



KOLEGJI UNIVERSITAR
BEDËR

**INSTITUTIONAL STRATEGIC PLAN
2018- 2023**

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I. INTRODUCTION

Higher education aims to develop and improve systems across all spheres, based on values such as freedom of expression, autonomy and academic freedom, the mobility of students and staff, making them more competitive and by strengthening their quality assurance mechanisms, with the main aim of integrating with the market and increasing the objective opportunities for employment of graduates.

This strategic plan carefully considers some of the most important trends that are of significant impact on the field of higher education:

- Student-centered teaching aims to overcome some of the problems associated with traditional methods of teaching in higher education focusing on students and their needs.
- The lifelong learning strategy, considered an essential and necessary element for dealing with the challenges of competition, which aims at using new technologies with the goal of improving social cohesion and equal opportunities for the quality of life.
- Employment of graduate students remains one of the universal qualities; and value measures of the university according to the diploma that it issues by dealing with the labor market where the student who has invested over the years has to turn to good for himself, his family and society. In this context, employment results in increased opportunities for graduates to promote themselves and the institution where they have completed their studies.
- Encouraging scientific research and innovation as a driving force for economic and social development, but also to maintain a broad knowledge base for the society - this should be part of the goals of higher education institutions in addition to the preparation of students for their professional life, citizenship active, and personal development.
- The international possibilities for students, academic and research staff is a growing trend and should be a priority because it is closely linked to increasing scientific productivity and career progression.
- Increased partnership between higher education institutions and others initially initiated as a simple student exchange has become an important practice whose popularity has increased significantly over the past 20 years. Recently interdisciplinary agreements where universities operating in different fields develop a common program are becoming increasingly common.
- The best use of technology in higher education has a clear impact on teaching models and learning processes. The online availability of courses offered by the best and best-known professors from prestigious universities is an opportunity but also a challenge that has a clear impact on the learning process.
- The growth of the social dimension of higher education is another challenge that must rely on the development and monitoring of education policies for economically impossible and tangible social strata including international mobility for these layers, particularly promoting

mobility of students in the field of education in view of the important role they will play in educating future generations.

The aforementioned trends are closely related to institutional strategies, which on one hand reflect the growing demands of an international educational model and on the other hand, respond to the requirements and needs of the primary national and international employers.

II. STRATEGIC ANALYSIS

A. HIGHER EDUCATION IN ALBANIA

The university system in Albania has undergone changes that have increased competition within the country and have liberalized admissions to the university. Based on these changes, in 2003 Albania became a fully-fledged member of the “Bologna Charter”.

Higher education institutions are organized in public, independent public institutions, and non-public public institutions which offer licensed study programs for which they issue diplomas after the accreditation of the institution and the study programs.

Higher education institutions offer accredited study programs organized in modules and rated in credits according to the European Credit Transfer and Accumulation System (ECTS).

Higher education institutions offer study programs in different cycles depending on the type of institution and programs with a high professional character and continuing education programs in areas where they meet the criteria and the required standards.

Reforming the higher education system has been one of the key priorities of recent years, particularly in terms of consolidating the treatment of higher education as a service and good public. Consequently, one of the main goals of this reform has been to preserve the basic principles of higher education such as: quality, equal opportunity, support for disadvantaged groups, free competition, admission for all on the basis of merit, support through scientific research and strategic development priorities of the country as well as the creation of mechanisms for increasing accountability to society and the public interest.

In higher education institutions an important considerations are scientific research, the extension of research activities and the structures of its realization. Part of higher education reform related to scientific research is the evaluation of its quality through approved procedures and reflection of its results in the ranking of institutions.

The quality of teaching has been the focus of this reform by setting clear objectives for improving the quality assurance system through the involvement of external and internal evaluation.

Based on legal changes, higher education institutions are responsible for drafting policies and procedures for internal quality assurance through periodic evaluation of the results of teaching and research activities.

B. STRATEGIC POSITION OF “BEDËR” UNIVERSITY COLLEGE

1. Mission

The mission of “Bedër” University College is to prepare qualified individuals through an education philosophy based on universal values, as well as to support scientific research aiming at putting in practice ideas and projects that influence the improvement of the life of the individual and the whole society

2. Vision

“Bedër” University College aims to be an elite institution of higher education in the country and the region in order to be the first alternative of education and research for Albanians wherever they are..

“Bedër” University College intends to become an educational institution of international character by offering study opportunities not only for Albanians but also to international student, which, in turn, will promote Albania as a regional center of higher education and scientific research.

3. Profile of “Bedër” University College

“Bedër” University College is an institution that operates on a non-profit basis and supports successful students who want to continue their higher education.

“Bedër” University College offers study programs in the field of humanities, social sciences, computer science, and information technology, bringing a clear profile to the Albanian and international higher education market.

Study programs in both cycles are organized in full compliance with the criteria set by the “Bologna Charter” and the Albanian Legislation on Higher Education.

“Bedër” University College aims to establish and consolidate an international profile, enabling students from Albanian speaking countries in the region and the diaspora as well as from some European countries and beyond. The composition of academic staff also reflects the international profile of the university college; this is reinforced by the university’s cooperation agreements established with universities and companies in the international community.

Research-based activities are an important criterion for the professionalism that characterizes the work BUC. “Bedër” University College, since its founding, has organized national and international conferences, open seminars, qualifying and stimulating activities contributing to science and society.

III. STRATEGIC OBJECTIVES AND IMPLEMENTATION STRATEGIES

A. TO A QUALIFIED EDUCATION

Purpose

“Bedër” University College aims to provide a qualitative education which becomes a guarantee for graduate students who are well-situated within the opportunities offered by the labor market. BUC encourages critical thinking, innovation and aspiration to achieve progress and success within and beyond the institution and enables students to apply the values and skills acquired in every aspect of their future life and career. BUC aims to achieve its educational goals by placing a special emphasis on scientific research, balancing study programs and a quality of education that provides students with practical skills for better integration with the future working environment.

STRATEGIC OBJECTIVES

- a. Ensuring a qualitative education that promotes critical thinking and preparing students for identification, building, and valuing arguments*

Initiative Specifics

- Striving towards an approach that in both, the teaching and assessment process, enables students to think critically and independently as the most effective way to prepare for future challenges.
- Moving on an assessment methodology that is based entirely on building critical thinking skills instead of traditional ways of evaluating.
- Moving from the traditional evaluation methodology into essays and presentations.
- Teaching and assessment at BUC provides all students with excellent opportunities to fulfill their full academic potential.
- Establishing an education environment that encourages students to raise reasonable questions.
- Monitoring academic progress and results in alternative ways.

- b. Ensuring an educational quality that provides students with practical skills for a better fit with the future work environment*

Initiative Specifics

- Changing the current employment strategy of part-time lecturers in order to be invited to each subject by providing practical skills in relevant areas of expertise.

- Collaborating between the departments for providing courses that ensure the appropriate combination of lectures, teaching practice, and practical work.
- Collaborating between departments to provide joint lectures for interested students from all departments and disciplines.
- Ensuring effective integration and cooperation between key units such as career planning office, academic advisors, student offices etc.
- Providing a computerized education system that will guarantee ‘online’ learning and better communication within the university.
- Maintaining close affiliation with student bodies in order to improve the collection and use of information received by students and graduates.

c. Increasing international experiences and opportunities for students

Initiative Specifics

- Extending international training as a distinctive feature of the “Bedër” University College especially when combined with learning and practical work where students can work and get acquainted with other experiences and cultures;
- Cultural awareness becomes a central part of international programs and experiences;
- Expanding opportunities for activities such as international internship opportunities student vacancies and teaching practices by transforming them into an important educational component;
- Ensuring inclusion in international programs that is sufficient to promote and support high quality educational experience;
- Encouraging cooperation with universities abroad to promote student exchange by being selective in relation to the number of programs.

B. QUALITY OF SCIENTIFIC RESEARCH

Purpose

BUC aims to provide a successful and interactive research community that generates ideas, creates new areas of knowledge, and influences the social, cultural, environmental and environmental change of Albania and global communities. Our research includes academic staff as well as students of the “Bachelor” and “Master” programs.

STRATEGIC OBJECTIVES

1. Promoting and supporting the active participation of academic staff and students of the “Bachelor” and “Master” program in research projects and activities

Initiative Specifics

- Increasing the current level of engagement and productivity of academic staff, graduates, and current students;
- Providing scholarships and support to motivate staff to increase the number of publications;
- Increasing the productivity of organizing workshops, conferences, seminars, trainings, and symposiums organized in cooperation with national and international institutions;
- Applying for funds from the European Union and other national and international institutions for research projects;
- Establishing internal and external evaluation mechanisms for measuring the results of scientific and professional research activities.

2. Supporting innovation and ideas that impact on promoting the development of society and increasing the international influence of the institution

Initiative Specifics

- Involving staff and students in expressing ideas, supporting innovation, and motivating them to gain and use their entrepreneurial and managerial skills;
- Expanding the range of personal and professional development programs, including scholarships, accessibility, and teaching resources;
- Promoting the innovative exchange of staff with industry, various institutions, and public service providers;
- Encouraging business and financial community links to support innovation and institution-related activities.

C. STUDENT ADMISSION

Purpose

“Bedër” University College aims to provide a qualitative and growing level of admitted students through the enhancement of the institution’s promotion commissions in secondary schools and admission of students and the continued strengthening of admission criteria for students in “Bachelor” and “Master”.

STRATEGIC OBJECTIVES

1. Increasing the quality of acceptance by attracting and graduating a quality and diverse student troupe

Initiative Specifics

- Revising and update the admissions process in order to ensure the sustainability and effectiveness of the best practices of the university;
- Aiming for attracting the best students at the national and international level;
- Maintaining current policy aimed at quality rather than quantity, determining the number of students, in line with the candidate’s quality and ability and the real opportunities to provide higher education;
- Ensuring equal opportunities for all students to fulfill their full potential of teaching and assessment at BUC;
- Monitoring progress and academic progress as key elements for achieving this goal.

2. Increasing the institution’s promotion and study programs in order to attract the best students

Initiative Specifics

- Intensifying academic and cultural promotional activities;
- Extending efforts to attract potential students after the announcement of the State Matura results and during the phases of applying to the high school;
- Promoting study programs and activities carried out by “Bedër” University College through all means of mass communication;
- Promoting through official websites, faculties, departments and different units of BUC, and to be periodically updated;
- Organizing promotional visits, seminars and workshops in high schools, together with students who have graduated from the respective schools in order to reveal the advantages offered by KUB;

- Developing competitions and projects for students in secondary schools;
- Increase participation in educational fairs inside and outside the country and disseminate information about support options (scholarships, accommodation, etc.);
- Cooperating with public and private institutions, with nonprofit organizations for attracting students from different social categories;
- Organizing summer schools with different topics for high school students;
- Organizing open days and orientation for young students;
- Establishing close links with regional education directorates in order to increase the opportunities to attract quality graduates;
- Consolidating financial support for successful students and talents in different fields.

D. STUDENT LIFE AND RELATIONSHIP WITH GRADUATES

Purpose

“Bedër” University College aims to create a multicultural environment that contributes to the enhancement of the quality of student life by making students feel at the center of the attention of an institution that focuses on student not only during student life but also in professional life.

STRATEGIC OBJECTIVES

1. Increasing student support from institutional structures in academic activity and training for the labor market

Initiative Specifics

- Following supportive policies for students through orientation and counseling activities;
- Supporting students to solve their needs in all study cycles, through the structures of academic advisers and career counselors;
- Preparing students for the labor market through seminar, training and career-oriented conferences;
- Seeking employment opportunities for all graduates in “Bachelor” and “Master” programs;
- Supporting the organization of work placements in the public and private sectors;
- Pursuing a supportive policy for specific social groups in need;

- Stimulating students to participate in student conferences and various research projects;
- Ensuring the conclusion of agreements with public institutions and private companies to facilitate the provision of services by them;
- Updating the library according to the respective fields as well as stimulate students to use the online library.
- Updating and developing the information system to facilitate student access.

2. *Supporting student clubs and social, cultural, and sports activities to provide a fuller experience of student life*

Initiative Specifics

- To be developed by student clubs for students in accordance with rules, environment, and discipline at BUC, social, cultural, intellectual and sports activities;
- Administrative offices engage in the organization of various social and cultural activities;
- Institution to encourage student engagement in high-level sports activities;
- Strongly support the integration of students into the city’s cultural life and beyond;
- Developing integration policies for students from other countries;
- Establishing the necessary infrastructure to enable the development of club activities;
- Enabling the provision of playgrounds and other student development activities.

Maintaining a consolidated and continuing relationship with graduate students through cooperation, development of professional networks, mentorship programs and participation in activities that promote the interests and values of the institution.

Initiative Specifics

- Organizing activities aimed at maintaining the relationship between students for the postgraduate period;
- Ensuring the functioning of the councils of graduates;
- Conducting periodic meetings with graduates;
- Following favorable policies for hiring graduates;
- Awards for graduates with the highest achievements in the profession;
- Inviting graduates to refer different topics to current students.

E. SUSTAINABLE IMPACT

Purpose

BUC intends to make an intellectual, educational, economic, scientific, and cultural contribution to Albanian society and beyond as well as to promote understanding, cooperation and support for the institution and its work.

STRATEGIC OBJECTIVES

1. Supporting best practices in teaching and research in higher education institutions, institutional management, and community relations

Initiative Specifics

- Conducting research, scientific, cultural and practical research activities closely related to academic activity and study programs being developed at BUC;
- Creating opportunities for learning and education through academic training, scientific research and work in practice or innovation;
- Increasing the quality of teaching through the implementation of strategies for the training of academic staff and the practical implementation of theoretical knowledge;
- Meeting current student requirements in different areas of education and to provide additional courses and support;
- Encouraging and support students and high school students by organizing competitions and debates on the challenges and challenges facing society today;
- Encouraging lecturers of the institution to hold lectures in various institutions of secondary and higher education, working closely with relevant institutions;
- Strengthening cooperation with central, local, and international institutions in our country to fulfill the vision and purpose of the institution as well as integration into long-term educational projects;
- Build a wider, knowledgeable, engaging, and supportive “ALUMNI” community through a constant contact by organizing meetings and periodic activities.

2. Developing the vision of the institution and increasing its contribution to sustainable development

Initiative Specifics

- Maintaining continuous contacts with graduate students, Albanian and foreign lecturers who have been an integral part of the institution at different times in order to build bridges of cooperation and integration for staff and

students in programs aimed at enhancing academic, intellectual, cultural, social, etc .;

- Assessing the contribution of graduates and make efforts to increase their involvement in the realization of the mission of the institution by associating us in today and the future;;
- Encouraging and supporting individuals and staffing teams and students to participate in sporting events and competitions by undertaking volunteer activities promoted by our institution;
- Inviting citizens and members of our wide community to participate in lectures, conferences and cultural and sports activities;
- Supporting projects and initiatives aimed at assisting the community and vulnerable groups;
- Opening the publishing enity of the university in order to encourage academic staff and students to publish their works and scientific research;
- Finalizing the university campus that will provide all the modern logistics conditions the university needs.

F. SOCIAL RESPONSIBILITY

Purpose

BUC aims to create an environment in which students, staff and the broader community feel inspired, supported and engaging and contribute to social responsibility, institution sustainability, and beyond..

STRATEGIC OBJECTIVES

1. Providing an academic environment that inspires and supports ethical and social values, community, and social responsibility

Initiative Specifics

- Maximizing the institution's contribution to society;
- Building an infrastructure where it can be operated to meet national and regional environmental sustainability and social responsibility objectives;
- Maintaining high ethical standards;
- Identifying high priority social issues through the Public Relations Office and develop research and implementation of drafted projects;
- Determining different means and methods of communication through which to share with the interested public sectors the results of the research activity of the "Bedër" University College;
- Organizing programs and educational activities in order to increase public involvement;
- Organizing activities, seminars, and trainings on social responsibility, in cooperation with other universities in order to exchange experiences;
- Increasing the possibility of visiting the public on certain days by organizing scientific and cultural activities;
- Motivating all students and staff of "Bedër" University College to become more effective in supporting best practices regarding social responsibility and sustainability.

2. Encouraging the support of vulnerable groups and vulnerable groups

Initiative Specifics

- Encouraging and invite individuals and scholars from the community to publish their work on vulnerable strata in the scientific journals of the institution;
- Encouraging and supporting disadvantaged groups and different social groups by providing scholarships for specific categories;
- Cooperating with education authorities and local government to pursue educational projects for vulnerable groups.

G. HUMAN RESOURCES

Purpose

BUC aims to provide full support for the development and promotion of academic and administrative staff. Education, training, and continuous development are the most important points in which the human resources office is concentrated..

STRATEGIC OBJECTIVES

1. *Promoting and supporting policies that ensure employment and retention of professional and productive staff*

Initiative Specifics

- Consolidating the collegial culture of tolerance and ethics in the work of direct employee engagement and increase of transparency;
- Updating the policies and structure of awards for personnel achievements;
- Reviewing the areas and levels of study for each job position;
- Undertaking further qualifications and further specializations for staff institution development by investing in professional development programs to improve staff skills and productivity;
- Informing the staff about the importance of education, self-care, and behavioral ethics to improve the working climate;
- Encouraging cooperation with individuals and departments outside the institution to expand the range of services provided;
- Adding 'online' services through the BIS information management system to improve the human resource office service processes;
- Conducting regular staff survey related to the improvement of services provided by the human resources office, systemic organizational assessments, and cooperation with other offices to improve the working climate in the institution;
- Recruitment of new staff is based on diversity;
- Creating opportunities for recruiting a higher number of foreign academic staff and encouraging diversity for such a working environment.

H. INFRASTRUCTURE AND FINANCIAL RESOURCES

Purpose

BUC aims to provide a sustainable financial base that provides the infrastructure and services appropriate to a modern education system and social environment that contribute to the strengthening and fulfillment of strategic goals..

STRATEGIC OBJECTIVES

1. *Developing and supporting policies that ensure financial sustainability, an infrastructure and a modern system of higher education*

Initiative Specifics

- Ensure the sustainability and continuity of quality and experience created in infrastructure including all physical elements, our information technology (IT), library and services;
- Providing quality facilities and services to all staff and students effectively managed;
- Addressing the ongoing needs for improvement of space and standardization of the physical conditions of study facilities and common spaces;
- Completing the construction of the campus of the "Bedër" University College;
- Ensuring high standards of accountability, integrity and financial control.;
- Reviewing and updating short-term and mid-term financial strategies by conducting periodic annual financial stability assessments;
- Ensuring and managing funds to support investment in infrastructure and development of academic and social activities and expenditure control;
- Encouraging academic units to participate in international projects with external funding;
- Providing third-party income by offering them consultancy on a contractual basis;
- Providing academic studies for certain social cases and groups where students apply for financial support through scholarships.