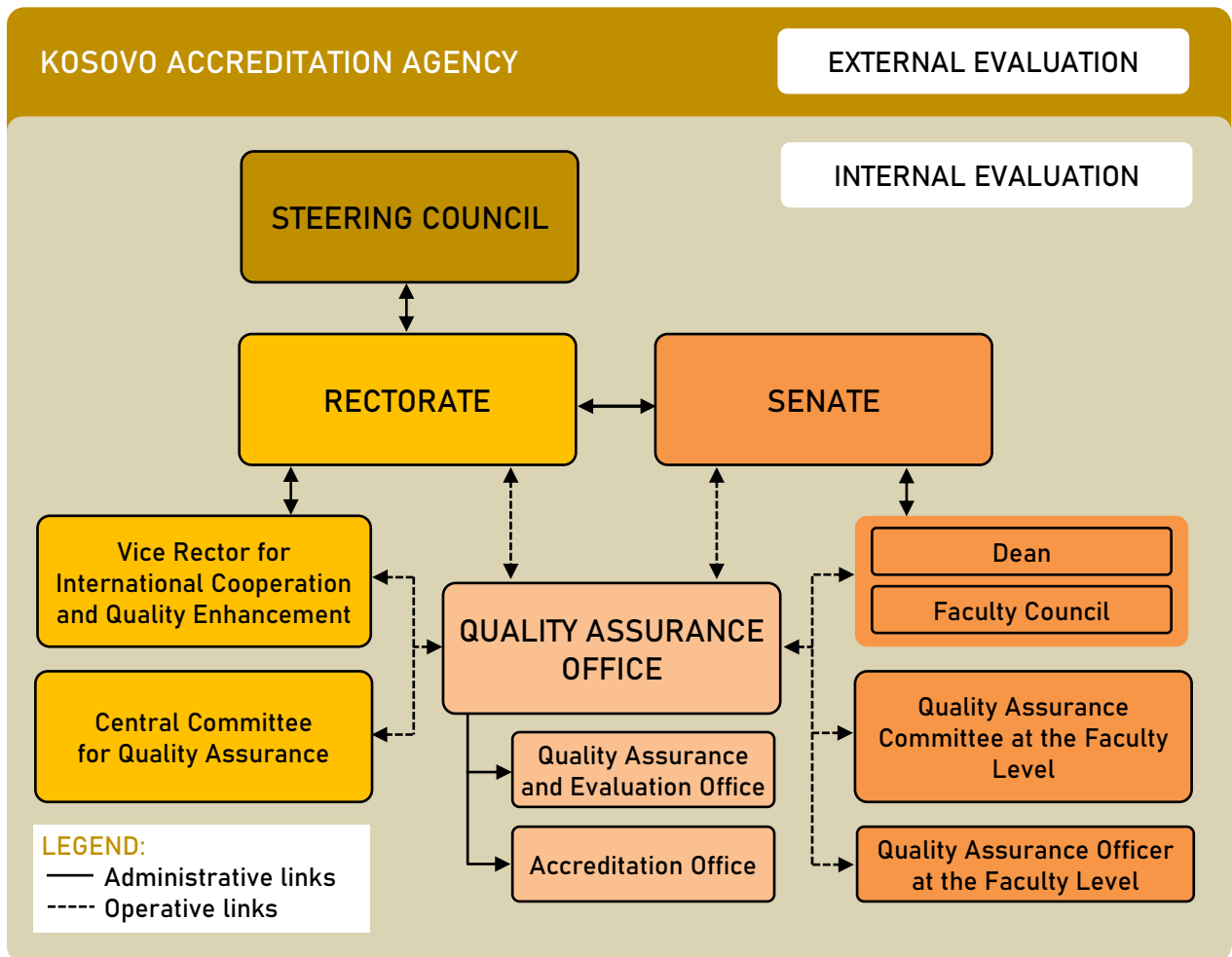
Article 3

Responsible Bodies of the Quality Assurance Process

1. Responsible bodies of the quality assurance process at the University are:
 - a) Quality Assurance Office;
 - b) Central Committee for Quality Assurance;
 - c) Quality Assurance Committee at the faculty level;
 - d) Quality Assurance Officer at the faculty level.
2. In the process of quality assurance, are also involved the central University managing bodies and managing bodies at the level of academic units, as following:
 - a) Steering Council;

- b) University Senate;
- c) Rectorate;
- d) Dean of the faculty;
- e) Council of the faculty.

Figure 1. Organizational structure and responsible bodies of the quality assurance



Article 4

Central Committee for Quality Assurance

1. Central Committee for Quality Assurance is a permanent advisory committee of the Senate, and consists of:
 - 1.1. Vice Rector for Quality Assurance (ex-officio, head);
 - 1.2. Head of Quality Assurance Office (ex-officio);
 - 1.3. Representatives of each faculty;
 - 1.4. A representative of the University administration; and



- 1.5. A student representative, with an average grade above nine (9) and who has good knowledge of English language.
2. The Committee members are proposed by the Rector and approved by the Senate for a 4 (four) year mandate.
3. Duties and responsibilities of the Central Committee for Quality Assurance are:
 - 3.1. Propose quality assurance policies, procedures and instruments for;
 - 3.2. Continuous monitoring of the data collection, data and report analysis, identification of weaknesses and drafting of recommendations for improvement in the quality assurance system;
 - 3.3. Analyze Key Performance Indicators (KPI) for each area and recommends further improvements;
 - 3.4. Proposes the content of questionnaires and surveys;
4. Reports once a year to the Senate.

Article 5

Quality Assurance Office

1. The duties and responsibilities of the Quality Assurance Office are:
 - 1.1. Increase awareness within the institution regarding the importance of quality assurance;
 - 1.2. Coordinate activities on the implementation of the Quality Assurance Regulation;
 - 1.3. Supply the Central Committee for Quality Assurance with data and reports;
 - 1.4. Actively organize the activities related to quality assurance;
 - 1.5. Develop internal self-evaluation reports;
 - 1.6. Manage the archive of all evaluation and quality assurance documents and reports;
 - 1.7. Develop the annual report on the Key Performance Indicators (hereafter KPI) of the University in coordination with the academic units and relevant offices of the Central Administration;
 - 1.8. Collect and file the necessary documents as required by the Kosovo Agency for Accreditation (hereinafter KAA), and maintain regular correspondence with KAA;
 - 1.9. Actively participate in the overall evaluation of the activities at the University, including academic and administrative staff, services and infrastructure;
 - 1.10. Coordinate the process of institutional accreditation and assists in the process of accreditation of study programs;



- 1.11. Organize, administer and control the evaluation process of the academic and administrative staff, student services and infrastructure;
 - 1.12. Manage the process of distribution and publication of evaluation reports;
 - 1.13. Provide operational assistance to the Central Committee for Quality Assurance;
 - 1.14. Ensure that the rectorate, academic and administrative units, implement action plans aiming at the implementation of the KAA standards and recommendations, as well as develop reports each three (3) months on the progress of the implementation of the recommendations and standards;
 - 1.15. Head of the Quality Assurance Office reports to the University Senate at least twice (2) a year;
 - 1.16. Leads the process of institutional accreditation/reaccreditation, accreditation/reaccreditation of the study programs, as well as maintains regular communication with KAA and other relevant institutions inside and outside the country.
2. Quality Assurance Office is supported by the University's administrative and academic officials in developing the necessary analyzes for this office.

Article 6

Quality Assurance Officer at the Faculty Level

1. The duties and responsibilities of the Quality Assurance Officer at the faculty level are:
 - 1.1. Coordinate of operational work with the Quality Assurance Office;
 - 1.2. Plan, develop and manage of the quality assurance process at the faculty level;
 - 1.3. Cooperate with the dean, the head of the Quality Assurance Committee at the faculty level and serve as operational and administrative assistance of the Quality Assurance Committee at the faculty level;
 - 1.4. Monitor the implementation of quality standards and recommendations in the academic unit;
 - 1.5. Coordinate, support and take care of the progress of the preparation of self-evaluation reports (RVV) of study programs of the academic units in cooperation with the responsible staff of the study programs;
 - 1.6. Maintain the archive of reports, evaluation documents and quality assurance at the faculty level;
 - 1.7. Draft evaluation and quality assurance reports at the faculty level.



Article 7

Quality Assurance Committee at the Faculty Level

1. Quality Assurance Committee at the faculty level consists of:
 - 1.1. Head of the quality assurance committee at the faculty level;
 - 1.2. Quality assurance officer at faculty level (administrative/ex-officio personnel);
 - 1.3. Professor;
 - 1.4. Assistant;
 - 1.5. Secretary of the faculty; and
 - 1.6. Student with an average grade above nine (9) and good command of the English language.
2. Quality Assurance Committee at the faculty level is proposed by the Dean and approved by the Faculty Council.
3. Duties and responsibilities of the Quality Assurance Committee at the faculty level are:
 - 3.1. Organize of the evaluation process of the academic staff, administrative services, study programs, etc., using questionnaires and evaluation instruments;
 - 3.2. Draft of the action plan for the implementation of the quality standards at the faculty and study programs level;
 - 3.3. Draft of the action plan for the implementation of the KAA recommendations at the faculty level;
 - 3.4. Analyze the study program and course content, prepares reports and takes care of the applicability of recommendations;
 - 3.5. Analyze the course/student passing rate and proposal of improvement measures;
 - 3.6. Monitore, collect and report data on the drop-out rate at the faculty level;
 - 3.7. Examine and propose measures to reduce the student drop-out rate;
 - 3.8. Monitor the level of student satisfaction with study programs;
 - 3.9. Monitor learning resources and support for students;
 - 3.10. Monitor and evaluate of the career development programs for graduates;
 - 3.11. Analyze reports on the research-scientific work of the academic staff;
 - 3.12. Monitor and analyze the effectiveness of assessment procedures for students;
 - 3.13. Monitor and analyze learning infrastructure and support services;
 - 3.14. Evaluatee the effects of trainings for excellence in teaching;
 - 3.15. Monitor the implementation of the plan for improving student services;



- 3.16. Forward for review to the Central Committee for Quality Assurance all reports, analyses, and recommendations;
- 3.17. Holds at least ten (10) meetings per year, or more as required;
- 3.18. On thirty (30) January and thirty (30) June of each calendar year, submit the working report to the Faculty Council and the Central Committee for Quality Assurance. These reports should also include evaluation reports for each field based on the respective evaluation instruments.

Article 8 **Steering Council**

1. Duties and responsibilities of the Steering Council are:
 - 1.1. Allocation of the necessary budget for the needs of quality assurance at the University, according to the Rector's proposal and in close consultation with the quality assurance structures;
 - 1.2. At least once a year, organize meetings and discuss quality assurance topics related to progress, challenges and needs;
 - 1.3. If necessary, Steering Council can invite the head of the Central Committee for Quality Assurance to report on the level of quality assurance at the University.

Article 9 **Senate**

2. Duties and responsibilities of the Senate are:
 - 1.1. Approve and revise of the Quality Assurance Regulation;
 - 1.2. Approval of the Guide, procedures and instruments for quality assurance;
 - 1.3. Elect of members of the Central Committee for Quality Assurance;
 - 1.4. Review and approve of the Annual Plan of the Quality Assurance Office, related to the implementation of processes, procedures and instruments for quality assurance;
 - 1.5. Approve of action plans for the quality assurance and for the implementation of the KAA recommendations;
 - 1.6. Review and care for the implementation of the recommendations of the Central Committee for Quality Assurance;
 - 1.7. Approve the Key Performance Indicators (KPI) of the University;
 - 1.8. Discusses quality assurance topics related to progress, challenges and needs in the quality assurance process;



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- 1.9. Approve forms and questionnaires for quality assessment, with the proposal of the Central Commission for Quality Assurance.

Article 10 **Rectorate**

1. Duties and responsibilities of the Rectorate are:
 - 1.1. Ensure that there are the right conditions for the implementation of the evaluation activities within the quality assurance system;
 - 1.2. Provide the conditions that the planning and financial support necessary to carry out the evaluation activities within the quality assurance system is favorable;
 - 1.3. Ensure that the results of the evaluations are translated into operational measures for appropriate quality improvements, rewards and good practices;
 - 1.4. Takes care of the image of the Quality Assurance Office and its role in this process;
 - 1.5. Propose the members of the Central Committee for Quality Assurance, further elected by the Senate;
 - 1.6. Vice-rector for international cooperation and quality assurance oversees the entire quality assurance system, as well as supports and coordinates all quality assurance mechanisms;
 - 1.7. Identify needs and approve requests for quality improvement at the faculty level, for issues related to the academic staff, infrastructure, etc., and through the dean and the Central Committee for Quality Assurance, presents the same to the management structures of the university.

Article 11 **Dean of the Faculty**

1. Duties and responsibilities of the Dean of the faculty are:
 - 1.1. Ensures the implementation of recommendations for improvement, proceeds with measures to improve quality from external and internal evaluations;
 - 1.2. Support of the quality assurance structures in the academic unit;
 - 1.3. Propose the members of the Quality Assurance Committee at the level of the academic unit;
 - 1.4. Undertakes all necessary measures in the implementation of the quality assurance policies, regulations and decisions.



Article 12

Council of the Faculty

1. Duties and responsibilities of the Council of the faculty are:
 - 1.1. Elect the members of the Quality Assurance Committee at the faculty level, proposed by the Dean of the faculty;
 - 1.2. Ensure implementation of the quality improvement measures, within the scope of its competences;
 - 1.3. Ensure that curricula and changes in curricula include quality assurance standards and recommendations from the quality assurance structures;
 - 1.4. Determines and implements appropriate measures for quality assurance and evaluation in the academic unit, in accordance with the guidelines set by the Senate and the central structures of the quality assurance.

Article 13

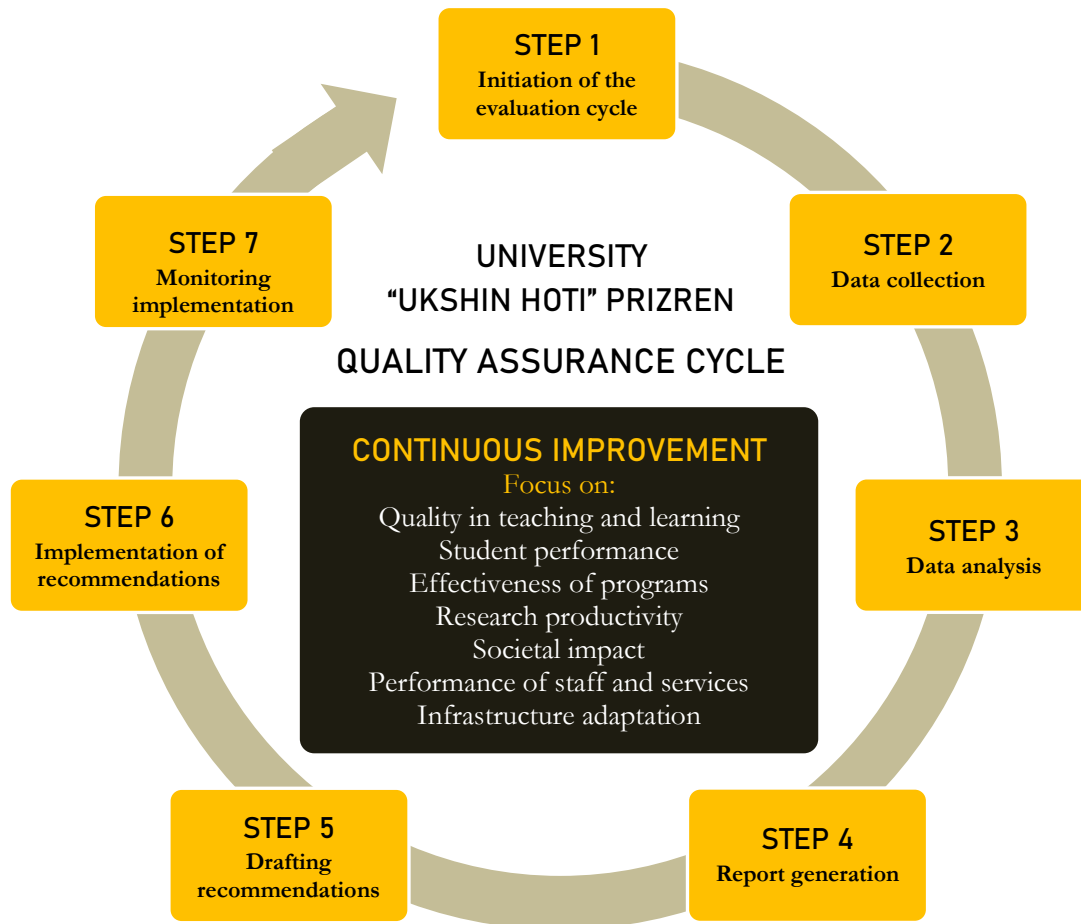
Evaluation at the Institutional Level

The University implements continuous evaluation activities, in the following areas:

1. Mission, vision and strategic planning;
2. Teaching and learning;
3. Staff and support mechanisms for professional development;
4. Scientific research;
5. Institutional cooperation and contribution to the community;
6. Spaces, infrastructure, library and equipment;
7. Budgeting, financing and funds-raising;
8. Administration of students and support services;
9. Systematic monitoring and periodic quality control;
10. Ensure that external actors (local business, civil society, local and central state institutions, cultural institutions, health care institutions, etc.), are involved in verifying the validity, purpose and quality of the University's work, as a source of data for assessment and strategic planning;
11. Use the internal assessment data in order to fulfill the International and European Standards of the quality assurance, defined by the national legal acts and regulations according to the KAA criteria;
12. Implement the evaluation of the activities and services of the University;

13. Implement and monitor the evaluation process of the activities and services of the University, which is administered by the Quality Assurance Office, with the help of the committees and officials responsible for quality assurance of the academic units.

Figure 1. University Quality Assurance Cycle



Article 14

Evaluation at the Level of the Faculty and Study Programs

1. Academic units through the Quality Assurance Committee at the faculty level, in coordination with the Quality Assurance Office and the Central Quality Assurance Quality Assurance Committee, lead the process of quality assurance in the study programs.
2. Evaluations are implemented and monitored to achieve quality standards in:
 - 2.1. Quality of teaching and learning;
 - 2.2. Quality of research-scientific work;



- 2.3. Graduates' evaluation on the quality of study programs;
- 2.4. Employers' evaluation on the quality of graduates;
- 2.5. Evaluation of the student services;
- 2.6. Evaluation of the management of the academic unit;
- 2.7. Evaluation of the study programs;
- 2.8. Evaluation of the academic staff and external collaborators;
- 2.9. Evaluation of textbooks, library and information sources.

Article 15

Application for the New Study Programs

1. Application for the new study programs is conducted by applying the quality assurance criteria defined in this regulation.
2. Proposals for the new study programs are initiated by the Faculty Councils (or other stakeholders), as well as approval by the Faculty Council and the Senate.
3. Application for the establishment of a new study program is conducted after a proper feasibility study is drafted, and in accordance with the objectives of the University strategic plan and the Faculty strategic plan.
4. The rationale of establishing a study program is argued through the design of the feasibility study.
5. Feasibility study for the new study program is initially approved by the Faculty Council, and finally approved by the University Senate and the University Steering Council, after verification of the compliance of the study program.
6. Feasibility study of the new study program should contain:
 - 6.1. Study of the labor market demand;
 - 6.2. Study program profile;
 - 6.3. Compliance with the University strategic plan;
 - 6.4. Compliance with the National Strategy on the Higher Education;
 - 6.5. Compliance with the National Qualifications Framework (NQF);
 - 6.6. Compliance with European and world education trends;
 - 6.7. Program holders of the study program, according to the requirements set forth in the KAA accreditation manual (Academic title of the program holders, profile of the program holders, scientific publications in the relevant field of the program holders,



indexed in the Web of Science (core collection SCIE, SSCI and AHCI) or Scopus platforms, excluding suspicious journals or publishers.

Article 16

Internal and External Review for the Re-Accreditation of the Existing Study Programs

1. Review of the existing study programs is conducted by applying the quality assurance criteria defined in this regulation.
2. Study programs are reviewed at least once (1) a year. During the review process of the existing study program, the following should be considered:
 1. Key Performance Indicators (KPI);
 2. Results of the evaluation of the study program by the graduates;
 3. Results of evaluation of graduates by employers;
 4. Results of the evaluation of the level of employment of graduates;
 5. Consultation with the Industrial Advisory Board (IAB);
 6. Report on the implementation of recommendations of the international expert group;
 7. Course evaluation;
 8. Professor and asistant evaluation;
 9. Strategic plan of the academic unit;
 10. Other quality assurance instruments.
3. Result of the review process of the existing program may be adjustment/change, merge and termination.
4. Revision of the syllabus is conducted on a semester basis, based on the Guide for drafting and revision of syllabuses.
5. Report of the study program review is proposed and approved by the Faculty Council. In case of the change/adjustment of the study program, it must be approved by the Senate.

Article 17

Implementation Period of the Evaluations

1. Evaluation and monitoring of the fulfillment of the standards of the study programs is conducted based on the annual Plan of the quality assurance activities.
2. Quality Assurance Committee at the faculty level, together with the responsible officer for the quality assurance, are obliged to monitor the implementation of the quality



standards of the study programs and implement surveys, analyzes and reports, and propose further review by the Central Quality Assurance Committee.

3. Quality assurance structures at the faculty level, after reviewing and analyzing the data, propose measures for the quality improvement of the study programs.
4. General evaluation, determined by the provisions of this regulation, is conducted at the end of the calendar year.

Article 18

Use of the Evaluation Data

1. Evaluation data, foreseen in this Regulation, are used for the quality improvement at the level of the University/Academic unit/Study program on the wide and comprehensive range of services and activities.
2. Evaluation data provided in this Regulation are used for the annual and strategic planning of the University/Academic unit and the priorities of development activities.
3. Evaluation data provided in this Regulation are used to identify deficiencies and take appropriate measures, which should be conducted at the level of Academic units or the Rectors office in order to address issues of interest.
4. Data on the student course evaluation will be available to the teaching staff and the management of the academic units, these data should serve for the improvement of the teaching performance and academic promotion of the teaching staff.
5. Comprehensive evaluation data of the University's quality assurance system will be made public through the Report of the evaluation results on the University website, respecting the principle of confidentiality.

Article 19

Initiation of the Evaluation

1. Quality Assurance Office develops the annual Plan of the quality assurance activities, elaborating the activities undertaken in each year, including the methodology and evaluation standards, as well as the responsible structures for their implementation.
2. Annual plan of the of quality assurance activities is approved by the Senate and published on the University's website.
3. Annual plan also includes the evaluation activities of the faculties, as they develop their respective detailed evaluation plans.



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4. Additional evaluation activities can also be initiated in cases where an issue is addressed by relevant stakeholders, such as: the Ministry of Education, Science, Technology and Innovation (MESTI), the Rectorate and the Senate.

Article 20

Evaluation Standards and Principles

1. Quality evaluations are conducted with the aim of improvement and not prejudice.
2. Evaluation process is based on the principle of partnership of all parties and actors involved in the evaluation process.
3. Evaluations carried out within the quality assurance system are based on the National and European Quality Assurance Standards.
4. All summarized reports of the evaluation activities related to quality assurance will be transparent and the same will be published.

Article 21

Accompanying Implementation Documents

1. University Senate, based on the the recommendations of the Quality Assurance Office and the Central Quality Assurance Committee, approves the relevant documents for the quality assurance.
2. This regulation provides the instruments to produce quantitative and qualitative data for each evaluation, as well as procedures detailed roles of the responsible structures for evaluation activities provided for in this Regulation.

Article 22

Instruments for Evaluating Performance of the Academic Staff

1. Performance evaluation of of the academic staff is based on the instruments and criteria presented in the following table (Table 1):
2. For performance evaluation criteria 1, 2, and 3, the evaluation of academic staff performance is applied two (2) times per year, at the end of each semester. Whereas, for performance evaluation criteria 4 and 5, the evaluation of academic staff is applied once (1) per year, at the end of the calendar year/winter semester.
3. Performance evaluation for external associates for criteria 1, 2 and 3, is applied at the end of each semester.



Table 1. Performance evaluation criteria of the academic staff

Evaluation criteria*		Percent (%)
1.	Evaluation by students	20%
2.	Inter-collegial evaluation	10%
3.	Evaluation from the Dean	15%
4.	Scientific publications and participation in conferences	30%
5.	Contribution to University and contribution to society	25%
Total evaluation:		100%

* The narrow content of the evaluation criteria is defined in the questionnaire/report form.

Article 23

Measures from the Results of the Academic Staff Performance Evaluation

1. Quality Assurance Office, Central Quality Assurance Committee, Dean's Office, Rectorate and the Senate initiate incentive or corrective programs for academic and administrative staff based on the results of performance evaluation and after comprehensive analyses.
2. University and faculties, in cooperation with the Center for Excellence in Teaching (CET), are obliged to design training programs every year, based on the needs of the academic and administrative staff, according to the findings of performance evaluation.
3. Every year, the best official, professor, and assistant at the University level is selected, and the Rector will award them with the letters of gratitude, during an thankful meeting.

Article 24

Quality Assurance Instruments

Instruments used to evaluate quality in all the above categories:

1. Observation;
2. Questionnaires;
3. Interviews;
4. Monitoring;
5. Self-evaluation reports.



Article 25

Internal Evaluation

1. On a periodic basis, the University conducts institutional and study programs self-evaluation to identify advantages, weaknesses, opportunities and risks. The Self-evaluation Report is conducted at least once every three (3) years and presents a real overview of all areas of development. During the Self-evaluation process, all stakeholders are involved.

Article 26

External Evaluation

1. University is subject to external institutional and study programs evaluation by the Kosovo Accreditation Agency (KAA).
2. External evaluators are international experts (ET) who evaluate institution and study programs.
3. Their comments and recommendations are taken into consideration and implemented.
4. External community stakeholders are also included in the evaluation of study programs, including the Industrial Advisory Boards (IBAs) of the academic units, business community and other external stakeholders. For this purpose, a periodic survey is organized through special questionnaires.

Article 27

Regulation Annexes

1. Annexes of this regulation are:
 1. Key Performance Indicators (KPI).
 2. Questionnaires.
 3. Reporting forms.
 4. Brief description of the content of each quality assurance questionnaire.

Article 28

Amendment, Entry into Force and Implementation

1. This Regulation shall enter into force upon approval by the University Senate.
2. This Regulation may also be supplemented and amended at the Rector's, Quality Assurance Central Committee, and Quality Assurance Office request and is then approved by the University Senate.



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3. With the entry into force of this regulation, is abolished the previous quality assurance regulation no. 01-495 date 30.12.2019.

Chairman of the University Senate

Prof. Asoc. Dr. Samedin Krrabaj



Annex 1

KEY PERFORMANCE INDICATORS (KPI)

University "Ukshin Hoti" Prizren

University "Ukshin Hoti" Prizren has established Key Performance Indicators (KPI), which constitute a matrix of the University's performance, which can be tracked, measured, compared and analyzed. The University has defined the KPIs to set standards and measure progress and competitiveness with other academic institutions within the country and abroad.

Through KPIs, the University aims to monitor the progress of the institution, study programs, academic units, students, etc., towards the fulfillment of the strategic objectives of the University and quality standards. Therefore, the University, through KPIs, understands and measures the achieved success. In this framework, the University compares the performance with the institution's past and compares the University within the country, the region and beyond. Depending on the results, the University has a clear view and takes appropriate measures at proper time in relation to the estimated results and planned objectives. The university has compiled them into 8 main categories. Depending on the indicator, statistics are derived at the level of course, study programs, academic units and the University as a whole.

Key Performance Indicators (KPI)	
No	Description of the performance indicator
1.	Number of students and student progress
2.	Development of the study programs
3.	Development of scientific research
4.	Community service and knowledge transfer
5.	Student/graduate employment
6.	International cooperation and mobility
7.	University staff development
8.	Infrastructure and financial performance



Key Performance Indicators (KPI)

KPI 1: Number of Students and Student Progress		
No	Description of the performance indicator	Unit
1.	Enrolled students (total)	No.
2.	Enrolled students (Bachelor)	No.
3.	Enrolled students (Master)	No.
4.	Enrolled students (PhD)	No.
5.	Enrolled international students (total)	No.
6.	Average grade (total)	Average grade
7.	Average grade (Bachelor)	Average grade
8.	Average grade (Master)	Average grade
9.	Average grade (PhD)	Average grade
10.	Student dropout rate (total)	%
11.	Student dropout rate (Bachelor)	%
12.	Student dropout rate (Master)	%
13.	Student dropout rate (PhD)	%
14.	Students who finish their studies within the minimum duration (total)	%
15.	Students who finish their studies within the minimum duration (Bachelor)	%
16.	Students who finish their studies within the minimum duration (Master)	%
17.	Students who finish their studies within the minimum duration (PhD)	%
18.	Scholarships for students (Bachelor/Master/PhD)	No.
19.	Scholarship fund for students	EUR
20.	Repetition of the academic year (Bachelor)	No.
21.	Repetition of the academic year (Master)	No.
22.	Repetition of the academic year (PhD)	No.
23.	Implemented quality improvement recommendations by the management	No.
KPI 2: Development of the Study Programs		
No	Description of the performance indicator	Unit
1.	Accredited study programs (total)	No.
2.	Accredited study programs (Bachelor)	No.
3.	Accredited study programs (Master)	No.
4.	Accredited study programs (PhD)	No.
5.	Applications for accreditation of the new study programs	No.
6.	Applications for re-creditation of existing study programs	No.



7.	Study programs in cooperation with other universities	No.
8.	Implemented quality improvement recommendations by the management	No.
KPI 3: Development of Scientific Research		
No	Description of the performance indicator	Unit
1.	University research centers	No.
2.	Research departments	No.
3.	Applications for research projects with external funding	No.
4.	Current research projects with external funding	No.
5.	Organized scientific conferences	No.
6.	Research scholarships (PhD)	No.
7.	Research scholarships (Post-Doc)	No.
8.	Scientific publications (Web of Science)	No.
9.	Scientific publications (Scopus)	No.
10.	Scientific publications (EBSCO, DOAJ, WorldCat)	No.
11.	Monographs	No.
12.	Books	No.
13.	Book chapters	No.
14.	Papers at international scientific conferences (Proceedings)	No.
15.	Papers at regional and national scientific conferences	No.
16.	Citations of the academic staff publications (GoogleScholar, WoS, Scopus)	No. & No./staff
17.	Ratio number of papers/academic staff	No.
18.	Publications co-authored by academic staff/students	No.
19.	Participation in the editorial boards of scientific journals	No.
20.	Participation in reviews for scientific journals	No.
21.	Implemented quality improvement recommendations by the management	No.
KPI 4: Community Service and Knowledge Transfer		
No	Description of the performance indicator	Unit
1.	Alumni/graduates registered in the Alumni Association	No.
2.	Meetings with the Industrial Advisory Board (IAB)	No.
3.	Artistic and cultural activities	No.
4.	Extracurricular activities	No.
5.	Promotional activities for the University/Faculty/Study program	No.
6.	Activities for the promotion of academic knowledge	No.
7.	Professional courses offered to the community	No.
8.	Joint activities with national universities	No.



9.	Joint research projects with industry	No.
10.	Consulting services	No.
11.	Training provided by the University to third parties	No.
12.	Workshops, seminars and symposia	No.
13.	Implemented quality improvement recommendations by the management	No.

KPI 5: Student/Graduates Employment

No	Description of the performance indicator	Unit
1.	Internships conducted by students (Bachelor)	No.
2.	Internships conducted by students (Master)	No.
3.	Internships conducted by students (PhD)	No.
4.	Internships conducted by students resulting in employment	No.
5.	Employed students after graduation (Bachelor)	%
6.	Employed students after graduation (Master)	%
7.	Employed students after graduation (PhD)	%
8.	Students employed in their field of study (Bachelor)	%
9.	Students employed in their field of study (Master)	%
10.	Students employed in their field of study (PhD)	%
11.	Students who continue their studies 1 year after graduation (Bachelor)	%
12.	Students who continue their studies 1 year after graduation (Master)	%
13.	Students who continue their studies 1 year after graduation (PhD)	%
14.	Implemented quality improvement recommendations by the management	No.

KPI 6: International Cooperation and Mobility

No	Description of the performance indicator	Unit
1.	Student mobility (incoming)	No.
2.	Student mobility (incoming, including International Summer School)	No.
3.	Student mobility (outgoing)	No.
4.	Mobility of academic staff (incoming)	No.
5.	Mobility of academic staff (outgoing)	No.
6.	International visiting academic staff	No.
7.	Mobility of academic staff (incoming from the countries of the region)	No.
8.	Mobility of academic staff (outgoing in the countries of the region)	No.
9.	MoU signed with international partners/universities	No.
10.	MoU signed with regional partner/universities	No.
11.	MoU signed with national partner/universities	No.
12.	Study programs with international universities	No.



13.	Projects in cooperation with international partners	No.
14.	Memberships in international and regional networks/associations	No.
15.	Implemented quality improvement recommendations by the management	No.
KPI 7: University Staff Development		
No	Description of the performance indicator	Unit
1.	Full-time academic staff (total)	No.
2.	Full-time academic staff (with PhD degree)	No.
3.	Full-time academic staff (full professor)	No.
4.	Full-time academic staff (associate professor)	No.
5.	Full-time academic staff (assistant professor)	No.
6.	Courses taught by full-time staff	No. professor/course
7.	Courses taught by external associates	No. professor/course
8.	Full-time staff/student ratio (University level)	No.
9.	Full-time staff/student ratio (Academic unit level)	No.
10.	Full-time staff/student ratio (Study program level)	No.
11.	Professional trainings for staff development	No.
12.	Scientific publications (Web of Science)	No. publication/staff
13.	Scientific publications (Scopus)	No. publication/staff
14.	Scientific publications (EBSCO, DOAJ, WorldCat)	No. publication/staff
15.	Monographs	No. monograph/staff
16.	Books	No. books/staf
17.	Book chapters	No. chapter/staff
18.	Papers at international scientific conferences (Proceedings)	No. publication/staff
19.	Papers at regional and national scientific conferences	No. publication/staff
20.	Commitments and contributions to the University (contribution/staff ratio)	No. contribut/staff
21.	Commitments and contributions to the community (contribution/staff ratio)	No. contribut/staff
22.	Implemented quality improvement recommendations by the management	No.
KPI 8: Infrastructure and Financial Performance		
No	Description of the performance indicator	Unit
1.	Students/infrastructure ratio	student/m ²
2.	Income from government grant	EUR
3.	Income from national projects	EUR
4.	Income from international projects	EUR
5.	Income from consulting services	EUR
6.	Income from donations	EUR



7.	Teaching classes	No./m ²
8.	Projectors	No.
9.	Smart boards	No.
10.	Laboratories for practical work	No.
11.	Expanded area	m ²
12.	Renovated area	m ²
13.	Scholarships for students	No.
14.	Fund of books in libraries	No.
15.	Access to electronic libraries (E-library)	No. of access
16.	Infrastructure for people with disabilities (entrance slope/elevators/toilets/equipments)	No./m ²
17.	Implemented quality improvement recommendations by the management	No.

Annex 2. Questionnaires Content

Questionnaire	Content
A.1 Questionnaire for teacher and assistant evaluation	<p>The questionnaire is intended for bachelor and master level students. The evaluation is made in the scale from 1-5. The questionnaire includes questions related to:</p> <ul style="list-style-type: none"> ▪ Effectiveness of teaching, ▪ Teacher-student relationship, ▪ Ethical behavior of the teacher. <p>The questionnaire is designed to provide information about the full implementation of the syllabus, professional development, teaching methods, time management, satisfaction with assessment, willingness to provide consultations, behavior of teachers/assistants. The questionnaire is carried out twice a year, at the end of the semester and is one of the criteria of the academic staff performance. Teachers are notified in real time on student evaluation results from the Electronic Evaluation System.</p>
A.2 Questionnaire for inter-collegial evaluation	<p>The questionnaire is intended for academic staff. The inter-collegial evaluation is carried out twice a year and is one of the criteria of the academic staff performance. The questionnaire is launched for all academic units.</p> <p>The questionnaire is divided into 2 levels which are evaluated in the scale from 1-5.</p> <ul style="list-style-type: none"> ▪ Collegial cooperation and communication (5%), and ▪ Interpersonal relationship and ethical collegial behavior (5%). <p>The questionnaire aims to identify priorities and needs for improvement in inter-collegial relations. Teachers are notified of their performance every semester, including results of inter-collegial evaluation.</p>
A.3 Evaluation report by the Dean	<p>The questionnaire is intended for the Deans to evaluate the staff of the academic units, and is carried out twice a year and is one of the criteria that determine the performance of the academic staff.</p> <p>The questionnaire is divided into 3 evaluation criteria, as well as an open-ended question where is evaluated:</p> <ul style="list-style-type: none"> ▪ Regular attendance (10%), ▪ Regular presence in exams and consultations (5%), ▪ Ethical behavior with students and colleagues (5%). <p>The purpose of the questionnaire is evaluation by the head of the academic unit in order to provide information for improvement. Teachers are notified in real time about the evaluation by the Dean through Electronic Evaluation System.</p>
A.4 Evaluation report for scientific publications and conference attendance	<p>The questionnaire is intended for the full-time academic staff in order to evidence the achievement of the staff in:</p>



	<ul style="list-style-type: none"> ▪ Publication of scientific papers (1 scientific paper on the platforms according to MESTI Administrative Instruction) is evaluated with 0% or 15%, and ▪ Participation in conferences, congresses and workshops that is evaluated with 0% or 5%. <p>The assessment is based on factual evidence. The questionnaire is carried out once a year and is one of the criteria that determine the performance of the academic staff.</p>
<p>A.5 Evaluation report on contribution to the University and contribution to society</p>	<p>The questionnaire is intended for the full-time academic staff in order to encourage staff in:</p> <ul style="list-style-type: none"> ▪ Active participation in the University committees, working groups and group of experts, is evaluated with 0% or 15%, and ▪ Active participation in community service activities (volunteer work, workshops, expertise, etc.) is evaluated with 0% or 10%. <p>The questionnaire is carried out once a year for the full-time academic staff and is one of the criteria that determine the performance of the academic staff.</p>
<p>A.6 General evaluation (programmes, administrative services, faculty, library, infrastructure, management bodies)</p>	<p>The questionnaire is intended for students. The comprehensive evaluation is designed to provide comprehensive information from students. The questionnaire is divided into 6 pillars/categories for assessment:</p> <ul style="list-style-type: none"> ▪ Study program ▪ Faculty, governance and student services ▪ Administrative services of the university ▪ Library ▪ Infrastructure ▪ Extracurricular activities
<p>A.7 Questionnaire for Dean's performance evaluation</p>	<p>The questionnaire is intended for the academic staff, for evaluating the work of the Dean of the academic unit. The evaluation of the Dean's performance is carried out once a year. The purpose of the questionnaire is the comprehensive evaluation of the Dean's performance, such as:</p> <ul style="list-style-type: none"> ▪ Vision and development of the academic unit ▪ Governance and decision making ▪ Motivation and support of the research-scientific work ▪ Encouraging discussions within the academic unit ▪ Representation inside and outside the university
<p>A.8 Questionnaire for graduating students</p>	<p>The questionnaire is intended for students on the verge of graduation, for each study program. The questionnaire is completed during the initiation of the diploma. The questionnaire is divided into three pillars/categories:</p> <ul style="list-style-type: none"> ▪ Study program ▪ Teaching and assessment ▪ Student treatment and learning support <p>The purpose of the questionnaire is to collect information related to the content of the program, coherence of the program over the years,</p>



	<p>expectations, teaching, exercises, practical work, involvement of students in research work, mobility, evaluation, exam deadlines, teacher/student relations, consultation, mentoring, career and alumni service, professional preparation during studies, ECTS, expectations from the program etc.</p>
<p>A.9 Evaluation questionnaire by academic staff</p>	<p>The questionnaire is intended for the academic staff and is carried out once a year. The questionnaire is divided into three pillars/categories:</p> <ul style="list-style-type: none"> ▪ Management and participation ▪ Research - scientific work ▪ Infrastructure <p>The purpose of the questionnaire is to provide information on institutionalization, transparency, participation in decision-making, criteria and academic promotion, innovation efforts, quality assurance, mission, vision of the University, strategic objectives, internationalization, professional development, number of students, syllabuses, ETCS, mobility, heads of academic units, communication academic staff /student/ administrative staff, library services, cooperation for research - scientific work, trainings, projects, extracurricular activities, infrastructure, hygiene, IT services, communication tools, website etc.</p>
<p>A.10 Evaluation questionnaire by administrative staff</p>	<p>The questionnaire is intended for administrative staff at the central and academic unit level. The questionnaire is carried out once a year. The purpose of the questionnaire is to identify weaknesses and deficiencies with the aim of improvement both at the central and at the academic unit level.</p> <p>The questionnaire aims to evaluate the institutionalization of the university, transparency, accountability, opportunities for decision-making, tasks/competences, cooperation with administrative staff, academic staff, student, advancement, work environments, freedom of expression, quality assurance efforts, internationalization, management, infrastructure, security, buffet services, information/communication services, website, expectations, etc.</p>
<p>A.11 Employers questionnaire (Industrial Advisory Boards)</p>	<p>The questionnaire is intended for employers, respectively IABs, and is carried out once a year.</p> <p>The purpose of the questionnaire is to increase cooperation with the business sector, to evaluate cooperation with the university/ academic unit, employers demand, practical work, communication with the university/academic unit, the participation of IABs in the educational process, the importance of cooperation, participation in structures of the University/ academic units.</p>
<p>A.12 Drop-out monitoring questionnaire</p>	<p>The questionnaire is intended for students who are un-registering at the bachelor and master levels, in all study programs. The questionnaire is carried out during the student's un-registration phase in order to collect information about the reasons for the student's withdrawal from studies in order to improve the quality and prevent</p>

	<p>students from withdrawing from studies. The questionnaire is divided into three categories and subcategories:</p> <ul style="list-style-type: none"> ▪ Personal reasons ▪ Migration ▪ Reason related to the program/subject/faculty ▪ Lack of studies in distance ▪ Change of faculty ▪ Employment ▪ Financial reason ▪ Studies abroad ▪ Other
<p>A.13 Form for intercollegiate observation in the lecture</p>	<p>The inter-collegial evaluation of the lecture is carried out twice a year, every semester. Inter-collegial observation takes place in the same or similar subject or field.</p> <p>The purpose of the report is:</p> <ul style="list-style-type: none"> ▪ Identifikimi i pjesëve e ligjëratis që e përmirësojnë procesin e mësimdhënies dhe mësimnxënies; ▪ Sygjerimet lidhur me procesin e mësimdhënies dhe mësimnxënies. ▪ Identification of parts of the lecture that improve the teaching and learning process; ▪ Suggestions related to the teaching and learning process. <p>At the end of the observation, is written a report that summarizes the ideas and objectives of the observation process.</p>
<p>A.14 Teacher self-evaluation questionnaire</p>	<p>Teachers' self-evaluation questionnaire is carried out once a year by the academic staff of the university. The purpose of the questionnaire is to identify positive aspects and improvements that should be carried out.</p> <p>The questionnaire includes questions on the utilized potential, respecting the schedule and co-workers, expectations, time dedicated to research, student evaluation, teaching techniques, resources for lectures, participation in conferences/trainings, mentoring, contribution to the development of curricula, study programs, etc.</p>
<p>A.15 Teacher/assistant professional development plan</p>	<p>The questionnaire is intended for academic staff and is carried out once a year. It aims to ensure quality in the teaching and learning process, the University is committed to support the professional development of all teachers and assistants through training and education, assigning tasks that help develop skills and gain experience, creating and sharing knowledge by learning others and self-learning at the same time.</p> <p>The questionnaire contains:</p> <ul style="list-style-type: none"> ▪ Teacher and assistant requirements for training and opportunities for professional development; ▪ Recommendations of the Central Quality Assurance Comitee for training and professional development based on the evaluation results.



A.16 Student tracking

Student tracking is intended for students who have completed their studies. The purpose of the questionnaire is to identify the degree of employment of graduated students, direction of employment, is their employment in the direction in which they graduated. Reports related to student tracking are developed once a year.

Evaluation reports are developed every semester at the level of academic units and on an annual basis at the University level. These reports present an overview of the performance of the institution as a whole, the faculties and other service units operating in the University. The annual evaluation report is a public document published in the University website.