



SHKOLLA E LARTË  
HËNA E PLOTË BEDËR

INSTITUTIONAL  
STRATEGIC PLAN

2012- 2017



HEI “HËNA E PLOTË” BEDËR

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PLAN**

**2012- 2017**

**HEI “Hëna e Plotë” Bedër  
Strategic Plan 2012–2017  
was approved at the HEI “Hëna e Plotë” Bedër  
Senate meeting  
held on October 05, 2012**

**HEI “Hëna e Plotë” Bedër  
“Jordan Misja” St., Tirana- Albania**

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## **RECTOR'S INTRODUCTION**

The Higher Education Institution “Hëna e Plotë” (Bedër) has a strong and positive position and is making an important contribution to the economic, social and cultural well-being of Albania. Enabling the staff and students taking part in the heart of our agenda, we will deliver an outstanding staff and student experience. We are making fundamental investments, providing scholarships to our students than ever before. We are also constantly developing our partnerships with national and international institutions.

The focus provided by our strategic plans has helped us achieve the progress and success we now enjoy, that is why our Strategic Plan 2012-2017 is at the heart of our future aspirations. Our 2012-2017 plan sets out how we see the Higher Education Institution “Hëna e Plotë” (Bedër) continuing beyond boundaries and embrace opportunities. This strategic plan will enable us to be ever more responsible to changes in our operating environment.

The goals and the inspirational targets in our strategic plan indicate our devotion to achieve the mission and vision of HEI “Hëna e Plotë” Bedër. The level of involvement and enthusiasm demonstrated by our personnel, staff and students, in enhancing this plan, gives us the belief and confidence that all together we will achieve our goals for the future.

I express my sincere thanks to the Strategic Plan Committee of Higher Education Institution “Hëna e Plotë” (Bedër) for their commitment and continuous works for the preparation of the strategic plan.

**Dr.Ferdinand Gjana**  
**Rector**

## 1. INTRODUCTION

Higher Education Institution (HEI) “Hëna e Plotë” (Bedër) was established on April 2011, by Decision of the Council of Ministers, no. 286, dated 6. 04.2011. From its inception has charted distinct pathways to academic quality. It has been aptly described from the establishment, broad in scope, open and accessible to all.

This strategic plan aims to lay down broad strategies for the HEI “Hëna e Plotë” (Bedër) and shows the way how to enable those strategies. It is focused on the following issues: student admissions, quality of education, quality of research, support of innovation and enablers.

The Strategic Plan outlines a framework for the work of the HEI “Hëna e Plotë” (Bedër) over the 5 years, setting out from the premise that its work should continue to be guided by the core values and objectives articulated in 2011, year of foundation. These are set out in the opening section. The Strategic Challenge section, which follows, lays out the main challenges to the achievement of our objectives likely to face us over the period 2012 to 2017. The body of the plan is then made up of a series of individual strategies relating to different areas of the institution’s work, and setting out how those challenges are to be addressed over the planning period ahead. The individual strategy sections begin with the core activities of the institution’s work – learning and teaching, research, and wider engagement with society – followed by enabling strategies sections on the education, research, wider engagement with society, personnel, admissions and access of students and space.

HEI “Hëna e Plotë” (Bedër) Strategic Plan 2012 – 2017 comprises Strategic Programs which aim at further increasing our institution’s performance within the anticipated national and international higher education and research environment.

This strategy assumes that HEI “Hëna e Plotë” (Bedër) academic strengths stem from and are based in departments. This is likely to be even more important in the future because the changing environment for higher education in general and HEI “Hëna e Plotë” (Bedër) in particular suggests the need for a greater institutional capacity to act as a unit for example, to become more adaptable, more efficient, more collaborative, and to create more “connective tissue” among the distinct parts.

The development and implementation of specific actions within this plan will be scrutinized and monitored through the usual processes. It is the responsibility of the Strategic Planning Committee to oversee the work associated with each strategy and to report regularly to Senate at least once a year. The divisions of institution (Faculties, department, research and development centers and other units) five-year strategic plan’s progress will be monitored and discussed by the Senate meeting annually. The Strategic Plan was approved by Senate on the meeting no. 2012/001, decision no. 4, dated 05 / 10. 2012.

## 2. OUR MISSION

- The mission of HEI “Hëna e Plotë”(Bedër) is to prepare qualified individuals through an education philosophy based on universal values, as well as to support research aiming at putting in practice ideas and projects that influence the improvement of the life of the individual and the whole society.
- The mission of HEI “Hëna e Plotë” (Bedër) has been conceptualized at complete accordance with the general mission of higher education in the Republic of Albania, as provided in Article 2 of the law “On higher education in the Republic of Albania”, with the international standards, as well as with the peculiarities and innovations that this institution aims to bring to our country and beyond.

## 3. OUR VISION

The vision of our institution is the creation, spreading and duration of knowledge. As an excellent institution our goals are to:

- admit and increase promising students, qualified staff and be a leading institution in the region;
- develop its position as one of the best teaching institutions in the region and to measure its progress against the highest local, regional and international standards;
- provide the excellent quality learning and teaching environment for the students and conduct one of the best educational portfolio;
- graduate our students with fully equipped to receive the highest personal and professional standards;
- make an outstanding sustainable and socially responsible contribution to Albania and the region, promoting economic growth and cultural wellbeing.

## 4. CORE VALUES

- Respect for universal legal and ethical principles, and the promotion of justice, fairness and personal integrity
- A pluralistic culture, based on respect for diversity of religion, language, gender, nationality, colour and opinion
- A strong sense of institutional identity, prioritizing the pursuit of personal and institutional excellence
- Belief in the universality of education and research, and openness to innovation and original thought
- Continuous interaction with the local community and broader Albanian society as a pioneer and model for spreading the benefits of learning and research
- A student-focused, transparent, and sensitive approach to institutional governance, giving importance to the harmonious interaction of personnel and students, and the creation of a safe, happy and sustainable University environment.

## 5. STRATEGIC AIMS

Our strategic aims are to strengthen our student admission criteria, to enhance the quality of education, to increase the impact of our research and support innovation.

### 5.1. STUDENT ADMISSION

High quality is very important in student admission at the HEI “Hëna e Plotë” (Bedër). All student admission committee pay great attention to the students` selection.

#### **Aims**

Continuously strengthen our student admission criteria to undergraduate and graduate programmes

#### **Strategies**

##### 5.1.1. Promotion

- Intensify promotion activities like academic and cultural activities
- Maintain and expand the efforts to reach potential students upon the announcement of national entrance exam results and convincing them to choose HEI “Hëna e Plotë” (Bedër)
- Enhance the presence of HEI “Hëna e Plotë” (Bedër) in social network sites and carry out effective promotion towards potential students by having HEI “Hëna e Plotë” (Bedër) academic and cultural activities posted on such sites
- Share the studies and activities carried out by HEI “Hëna e Plotë” (Bedër) with the public through all sorts of mass media tools
- Have promotional tools professionally developed, in particular, the websites of HEI “Hëna e Plotë” (Bedër) faculties, departments and programs and ensure that such tools are periodically updated
- Plan promotional visits and organize seminars, workshops aimed at prospective students from high schools
- Arrange project competitions for high-achieving students in high schools
- Enable more effective involvement of alumni and their achievements in promoting HEI “Hëna e Plotë” (Bedër)
- Participate in educational fairs abroad and carry out effective promotion with booklets/fliers etc.; provide information regarding support opportunities (scholarships, accommodation, etc.)

### 5.1.2. Attracting top quality students to our programs

- Promote effectively our programs (improving websites, preparing booklets and promotional documents, etc.)
- Improve financial support for prospective students
- Establish a “*Scholarship Committee*” and provide support such as scholarships, accommodation, funding for food from diverse sources
- Review the requirements for graduate admissions, and reconsider English proficiency exams accepted in admissions
- Develop research scholarship opportunities for foreign students
- Sign partnership agreements in order to attract high quality students from some selected universities abroad (particularly from the region); broadening the implementation of exchange programs and students
- Create internship opportunities in the private sector
- Enhance both the websites for foreign students and the English content of important documents

## 5.2. QUALITY of EDUCATION

### **Aims**

Education and research are equally important at the HEI “Hëna e Plotë” (Bedër). An academic education is the focus of everyone at the HEI “Hëna e Plotë” (Bedër). Ultimately, the HEI “Hëna e Plotë” (Bedër) seeks to achieve its educational objectives through a strong emphasis on research, a well-balanced and differentiated range of study programmes and an ambitious study environment. To increase our students a permanent desire for knowledge and encourage innovative, independent attitude and aspiration to achieve progress and success within and beyond the institution.

### **Strategies:**

- Provide an exceptional education for both undergraduates and graduates, characterized by the close contact of students with distinguished scholars in the respective department
- Use our leading strengths in research to underpin and inform our teaching
- Enhance each student’s capacity to learn by enquiry and deep study
- Provide an atmosphere in which teaching and learning is highly valued
- Make our study programs a preference for national and international students
- Strengthen connections with universities in the same league, signing agreements for undergraduate programs, continuing with dual-degree program agreements; rendering student exchange programs effective
- Introduce further flexibility in study patterns, while maintaining the integrity and breadth of its curriculum, through articulations with strategic partner providers

- Develop and implement assessment, evaluation and improvement procedures that incorporate external stakeholder views (through means such as advisory committees etc.)
- Motivate and prepare our students to gain an experience abroad as part of their degree, as holiday work or volunteering, or to undertake national or international work-based learning
- Have the advisory system provide the necessary training for applying diverse assessment techniques in the evaluation of academic success
- Work with employers, professional bodies, alumni and other stakeholders to ensure our degree programmes are responsive to need, producing graduates with socially and economically valuable attributes and expertise
- Enable our staff to use new technologies as part of enhancing the learning experience, and to deliver prompt and effective feedback
- Develop and support our new supervisors approach to lead each student's academic plan and educational progress, promote them to take responsibility of their learning and development and plan for their future career.

### 5.3. QUALITY of RESEARCH

#### **Aims**

To provide a successful and interactive research community that generates ideas and discoveries, creates new fields of knowledge and makes a difference to the societal, cultural, environmental development of Albania and global communities. Our research includes the academic staff, undergraduate and graduate research students.

#### **Strategies**

##### **To meet our aims we will:**

- enable our academic staff, undergraduate and graduate students to engage with research and the processes of discovery, knowledge generation and knowledge exchange
- realize the full potential of the breadth and volume of our research base
- deliver high quality with impact
- organize workshops with stakeholder participation in order to identify the problems and areas of top priority
- provide opportunities for the development of multi-partner projects in areas of top priority
- utilize the institution - industry collaboration and the opportunities provided by other universities or business sector as a means to develop multi-partner projects
- create external assessment mechanisms for the assessment of the performance of interdisciplinary activities (graduate programs, research activities, etc.)
- shape and secure strategic partnerships with research funders
- drive increased high-impact knowledge exchange and public engagement

- maximize our competitive research funding success, with a new emphasis on large and cross-disciplinary proposals
- generate scholarships and fellowships
- drive forward sustainable use of equipment, and efficiency in other research costs raising the profile of our research activity and expertise, both internally and globally.
- prepare qualified researchers
- make arrangements and taking measures aimed at increasing the number of research assistants per faculty in departments and units so as to increase the research potential
- establish a support program to attract qualified young academicians to the HEI “Hëna e Plotë” (Bedër) and assist them in terms of career development after recruitment
- apply for research funds from the European Union and other national and international institution for research projects
- develop reward and recognition mechanisms to increase motivation
- initiate new and creative practices for the Albanian higher education sector in the fields of research, education and public engagement by establishing strategic inter-institutional collaboration (research and educational institutions, industry, etc)

#### **5.4. SUPPORT INNOVATION**

##### **Aims**

To ensure support for new ideas in order to stimulate innovation and seek out novel applications, benefiting the local society and increasing our international impact.

##### **Strategies**

##### **To meet our aims we will:**

- identify the best means of turning ideas from students and staff into reality
- maximize financial and wider benefits arising from knowledge exchange and open practices
- increase our impact on culture, health and wellbeing
- inspire students and staff to acquire and use their entrepreneurial and management skills
- promote innovative staff exchange with industry, cultural institutions and public service providers
- extend our range of continuing personal and professional development programs
- promote links with the business and financial community to support innovation and our commercialization activities
- employ open approaches and methods, including open scholarship, open access and open educational resources.

## 5.5. ENABLERS

The realisation of our strategic goals is enabled by exceptional people, high-quality physical infrastructure, lifelong community and financial sustainability.

### 5.5.1. STAFF

Our success in achieving our strategic goals depends on the outstanding performance and contribution of all of our staff.

#### **Aims**

To value, support, develop, attract, reward and retain academic staff and utilize the full potential of our staff, working with each other across our community to make the HEI “Hëna e Plotë” (Bedër) a stimulating and successful place to work.

#### **Strategies**

##### **To meet our aims we will:**

- attract, reward and retain the best people, accessing talent from around the world
- develop the knowledge, capabilities and skills of our staff
- maintain a sustainable staffing profile which meets our evolving needs
- be inclusive, supportive and collegial in our approach, which is underpinned by principles of dignity and respect, equality and diversity, health, safety and wellbeing
- promote the attractiveness of HEI “Hëna e Plotë” (Bedër) as a regional significant institution, and support new staff to enable them to become effective
- motivate our staff to be part of our aspirations by clearly linking individuals’ objectives to those of our institution and support departments through annual reviews
- promote a culture of high aspiration and performance, drawing on excellent leadership, effective management and employee engagement
- promote flexible interdisciplinary and team working, job exchanges and a healthy work-life balance
- provide safe and accessible working environments
- encourage our culture of collegiality, tolerance, compassion and strong ethics, through effective employee engagement and empowerment, transparency and excellent communications
- continue to develop constructive partnership working and effective consultation and negotiation with our recognized trade unions
- continue to develop detailed proposals for the arrangements for academic employment in the HEI “Hëna e Plotë” (Bedër) consistent with the values expressed in this plan
- promote the improvement of career progression for lecturers, and also for an improved framework for the employment of academics who occupy posts other than lecturer or professor
- promote awareness of equality and diversity issues among all members of the HEI “Hëna e Plotë” (Bedër)
- create a more coherent approach to the appointment and management of HEI “Hëna e Plotë” (Bedër) administrative staff

- plan the in-service training programs of administrative personnel and ensuring their continuity
- announce the job vacancies on the Web pages of the units
- educate and prepare the staff to be promoted in accordance with the requirements of the new position

### 5.5.2. INFRASTRUCTURE

#### **Aims**

To provide a modern, efficient and stimulating working and learning environment to sustain high standard academic and support activities.

#### **Strategies**

##### **To meet our aim we will:**

- pursue and improve consistency and continuity in quality and experience including all elements of our physical, information technology (IT) , library and services
- deliver outstanding facilities and services and manage them effectively and responsively for the benefit of all staff and students. Substantial continuing investment will be required, building on the major initiatives of the last five years
- build the campus of HEI “Hëna e Plotë” (Bedër) which is the main strategy
- make improvements directed to the efficient use of the study areas
- make the necessary detections for the improvement of physical spaces and standardizing the physical conditions of the study areas and common spaces

### 5.5.3. FINANCE

#### **Aims**

To maintain and develop our overall financial support and strength in order to deliver our strategic aims and develop the institution’s competitive position.

#### **Strategies**

##### **To meet our aims we will:**

- secure long-term viability
- ensure high standards of accountability, integrity and financial control
- support and deliver best value in all our activities
- ensure and promote good governance
- prioritize our resources to our strategic priorities by actively monitoring the economic and funding environment
- review and update our financial strategy and undertake annual evaluation of our financial sustainability
- secure and manage our funds to support investment in our infrastructure and development of sustainable new activity
- manage our costs and maintain efficiencies in the delivery of all our activities

## 5.5.4. LIFELONG IMPACT

### **Aims**

To make a positive intellectual, educational, economic, scientific and cultural contribution to society and to promote understanding and support for the institution and its work.

### **Strategies**

#### **To meet our aims we will:**

- expand the scope of activities of the Center of Continuing Education and Professional Development (CEPD) so as to reflect HEI “Hëna e Plotë” (Bedër) ‘s entire accumulation
- provide services for demand sectors within and outside HEI “Hëna e Plotë” (Bedër) offering face-to-face programs
- meet the demands of existing user groups for education in different fields and offering refresher courses
- build on our enlightenment principles to enhance public engagement with our work, influence policy-makers, and bring about change
- make our resources and expertise widely available
- be a responsible and influential neighbor, employer and adviser
- build an informed, engaged and supportive international community of alumni and associate friends, through a lifetime of contact
- invite local residents and members of our wider community into our buildings to participate in lectures, conferences and wide-ranging festival, cultural and sporting events, collections and other facilities, and to take-up lifelong learning opportunities
- encourage and support individuals and teams of staff and students to participate in sporting events and competitions and to undertake volunteering activities
- recognize the contribution of our former students, and increase the extent and depth of the engagement of our alumni and associate friends in the current and future life of the institution

## 5.5.5. SOCIAL RESPONSIBILITY

### Aims

To create the conditions under which our students, staff and the wider community are inspired and supported to engage with and contribute to social responsibility and sustainability across HEI “Hëna e Plotë” (Bedër) and beyond.

### Strategies

#### To meet our aims we will:

- maximize our contribution to society
- have infrastructure which is developed and, where possible, operated to meet national and regional environmental sustainability and social responsibility objectives
- exhibit high ethical standards
- determine social issues of top priority by setting up a “Public Relations Office” and developing guided research and application projects
- establish new research units which will develop suggestions and policies with the aim of identifying and meeting the society’s needs
- determine various tools and methods (bulletins, web-based tools, etc.) through which the outcomes of the HEI “Hëna e Plotë” (Bedër) research activities can be shared with the public’s concerned sectors
- arrange educational programs and activities so as to enhance their public engagement dimension
- offer courses on social responsibility in educational programs
- offer new certificate programs, workshops, etc. directed to the society’s priority needs
- develop joint projects with national and international institutions in the area of public engagement, and ensuring the provision of the required administrative support by an office or a unit
- establish cooperation networks with other universities at the level of administrative units and sharing experiences
- create a section in the institution’s Web page, where the society can share their expectations from the institution and their views regarding social development
- increase HEI “Hëna e Plotë” (Bedër) Press book publication activities
- have the public visit the institution on certain days by arranging scientific and cultural activities at HEI “Hëna e Plotë” (Bedër)
- motivate all students and staff of HEI “Hëna e Plotë” (Bedër) to become effective advocates who actively support best practice, innovation and leadership with regard to social responsibility and sustainability
- share our current opportunities, activities and achievements relating to social responsibility, sustainability and the global challenges
- manage our physical infrastructure and the procurement of goods and services in ways that maximize efficiency and effectiveness
- improve our overall management of resources to reduce waste and maximize recycling

## **6. MONITORING and EVALUATION PLAN PERIODICAL CHECKING to the MISSION**

The Strategic Plan will provide a coherent and integrated framework for the five-year strategic plan of the academic divisions and academic services offered by the HEI “Hëna e Plotë” (Bedër).

The Quality Assurance Committee will monitor the implementation of the Strategic Plan on an annual basis. Divisional and service plans will be discussed every year by the Senate and will propose future suggestions of the Strategic Plan.