



UNIVERSITY OF
PRISHTINA "HASAN
PRISHTINA"

2024 - 2028 STRATEGIC PLAN

Faculty of Civil Engineering





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“HASAN PRISHTINA”

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STRATEGIC **Plane**

2024-2028



Prishtinë, 2023



UNIVERSITY OF PRISTINA "HASAN PRISHTINA"
FACULTY OF CIVIL ENGINEERING
Strategic Plane 2024 – 2028

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GLOSSARY

BSc	Bachelor of Science
EAQA	European Association for Quality Assurance in Higher Education
EMI	Faculty of Mechanical Engineering
FCE	Faculty of Civil Engineering
AU	Academic Unit
MESTI	Ministry of Education, Science, Technology and Innovation
IWRM	Integrated Water Resource Management
MSc	Master of Science
UP	University of Prishtina, "Hasan Prishtina"
OAD	Office for Academic Development
HEI	Institution of Higher Education

1. EXECUTIVE SUMMARY

The Faculty of Civil Engineering, according to the Strategic Plan of the University of Prishtina "Hasan Prishtina" 2023-2025, as well as based on the Education Strategy 2022-2026, the action plan, draws up the Strategic Plan of the Faculty of Civil Engineering (FCE) for the time period 2024 – 2028.

Aiming to continuously increase the quality of higher education, as well as the creation and raising of capacities, FCE designs goals for achieving strategic purposes, and special objectives followed by action plans that contain concrete activities in order to achieve these goals.

In order to conduct and complete institutional goals, HEI deFCEes its priorities by relying on academic resources, FCEances and logistics. Aiming to achieve strategic goals from the principle of resource capacities facilitates the progress of work and activities managed in an adequate and responsible manner. The goals of the FCE strategy for achieving the goals for the four-year period 2024 to 2028 are also deFCEed as priority tasks for the management, academic and administrative staff of the HEI, which are:

- Increasing the performance of the FCE, respectively the academic staff qualitatively and quantitatively. Scientific research, improvement of study programs, administration services, spaces for learning environments, digitization, as dependencies and indicators of HEI performance.
- Promotion and implementation of contemporary standards for academic activities in teaching and learning.
- Scientific advancement through the academic and research component, the promotion of innovation, the actualization of the demands from the labor market related to their needs in real time.
- Organization of national and international scientific conferences, student conferences, workshops on current topics and issues in the fields of construction engineering. This motivates the academic staff and students to increase activities for the realization of scientific research. FCE will be active taking on the role of bearer and organizer.
- Agreements with international HEIs, special collaborations related to the development of study programs, international projects (HERAS, ERASMUS +, etc.), direct

collaborations with European Universities, international research projects are a continuation of FCE.

- ✓ HEI cooperation with local institutions, subjects from the labor market in order to create opportunities for the development of students' professional practices, the development of open lectures on scientific topics and professional practices, various trainings for academic staff, students and administration, determine the academic diversity of HEI and the focus of FCE management will be presented as a special development interest.
- ✓ Raising the international position and role of the University of Pristina through collaborative educational programs, increased involvement in international collaborative academic and research initiatives by FCE.

Evaluating the poor condition of the teaching facilities, laboratory spaces, laboratory equipment, reading rooms, IT rooms, corridors as well as FCE's follow-up facilities, in this period of time the aim of the management will be to increase their performance while counting on the support of the UP.

The following document clearly presents the planning foreseen by the institution in achieving these objectives.

2. INTRODUCTION

The strategic plan of FCE for the period 2024-2028 aims to determine the components, direction and main objectives of the development of the Faculty, increasing the performance of the academic staff, increasing the quality of student learning, increasing the quality and speed of services for students. This development will be based on the Institutional capacities of UP and FCE, the creative work of management, the inclusiveness of academic staff in scientific research projects, institutional services, expertise and experiences, always including students.

The institution's strategic plan will be a guiding document of development that will determine the growth of the capacities of the Faculty of Civil Engineering's activities, always fulfilling its mission and vision efficiently during the four-year period.

This plan is the product of ongoing work and consultation with various stakeholders, including academic staff, administration, students, alumni, supporters and collaborators.

This approach of involving all parties helps to ensure a shared vision and to identify ways to achieve the set objectives.

The drafting of the strategic plan of the Faculty of Civil Engineering is based on the Statute of the University of Pristina, the relevant Regulations of the Institution, the Strategy of the University of Pristina, as well as relevant documents that regulate the operation of the University of Pristina "Hasan Prishtina" (UP), such as:

1. The UP Statute, as a fundamental document that regulates the structure of the University, the powers and functions of its governing bodies, and the rights and duties of all parties involved in the University.
2. The UP Strategic Plan, as a principal document to ensure the alignment of the goals and objectives of the faculty with those of the university.
3. Normative and legal acts of the Republic of Kosovo that have an impact on the functioning of the Faculty and the University in general, including laws on higher education.
4. Internal regulations of the University and the Faculty that define their special procedures and policies.

The Development, Orientation, Mission and Vision of the FCE Strategic Plan based on the above documents ensures that the Academic Unit operates in accordance with the high

standards of University governance including the rights and duties of all participants of the academic unit.

2.1. Background

The history of the Faculty of Civil Engineering at the University of Prishtina "Hasan Prishtina" marks an important period in the development of technical sciences in Kosovo.

The Faculty of Civil Engineering has its roots in the establishment of the Technical High School and has gone through various developments to reach its current stage as an independent institution of higher education.

The key moments in the history of the Faculty of Civil Engineering are:

- On October 20, 1961, the Technical High School of Pristina was established and began to offer education in three technical fields, including Civil Engineering, Electrical Engineering and Machinery. This step was a fundamental moment in the development of technical sciences in Kosovo.
- On November 9, 1965, the Department of Civil Engineering was founded within the Technical School of Pristina. Teaching in the Civil Engineering department began on December 10 of the same year. This was an important step that marked the beginning of construction study programs at the higher level in Kosovo, with a number of 138 students and an academic staff of five lecturers and five assistants.
- In 1979, the Technical Faculty was created from several faculties, including the Faculty of Civil Engineering and Architecture, consolidating and expanding the range of programs offered by the faculty. This led to the improvement of infrastructure and study capacities.
- In 2002, the study programs were reformed to meet the standards of the Bologna declaration. This was an important step towards improving the quality of higher education at the faculty.
- In the academic year 2019-2020, the Faculty of Civil Engineering and the Faculty of Architecture became independent institutions of higher education, showing their independent development and the increasing importance of the field of construction and architecture in higher education in Kosovo.
- In the academic year 2022-2023, the name of the “Faculty of Construction” has been changed to "Faculty of Civil Engineering" respecting all regulations and procedures for changing the name of a higher education institution and providing the necessary support and

approval for this change. This change was made to better reflect the field of studies and professions offered by this faculty.

2.2. Mission and Vision

The mission of the Faculty of Civil Engineering:

- Providing quality study programs at the Bachelor and Master level in the field of civil engineering for the young generations of the country based on the demands of the labor market.
- Preparation of cadres - students with skills, knowledge and deep skills of Civil Engineering fields including constructions, geodesy, hydrotechnics, environmental engineering, and integrated management of water resources.
- Promotion of the use of contemporary scientific achievements, the use of new technologies and innovations in civil engineering.
- Development of scientific research in the field of civil engineering through the engagement of academic staff and students in scientific projects at the national and international level.
- The scientific and professional contribution of academic staff qualified as local experts in the economic and social development of the country, including students for Institutional and labor market needs.
- Involvement of the labor market in HEI needs, contributing to the improvement of study programs.

The vision of the Faculty of Civil Engineering:

- For FCE to become a renowned center of civil engineering education in Kosovo, being recognized internationally for its study programs, quality of education and Institutional contribution to the sustainable development of the field of civil engineering.
- The degree of flexibility and speed of adaptation of study programs according to the needs and demands of the labor market, ensuring high quality in all academic activities, research, teaching as well as other services required by local institutions.
- Research and academic work of teachers and students to support the process of quality teaching, contemporary assessments and learning, as continuous Institutional processes.

- The creation of unhindered conditions and opportunities for the development and advancement of academic activities for advanced teaching and scientific research of the academic staff.
- Active engagement of students, both individually and collectively, in the life of the Faculty's activities, respectively, the development of study programs and their learning.
- The development and advancement of study programs in the fields of Civil Engineering, namely Constructions, Geodesy, Hydrotechnics, Environmental Engineering and Integrated Management of Water Resources, by relying on scientific and educational achievements in Europe and the world.
- European and international focus in the fields of Civil Engineering, namely Constructions, Geodesy, Hydrotechnics, Environmental Engineering and Integrated Management of Water Resources, in order to ensure the student and academic staff mobility and comparability of standards in the qualifications and diplomas achieved . So, the integration happens completely into the European area of higher education through international cooperation.

3. METHODOLOGY

The Dean of the Faculty of Civil Engineering, based on Article 72 of the Statute of the University of Pristina, appoints the working group for the drafting of the Action Plan for FCE, in order to implement the strategic plan of the UP for the time period 2024- 2028.

This group will be responsible for drafting and implementing the action plan, focusing on the strategic plan of the University of Pristina.

All development activities of FCE will be guided by this document, which will also be an indicator of the performance of FCE's management structures on the basis of its annual monitoring and review.

The Working Group determines the priority pillars for the development of the FCE by working on an initial draft which is then delivered to the management of the Faculty for additional input, taking as a basis all the responsibilities that the document issues for their work. The working group consists of: Prof.Asst.Dr.Ymer Kuka, Prof. Asst.Dr.Besim Ajvazi, Prof.Asst.Dr.Zijadin Guri, MSc Burbuqe Shatri Asst, MSc Vlere Krasniqi Asst, MSc Premton Thaqi Asst, MSc Venera Hajdari Asst, MSc Labeat Misini Asst, MSc Guxim Rrudhani Asst.

4. ANALYSIS OF THE CURRENT SITUATION

4.1. Organizational structure of FCE

The organizational structure of FCE is presented in the following organogram, where the relationships between the management staff and the various units operating within the faculty can be seen.

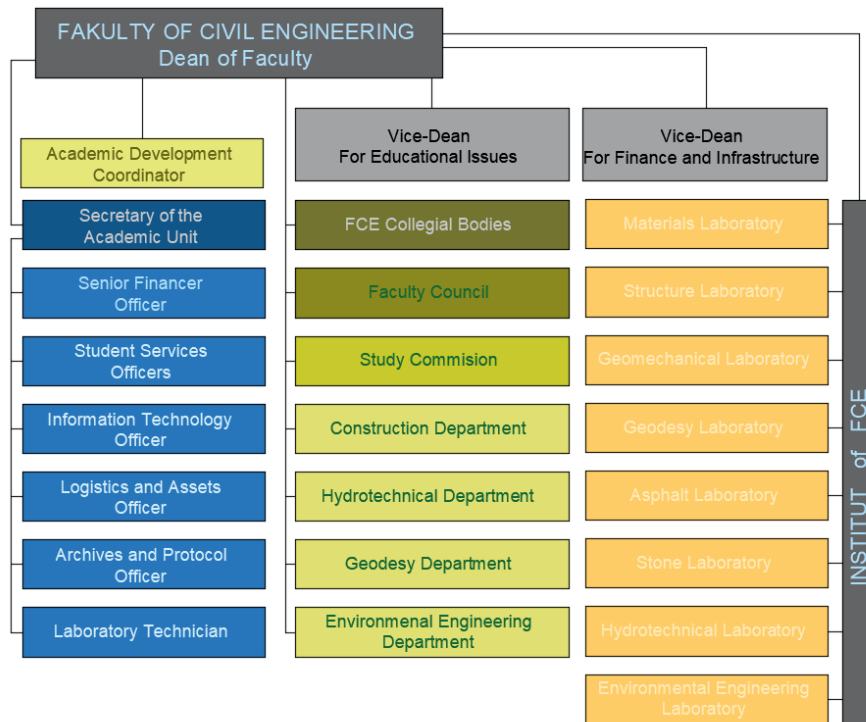


Figure 1. Organization Chat of FCE

4.2. Study Programs

The Faculty of Civil Engineering has a wide range of programs of basic studies (Bachelor) and of the second cycle of studies (Master).

Bachelor studies programs - BSc

During the undergraduate (Bachelor) degree program, students acquire fundamental knowledge in their fields of study and prepare to build a solid foundation of engineering knowledge and skills.

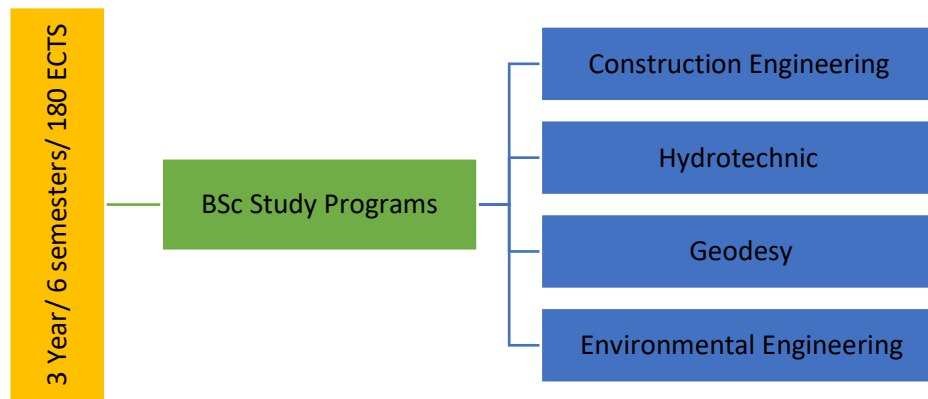


Figure 2. FCE Bachelor Study Programs

These are the study programs offered in four departments of the Faculty of Civil Engineering in the Bachelor program (BSc):

Department of Constructions

- The program provides a foundational qualification in civil engineering, including all aspects of construction and infrastructure development.

Department of Hydrotechnics

- The program prepares engineers to design and manage water resources and infrastructure, including hydrotechnical facilities, water supply, and sanitation.

Department of Geodesy

- The program prepares geodetic engineers specialized in surveying and geodetic mapping, as well as GIS.

Department of Environmental Engineering

- The program prepares engineers specialized in environmental management and protection of natural resources.

Master - MSc study programs

During the Master's study program, students can specialize more and develop in-depth knowledge and advanced skills in their areas of interest.

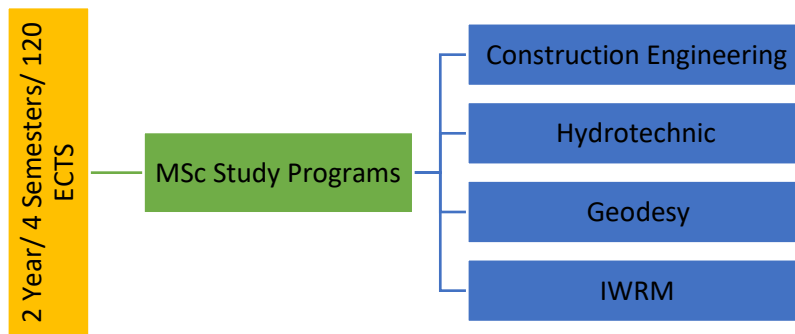


Figure 3. FCE Master study Programs

These are the study programs offered in three departments of the Faculty of Civil Engineering in the Master program (MSc):

Department of Constructions

- The master's program offers a high level of specialization in the field of civil engineering, allowing students to develop in-depth knowledge and skills.

Department of Hydrotechnics

- The master's program allows students to deepen their knowledge in the field of hydrotechnical engineering and develop expertise in water resources management.

Department of Geodesy:

- The master's program offers a high level of expertise in the field of geodesy and geodetic engineering and GIS.

IWRM program:

- The master's program in Integrated Water Resources Management, offered in English, jointly developed by FCE and the Swiss Government, offers long-term capacity development for water resources management by offering students the opportunity to study hydrotechnical, biophysical, environmental aspects, legal, institutional and socio-economic of water use and management in an integrated context.

These study programs are provided within the framework of the Bologna declaration and are accredited. Students have the opportunity to gain in-depth knowledge and prepare for challenges in the field of engineering and the environment in Kosovo and internationally.

4.3. Infrastructure and Resources

The Faculty of Civil Engineering is located in the southern part of Pristina with an area of about 8.70 hectares. The Faculty of Civil Engineering owns the main building and the laboratory building. The total area belonging to the Faculty of Civil Engineering is about 8600 m², including the spaces in the main building and those in the laboratory building. The area of the main building, approximately 5,156 m², is occupied by common communication spaces (corridors, stairs, toilets, library, etc.), amphitheaters, classrooms, professors' offices, administration offices, IT offices, management offices and other auxiliaries. The laboratories have an area of 3369 m².

The spaces in the main building of FCE, which belong to FCE by proportional division with the other two faculties (FME and FEEC) are:

Level no. 300 includes classrooms, FCE administration offices where student service activity takes place, IT office, corridors, stairs, toilets, etc.

Level no. 400 includes the common spaces of the faculties - large corridors, sanitary facilities, warehouses, etc. This level houses most of FCE's administration, student services, secretariat, management offices and amphitheaters. On this level is the main entrance of the building; Level no. 500 of the building with classrooms, professors' offices, common communication spaces - corridors, toilets, etc. The library of the faculties is also located on this level of the building; Level no. 700 includes professors' offices and common areas. Each full-time professor at FCE owns his/her own office with all necessary interior facilities (desk, necessary work equipment, computer, printer, telephone). Each office also has water installed.

Each classroom is equipped with a projector and means of concretization in the service of teaching. Both laboratory facilities and laboratory equipment are the property of the University of Pristina. Year after year, UP partially invests in the repair and functionalization of the facility's spaces. Servers and software owned by FCE also have a license to use. In FCE there are: the database server (resulting from the "InWaterSense" project grant) and the server of the geodesy department. Some of the software owned by FCE are: GIS software, satellite image processing software (Erdas Imagine) and satellite data processing and analysis software (TTC), software for modeling water flow through natural rivers and other channels (HEC RAS), software for statistical analysis of hydrological data (HEC SSP), water quality hydraulic modeling software for water distribution systems WaterCAD, as well as other software such as

Sewer CAD, Flow Master, HBV, Mod FLOW, SWAT etc. The surface of the building for one student is 4.18 m².

The faculty library has a sufficient number of places, as well as a significant number of books and magazines in Albanian and English. The reading room has 180 seats.

FCE Institute

In function of the teaching and scientific research process, there is also the Institute in the Faculty of Civil Engineering, with the relevant laboratories as follows.

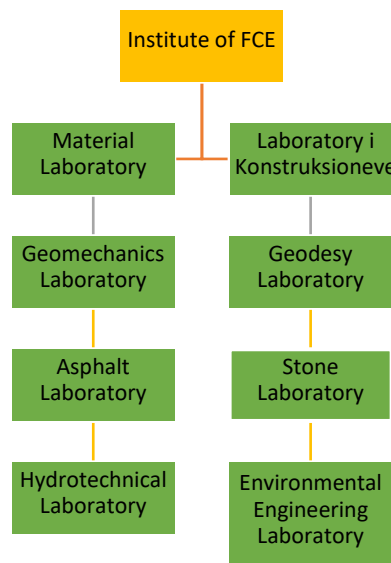


Figure 4. Institute of FCE and their Laboratories

Laboratories are an essential part of the institute, specializing in the following areas:

1) Materials Laboratory

This laboratory can be used for the study of materials used in construction, including dissolution, hardness testing, and their performance under different conditions;

2) Laboratory of Constructions

This laboratory can be used for the study of building structures and their testing in different conditions;

3) Laboratory of Geomechanics

This laboratory can be used for the study of the stability of the ground and the design of structures on it.

4) Laboratory of Geodesy

This laboratory can be used for measurements with the most modern geodetic equipment.

5) Asphalt Laboratory

This laboratory can be used in the research and testing of materials used in road construction, including asphalt and other road-related materials.

6) Laboratory of Hydrotechnics

This laboratory can be used for experiments in the field of hydrotechnics.

7) Environment Laboratory

This laboratory can be used for environmental research, including monitoring the impact of construction on the surrounding environment.

Laboratories are essential for the training of students in the field of civil engineering and for the development of scientific research.

4.4. Quality assurance and Accreditation

The quality assurance system in UP "Hasan Prishtina" includes many of the decision-making and implementing bodies that assist administrative and academic units for the continuous improvement of quality standards in accordance with the Statute of UP, the administrative instructions on the evaluation of Educational Institutions of the Ministry of Education, Science and Technology (MEST) and EAQA standards and guidelines. The highest authority in the UP reporting structures for quality management is the UP Senate, while at the central level of the University is the Quality Management Council. This Council reports directly to the Senate of the University via the Vice-Rector for Quality Development.

The procedures for institutional evaluation include a series of steps and procedures that are part of this process which is led by the Rector of the UP. The Rector further delegates the responsibilities to the working group composed of: the Vice-Rector for Quality, the Director of OAD, a representative from the Quality Council, an academic development coordinator (from the AU), two staff members, a student representative. In the framework of quality assurance and assessment, internal assessment and external assessment are carried out. The basic quality assurance mechanisms and instruments at the institutional level are: the quality assurance commission, the studies commission, the academic development office at the university level.

Through teaching and learning, professors, staff, and students generate knowledge and develop policies, techniques, and skills to help practitioners manage building and environmental resources. Professors organize teaching, exams and student assessments. Self-evaluation of academic personnel (scientific and professional achievements) and subject; evaluation of

academic staff performance; Monitoring the progress of the learning process and the implementation of the curriculum (lectures, exercises, exams) by the leaders and the discussions between the head of the department and the students continuously push the quality improvement in FCE.

The entire system for external quality assurance is regulated by an Administrative Instruction issued by the Ministry of Education, Science, Technology and Innovation for the Accreditation of Higher Education Institutions in the Republic of Kosovo. Continuous improvement at the program level occurs based on the recommendations of external experts for program evaluation.

Reports with the results of the evaluations are provided to the program holders for each subject. These reports include detailed data for each course that help program leaders and the Dean of the academic unit to undertake planned strategies for the continuous advancement of the program. Also, cooperation with employers helps to see how much the objectives of the program have been achieved.

Within the Faculty of Civil Engineering, the quality office evaluates and reports on the state of the program on an annual basis. All stakeholders are included in the evaluation, including the academic and administrative staff of the Faculty. When needed, external experts and representatives of the Business community are engaged through the Industrial Board, which is very active in FCC. This also serves as a basis for revising the program, with the help of professionals from all fields.

5. STRATEGIC OBJECTIVES

This strategy has several strategic objectives, in line with the Strategic Plan of the University of Prishtina "Hasan Prishtina" 2023 - 2025, further divided into specific objectives and activities.

5.1. Strategic Objective 1: Raising Quality in Teaching and Learning

The organization of teaching and learning constitutes the main pillar of the institution around which the development of other scientific and research activities is supported to achieve the general and specific objectives of the study program.

The teaching mechanisms implemented in the institution are contemporary, having young professors who reflect creativity during teaching, great professional experience of the professors, as well as scientific degrees which ensure satisfactory results in the analysis of scientific phenomena.

Strategic objective 1: Increasing Quality in Teaching and Learning foresees several specific objectives as follows:

STRATEGIC OBJECTIVE 1	Increasing Quality in Teaching and Learning
Specific objective 1.1.	Encouraging excellence in teaching with new methods.
Specific objective 1.2.	Review and advancement of study programs.
Specific objective 1.3.	Implementation of high standards of institutional assessment and study programs.
Specific objective 1.4.	Increasing student involvement and engagement.
Specific objective 1.5.	Increasing academic performance.

In order to measure the growth of excellence in teaching, clear indicators will be used such as the level of increase in the number of graduates, the increase in student participation in the evaluation of teaching methods, the increase in the qualifications of the academic staff, the continuous training of the academic staff, the development of internal resources to provide training on new teaching methods, greater opportunities for the exchange of experiences through mobility, as well as access to resources of international databases, which are related to quality assurance in teaching.

Strategic Objective 1:	Increasing the quality of teaching and learning
Specific objective 1.1: Encouraging excellence in teaching with new methods	
Indicators	Target value 2025
Higher graduation rates	15% increase from current figures
Student comments/ratings	15% increase from current figures
Qualifications of the academic staff	80% of the academic staff have the appropriate qualifications
Continuous training of academic staff	50% of academic staff have participated in training related to teaching at least once with a minimum of 6 hours
Provide internal training on new teaching methodologies	10 training groups
Access to the exchange of experiences	5 new international cooperation agreements
Action Plan	
1.1.1	Development of specialized courses for teaching staff in new teaching techniques and methodologies

1.1.2	Encouraging a more active and practical approach to learning through the development of project-based teaching activities
1.1.3	Creating a culture of change and innovation in teaching through competition and sharing of good practices among teachers
1.1.4	Establishing programs and scholarships for teachers and students to study and practice new teaching methodologies at an international level

Increasing the quality of teaching and learning is also intended to be achieved through the review and advancement of study programs. This particular objective will be evaluated by the success rate of students in exams, the graduation rate of students, and the number of candidates applying to study at FCE. On the other hand, the strategy aims to increase the employment rate of students after graduation. Increasing the quality of teaching and learning is also aimed to be achieved through the use of new information technology and modern study materials.

Strategic Objective 1:		Increasing the quality of teaching and learning	
Specific objective 1.2: Review and advancement of study programs			
Indicators		Target value 2025	
Student success rate in exams		Increased pass rate by 10% more	
Student graduation rate		15% increase from current number	
Use of IT equipment in teaching		Introduction of new platforms, introduction of new evaluation criteria and homework.	
Increase in the number of candidates to study at UP		15% increase in the number of applicants	
Modern study materials		Additional podcasts as study material, additional pre-recorded lectures	
Student employment rate after graduation		15% increase from current number	
Action Plan			
1.2.1	Designing effective curricula		
1.2.2	Creation of new study programs with double degrees and joint degrees		
1.2.3	Analysis of labor market needs and promotion of cooperation with industry		
1.2.4	Consultations with students and teachers and monitoring of student performance		
1.2.5	Promotion of the study program to increase awareness and interest of students and employers		

Increasing the quality of teaching and learning is intended to be achieved through the implementation of high standards of institutional evaluation. Evaluation standards will contribute to internal quality assurance. This will be measured by evaluating the academic performance of students, increasing the involvement of international professors, developing internal training programs, teaching mobility and increasing the degree of student satisfaction with the content of the study program.

Strategic Objective 1:		Increasing the quality of teaching and learning	
Specific objective 1.3: Implementation of high standards of institutional assessment and study programs			
Indicators		Target value 2025	
Student academic performance		15% increase in graduation rate	

Inclusion of international professors	15% increase from the current number
Programs for the professional development of academic staff	Development of two internal training programs
Performance of academic staff in teaching	10% increase in the degree of satisfaction with the content of the study program
Action Plan	
1.3.1	Identification of assessment standards for internal quality assurance
1.3.2	Development of evaluation plans
1.3.3	Conducting regular evaluation and monitoring
1.3.4	Data analysis and interpretation
1.3.5	Performance improvement

One of the distinctive objectives within the first strategic objective is to increase the involvement of students in decision-making. The strategy also aims to increase FCE's commitment to helping students find practical work.

Strategic Objective 1: Increasing the quality of teaching and learning	
Specific objective 1.4: Increase student involvement and engagement	
Indicators	Target value 2025
Investments for student organizations	20% more of the number of activities organized by students
Increasing the number of alumni events,	3 events per year
Assisting students to find internships	20% more students applying for internships
Action Plan	
1.4.1	Promoting collaborative learning and providing opportunities for students to engage in research
1.4.2	Involvement of students in quality assurance
1.4.3	Improving the emotional well-being of students through the establishment of the Counseling Center
1.4.4	Creating interest clubs that can help foster engagement and create connections with students as well as organizing social and cultural activities
1.4.5	Enabling voluntary work that can help increase social sensitivity and develop different skills

The increase in academic performance directly affects the quality of teaching and learning. Moreover, this strategic objective aims to increase the level of group work and discussions in lectures. Among the planned actions is the recognition and reward of excellence in teaching and research.

Strategic Objective 1: Increasing the quality of teaching and learning	
Specific objective 1.5: Increase academic performance	
Indicators	Target value 2025

Assessment methods support learning	Introducing new assessment methods
Group work and discussions in lectures	20% more group work
Action Plan	
1.5.1	Establishment of effective evaluation systems
1.5.2	Promotion of academic integrity
1.5.3	Recognition and reward of excellence in teaching and research
1.5.4	Investment in infrastructure and resources
1.5.5	Focus on specialized programs

5.2. Strategic Objective 2: Advancement of Science, Innovation and Connection with the Labor Market

Among the main goals of the Faculty of Civil Engineering (FCE) is to strengthen its position as a faculty oriented to science and research together with the establishment of centers of excellence (in relevant disciplines) and the increase of international recognition and the further development of international cooperation with universities and institutions around the world.

The specific objectives are presented in the table below.

STRATEGIC OBJECTIVE 2	Improving the position and role of FCE on the international scene
Specific objective 2.1.	Increasing the research-scientific/artistic results of the academic staff in internationally accepted competitive journals in their field.
Specific objective 2.2.	Providing professional development and support in research methodology, statistical analysis, writing for journals, journals and publication costs as needed.
Specific objective 2.3.	Increasing opportunities for the realization of works and services, which are the source of the university's income
Specific objective 2.4	Creation of conditions for scientific activities in cooperation with international institutions.

The activities planned for the achievement of each specific objective, and consequently the achievement of the strategic objective, are shown in the following tables.

Strategic Objective 2:	Advancement of science, innovation and connection with the labor market
Specific Objective 2.1: Increasing the research-scientific/artistic results of the academic staff in internationally accepted competitive journals in their field	
Indicators	Target value 2028
Existence of research groups	At least 4 groups
Scientific studies/publications with international partners	At least 3 joint studies per year
Organized conferences	At least 3 until the end of the period
New equipment in laboratories	10% increase from the current number
Action Plan	

2.1.1.	Reporting on an annual basis for the results achieved and mandatory measures undertaken
2.1.2.	Promotion of scientific research for academic staff in genuine scientific journals and credible platform.
2.1.3.	Establishment of scientific research groups within FCE.
2.1.4.	Encouraging the involvement of international capacities in scientific research
2.1.5.	Organization of national and international conferences and seminars
2.1.6.	Informing professionals about research results through their publication in scientific and professional journals, as well as organizing and sponsoring scientific and professional meetings.
2.1.7.	Development, modernization and certification of laboratories.

The engagement of the stakeholders is another important aspect of any institution's decision-making process. By including various stakeholders such as students, faculty, employers, alumni and the local community, in decision-making processes and by asking for feedback, the institution can benefit from their different perspectives and knowledge, which can contribute to its continuous improvement.

Strategic Objective 2:	Advancement of science, innovation and connection with the labor market
Specific Objective 2.2: Provide professional development and support in research methodology, statistical analysis, writing for journals, journals and publication costs as needed	
Indicators	Target value 2028
The number of university texts	10% increase from the current number
Number of electronic courses	10% increase from the current number
Number of titles in libraries	20% increase from the current number
Access to global electronic databases	At least 2 electronic databases
Action Plan	
2.2.1.	Incentives for publishing university texts.
2.2.2.	Incentives for the development of electronic courses.
2.2.3.	Integrating lessons on ethics and social responsibility throughout the curriculum. This may include including discussions of the ethical implications of various topics within a subject or devoting an entire course to the study of ethics and social responsibility.
2.2.4.	Expanding the library collection.
2.2.5.	Staff training for research grant applications.
2.2.6.	Implementation of anti-plagiarism software.
2.2.7.	Developing access to world electronic databases.

As a very important objective that contributes to the scientific and professional development of the staff, issued by FCE is the active participation in the realization of development projects of civil engineering with a wider social impact, thus the connection with the labor market.

Strategic Objective 2:	Advancement of science, innovation and connection with the labor market
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Special objective 2.3: Increasing the opportunities for the realization of works and services, which are a source of the university's income.	
Indicators	Target value 2028
Application in scientific projects	At least 2 applications per year
Application in industrial/technological projects	At least 2 applications per year
Cooperation memorandums	At least 2 public companies/businesses per year
Action Plan	
2.3.1.	Cooperation with research and development departments in the business sector in order to apply research results
2.3.2.	Connection with public companies
2.3.3.	Providing highly professional services in the study and project process.
2.3.4.	Cooperation with the responsible ministry.
2.3.5.	Faculty staff involvement in professional associations.
2.3.6.	Finding opportunities for participation in local and international scientific projects (calls for projects from UP, MEST, FULBRIGHT, HORIZON EUROPE, ERASMUS+, CEEPUS, HERAS, EPA, DAAD, GIZ, ADA, various funding entities, etc.)
2.3.7.	Improvement of personnel, technical and formal requirements for participation in highly professional projects.

In order to achieve the level of quality and accuracy that FCE claims, the conditions for collaboration, research and development of materials must be created.

Strategic Objective 2:	Advancement of science, innovation and connection with the labor market
Special objective 2.4: Creation of conditions for scientific activities in cooperation with international institutions.	
Indicators	Target value 2028
Joint scientific research with international universities	20% increase from the current number
The number of academic staff lecturing for at least one week abroad	20% increase from the current number
The number of academic staff participating in training, for at least one week abroad	30% increase from the current number
Existence of virtual centers	At least 2 centers
Action Plan	
2.4.1.	Promotion and participation in the creation of research centers in cooperation with the business sector.
2.4.2.	Incentives for the development of electronic courses.
2.4.3.	Connecting research capacities in Kosovo and abroad by creating a network of researchers (virtual center).
2.4.4.	Improvement of personnel, technical and formal requirements for participation in highly professional projects.
2.4.5.	Increased mobility of students, teachers and administrative staff.

5.3. Strategic Objective 3: Improving the Position and Role of FCE on the International Stage

Strategic objective 3 aims at the further advancement of FCE in reaching new agreements and establishing collaborations with international institutions. This will be achieved by increasing study opportunities for students, collaboration with researchers and engaging international professors, engaging in academic collaborations and international projects, expanding opportunities for FCE students and staff to conduct studies and training abroad, as and through open lectures.

STRATEGIC OBJECTIVE 3	Improving the position and role of FCE on the international scene
Specific objective 3.1.	Increasing the number of international students and professors
Specific objective 3.2.	Academic collaborations and international projects
Specific objective 3.3.	Expanding opportunities for FCE students and staff to study and train abroad
Specific objective 3.4.	Open lectures

The actions planned within this strategic objective are to increase the number of international professors who engage in holding lectures and exercises at FCE, increase the number of international students who come to study and increase the number of researchers who collaborate and conduct research in FCE.

Strategic objective 3:	Improving the position and role of FCE on the international scene
Specific objective 3.1: Increasing the number of international students and professors	
Indicators	Target value 2028
The number of international professors	20% increase from the current number
The number of international students	20% increase from the current number
The number of international researchers	20% increase from the current number
Action Plan	
Establishing partnerships with professors and international institutions	
Offering courses and academic programs in foreign languages	
New methods of marketing and promotion	

The strategic objective for academic collaborations and international projects is very important for FCE. To achieve this, it is important to carry out clear plans and strategies, invest in capacity development, and constantly monitor progress towards them. Also, continuous cooperation with international partners in increasing the number of joint projects, scientific publications and conferences are essential for achieving success in this field.

Strategic objective 3:	Improving the position and role of FCE on the international scene
Specific objective 3.2: Academic collaborations and international projects	

Indicators	Target value 2028
Number of international projects	At least 2 applications per year
Scientific studies/publications	At least 3 joint studies per year
Joint scientific research with international universities	20% increase from the current number
Participation in international scientific conferences	20% increase from the current number
Action Plan	
Creating partnerships with universities and international research institutions	
Staff support for application in international projects	
Development of meetings and research with international institutions	
Creation of working groups for project applications	

Expanding opportunities for FCE students and staff to study and train abroad is intended to be achieved through partnerships with international universities for exchange programs (ERASMUS, CEEPUS, MEVLANA).

Within this period, the strategy aims to increase the number of students who go for at least one semester abroad, increase the number of academic staff who lecture for at least one week abroad, increase the number of academic and administrative staff who participate in training, for at least one week abroad.

Strategic objective 3:	Improving the position and role of FCE on the international scene
Specific objective 3.3: Expand opportunities for FCE students and staff to study and train abroad	
Indicators	Target value 2028
The number of students who go for at least one semester abroad	40% increase from the current number
The number of academic staff lecturing for at least one week abroad	20% increase from the current number
The number of academic staff participating in training, for at least one week abroad,	30% increase from the current number
Number of administrative staff participating in staff exchange activities lasting at least one week	30% increase from current number
Action Plan	
Development of partnerships with international universities for exchange programs (Erasmus, CEEPUS, MEVLANA, etc.)	
Development of meetings and research with international institutions	
Supporting students and staff for study and training abroad	

Open lectures are an important tool to promote education and knowledge sharing. They provide free access to knowledge and help develop the skills of individuals and communities. Through the implementation of this strategic objective, FCE can contribute to the expansion of knowledge and to the increase of awareness at the global level.

Strategic objective 3:		Improving the position and role of FCE on the international scene	
Specific objective 3.4: Open Lectures			
Indicators		Target value 2028	
The number of international lecturers, for open lectures at FCE		30% increase from the current number	
The number of local lecturers who have completed their studies abroad, for open lectures in FCE		20% increase from the current number	
Professional from the business field		30% increase from the current number	
Action Plan			
Invitation to international speakers from the fields of civil engineering.			
Organizing events aimed at informing and advising students.			
Disclosure of opportunities and needs for the labor market.			

6. IMPLEMENTATION, MONITORING AND REPORTING

Monitoring and reporting are fundamental factors of the implementation of the strategy, progress and fulfillment of the goals of the University of Pristina (UP).

- The FCE Council will be responsible for monitoring and evaluating this strategy including:
- The FCE Council appoints a commission for monitoring, evaluating and implementing this strategy. This commission will be responsible for monitoring and evaluating the progress of strategy implementation.
- The commission for monitoring and evaluating the implementation of the strategy, in cooperation with all the relevant structures of the FCE, will, at certain stages, present regular reports on the implementation of the Action Plan and the progress achieved in realizing the goals of the strategy.
- Defining suitable indicators for monitoring progress is essential. These indicators will help to assess the level of achievement of the objectives and to identify any difficulties or challenges that occur on the way to the goals.
- The Action Plan must be updated and reviewed annually.

After the completion of the implementation of the strategy, it is important to develop an overall evaluation that will help to see the effect and impact of the strategy in strengthening the FCE and in general, in fulfilling the goals of the University of Pristina (UP).

7. THE BUDGETARY IMPACT OF THE STRATEGY

The budgetary impact on the implementation of the strategy of the Faculty of Civil Engineering plays a key role in achieving the objectives set in this strategy. Many plans can be realized with the budget foreseen for FCE by the central institution, but other financial resources are also required to realize the necessary steps towards the goals of the strategy. The increase in planned income through the FCE Institute and potential donors will contribute to increasing the number of students, develop new study programs or improve existing ones. With the increase in income, we will be able to increase the number of scientific researchers within FCE and strengthen our academic unit internationally.

Partnerships and donations, with other organizations, businesses or faculties both regionally and internationally, as well as to develop good relations with the community and potential donors. These partnerships and donations can help fund specific projects and provide long-term resources.



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Prishtina 2023