

**UNIVERSITY “HAXHI ZEKA” PEJA**



**STRATEGY FOR SCIENTIFIC RESEARCH AND ARTISTIC ACTIVITY**

**2023-2026**

**Peja, 2023**

## CONTENT

1. INTRODUCTION .....	3
2. Purpose .....	4
3. Vision .....	5
4. Mision.....	5
5. Objectives .....	5
6. Monitoring and evaluation .....	15
6.1. Performance measurement .....	17
6.2. Expected results .....	17
DEVELOPMENT PLAN AND BUDGET .....	21

## 1. INTRODUCTION

The "Haxhi Zeka" Public University, which was founded as an independent University in 2011, is the continuation of the Faculty of Applied Sciences in Business (FASB) in Peja.

FASB was founded in 1960 by the decision of the Executive Council of the Autonomous Province of Kosovo as "Economic - Commercial High School" in Peja which initially had only the section of Commercial Business in Enterprises and in its beginnings had a limited number of professors and students. The activity and development of the "High School of Economics" was oriented towards the construction of regular study programs that responded to the social economic conditions and the needs of the economic development of the time. In this way, it enabled thousands of students from all Albania territories to complete their studies and advance in their careers.

The "High School of Economics" in Peja experienced some very interesting and existentially important periods of time, such as those of the years:

- 1960-1974, the period of shaping and creating the institutional identity;
- 1975-1990, the period of affirmation of the school in Kosovo and in all other countries around Kosovo;
- 1991-1999, the period of survival, with uninterrupted continuity through the parallel organization of teaching in private homes;
- 2000 - 2006, the period of reorganization of FASB where:

The "High School of Economics" was reformed according to the Bologna Declaration model and renamed to the "Business School" where studies were conducted in three departments: Business Administration, Applied Business Informatics and Management in Tourism and Hospitality. In 2002, Bosnian language studies were organized in the Business Administration department.

From 2004, the "School of Business" is named as "Faculty of Applied Sciences in Business". Since 2007, FASB has developed studies in three departments: Department of Business Administration in both languages (Albanian and Bosnian); Accounting and Business Finance Department; and Department of Management in Tourism and Hospitality. In March 2009, the programs of FASB were accredited by the Accreditation Agency at the Bachelor and Master level.

"Haxhi Zeka" University in Peja was established in September 2011 by decision of the Assembly of the Republic of Kosovo (decision no. 434/01B, dated 14.11.2011).

## **"Haxhi Zeka" University today**

"Haxhi Zeka" University has five faculties in its composition:

- Business faculty;
- Faculty of Management in Tourism, Hospitality and Environment;
- Law faculty;
- Faculty of Agribusiness and
- Faculty of Arts.

"Haxhi Zeka" University has cooperative relations with all state and international institutions operating in the Republic of Kosovo. It also has cooperation agreements with higher education institutions at the regional and international level and is also a partner in various projects within programs such as: Erasmus +, TEMPUS, etc.

"Haxhi Zeka" University aims to create a new profile in the field of academic activity and in the expansion of international cooperation through the medium and long-term plan. At the "Haxhi Zeka" University in Peja, 11,254 students are currently studying. From 2012 to 2019, more than 4,455 students have completed their studies

The senior management, all academic and administrative staff of the University are committed to raising the quality, so that our students are capable and competitive in the labor market.

## **2. Purpose**

Strategy for scientific research and artistic activity 2023-2026, aims to reflect the vision, mission and important objectives that must be met as a response to contemporary challenges that require sustainable solutions, as well as the realization of ever greater demands of different actors for new knowledge based on scientific research and artistic activity. Through this strategy we will accelerate efforts to place scientific research and artistic activity at the core of all academic activity of UHZ. Based on this strategy, UHZ also aims to increase scientific research and artistic activity, as an institution that not only creates and advances new knowledge, but also one that makes a significant contribution to the main social, economic and environmental challenges in the country, region and beyond. This cannot be done without a clear strategy, the right people, the right resources and an understanding of the environment in which we operate. Considering that the scientific research and artistic activity within UHZ should contribute to the solution of various challenges, the objectives and activities defined in this strategy are related to the Strategic Plan 2023-2026.

### 3. Vision

UHZ aims to be a leading institution in the country and region in scientific research and artistic activity that coincides with market requirements in the field of business, agribusiness, environment, tourism, arts, justice, application of information technology and in other related fields contributing to the overall development of local and wider society.

### 4. Mision

"Haxhi Zeka" University as an academic institution transfers knowledge in order to realize the potential of students towards the dynamic labor market, dedicated to scientific research, artistic activity and internationalization, to serve the economic development of the region of Peja and the country in generally. Through the field of scientific research and artistic activity, UHZ aims to:

- Create new knowledge through scientific research and artistic activity based on international standards, as well as the development of innovative application ideas in order to meet the needs of society;
- Apply the highest standards for university and postgraduate education as a response to the needs of the market and the new challenges of contemporary society;
- Recruit the best students and professors in interdisciplinary fields in the implementation of the strategy for scientific research and artistic activity at the university;
- Transparently establish opportunities for lifelong learning for academic staff and scientific researchers, implying here diversity and gender in the university.

### 5. Objectives

The purpose of the strategy for scientific research and artistic activity at UHZ is to consolidate and strengthen its position at all levels, raising the scientific research and artistic activity by 50% for the period 2023-2026, but also to promote an open intellectual environment in which the development of scientific research and artistic activity is based on innovation, knowledge and ethics which aims to solve the problems and complex issues faced by contemporary society.

These strategic goals are accompanied by a series of actions aimed at securing and advancing scientific research and artistic activity, where for the period 2023-2026, UHZ is dedicated to **Increase scientific research activity and artistic creativity** in order to generate effects such as those of the level of cooperation with other local and

international universities, initiation for application in projects of funding schemes for scientific and artistic activities, as well as, no less important, long-term contribution to economic and social development at the local and national level.

To achieve this objective, the following steps will be taken:

- Improving the infrastructure for scientific research and artistic creativity;
- Promotion of scientific research and artistic activity;
- Functionalization of the "Institute for Science and Arts" (ISA);
- Increasing the number of scientific research and artistic creativity.

### **Result 1. Improving the infrastructure for scientific research and artistic creativity**

The link between research, education and wider society will be strengthened and developed through various initiatives. Moreover, the scientific research and artistic activity at UHZ will have a wide interdisciplinary scope and the research results will contribute to social development, for which an approach beyond national borders is often required. Understanding the complex elements and forces within nature and society requires examination from the perspective of multiple disciplines. The main challenges of society can rarely be addressed using the findings of only one research discipline, therefore UHZ aims to create synergy and development of opportunities and creative ideas through multidisciplinary.

Considering that scientific research and artistic activity is very important for society, to achieve this result UHZ aims to conduct the following activities:

- 1.1. Creation and publication of the scientific journal;
- 1.2. Creation and publication of the student newspaper;
- 1.3. Access to the research information system (KRIS);
- 1.4. Access to international databases;
- 1.5. Access to the anti-plagiarism system;
- 1.6. Provision of software program licenses;
- 1.7. Completing laboratories with necessary equipment.

<b>Result 1. Improving the infrastructure for scientific research and artistic creativity</b>		
<b>Activity</b>	<b>Description of the activity</b>	<b>Performance indicator</b>
Activity 1.1.1. Creation and publication of the scientific journal	UHZ will create a multidisciplinary scientific journal with an international character, which will be published by UHZ. For the realization of this journal, UHZ will appoint certain commissions, which will deal with all the	1. Created and published journal

	<p>procedures of its development, including the name, board, reviewers, etc.</p> <p>UHZ will also promote this journal abroad through its collaborations, so that relevant and serious scientific papers by local and international researchers are published in this journal.</p>	
<b>Activity 1.1.2.</b> Creation and publication of the student magazine	<p>UHZ will create a student magazine which will be published by UHZ. For the realization of this magazine, UHZ in cooperation with the Student Parliament will appoint certain commissions, which will deal with all the procedures of its development, including the name, board, reviewers, etc.</p>	1. Created and published journal
<b>Activity 1.1.3.</b> Access to the research information system (KRIS)	<p>UHZ will be given access to the KRIS database (platform) within the ResearchCult project. The UHZ journal with all scientific papers will be published on this platform.</p>	1. Publication of the UHZ journal on the KRIS platform.
<b>Activity 1.1.4.</b> Access to international databases	<p>UHZ will continue with the improvement of the existing anti-plagiarism systems, as well as the development and acquisition of new systems.</p>	1. Use of international databases
<b>Activity 1.1.5.</b> Access to the anti-plagiarism system	<p>UHZ, in accordance with the needs and requirements of the academic staff, will continue membership in international databases and will continue to offer free access to journals and scientific databases of international scientific publications. Association of electronic libraries of Kosovo (J-Store, EBSCO, Routledge, Springer, Elsevier, etc.).</p>	1. Use of anti-plagiarism system
<b>Activity 1.1.6.</b> Provision of software program licenses	<p>UHZ will purchase the license for 2 statistical software programs (SPSS, STATA, etc.)</p>	1. Use of software programs
<b>Activity 1.1.7.</b> Completing laboratories with necessary equipment	<p>All laboratories within the UHZ (Agribusiness and MTHM) will be equipped with all necessary laboratory equipment such as: microscope, spectrophotometer, digital scale, distiller, etc.</p>	1. Purchase of equipment and their use.

**Result 2. Promotion of scientific research and artistic activity**

In order to balance existing skills with current potential and opportunities, the resources that UHZ possesses will be optimally used. In addition, UHZ will continue to develop its range by stimulating scientific research and artistic activity, this is because the demands for financial resources are becoming greater and greater, where the opportunities for their realization are more and more complicated. It is therefore essential that the financial and budget systems are optimal and transparent for all such requests. To optimize our success in this area, our budget model must be synchronized to enable research activity at the highest level. This includes a regular review of the model to ensure that we are minimizing obstacles to, or eliminating behaviors that are prejudicial to, scientific research and artistic activity.

Therefore, in order to achieve this result, UHZ aims to conduct the following activities:

- 2.1. Increasing the budget for scientific research and artistic activity;
- 2.2. Financial support for publishing university books;
- 2.3. Financial support for scientific papers published in WOS and SCOPUS;
- 2.4. Financial support for participation in international conferences;
- 2.5. Financial support for small research projects;
- 2.6. Award for the "Researcher of the Year";
- 2.7. Award for the "Best Paper of the Year" & "Best Artistic Work of the Year";
- 2.8. Organization of scientific activities: trainings, seminars, workshops, symposia, round tables, scientific conferences;
- 2.9. Organization of the student artistic week;
- 2.10. Organization of the annual international festival of the Arts;
- 2.11. Organization of local and international concerts;
- 2.12. Organization of the Semi-annual Concert.

<b>Result 2. Promotion of scientific research and artistic activity</b>		
<b>Activity</b>	<b>Description of the activity</b>	<b>Performance indicator</b>
<b>Activity 2.1.</b> Increasing the budget for scientific research and artistic activity	Every year UHZ will increase the budget for financial support for the publication of scientific papers, where 1 academic staff will have the opportunity to be financed for 3 scientific papers within 1 calendar year.	1. Funding of 3 scientific papers for each academic staff.
<b>Activity 2.2.</b> Financial support for publishing university books	UHZ will allocate the special budget for the publication of university books by the academic staff.	1. Number of funded university books.
<b>Activity 2.3.</b> Financial support for scientific papers published in WOS	UHZ will financially support the academic staff for the publication of scientific papers in international,	1. The total number of funded scientific papers.

and SCOPUS	<p>serious and reliable scientific journals.</p> <p>Support will be provided for 3 scientific papers, for each academic staff, who published in WEB OF SCIENCE databases (excluding journals that are indexed in ESCI) or SCOPUS.</p>	
<b>Activity 2.4.</b> Financial support for participation in international conferences	UHZ financially supports academic staff for participation in serious international scientific conferences.	<ol style="list-style-type: none"> <li>1 conference for each academic staff;</li> <li>2. Number of international scientific conferences funded.</li> </ol>
<b>Activity 2.5.</b> Financial support for small research projects	<p>UHZ provides financial support for small research projects for regular academic staff.</p> <p>Within a calendar year, 5 (five) small research projects are supported (one project for each academic unit).</p>	<ol style="list-style-type: none"> <li>1. 1 project for each academic unit;</li> <li>2. Number of small research projects funded.</li> </ol>
<b>Activity 2.6.</b> Award for the "Researcher of the year" award	Every year UHZ will announce a public call for the selection of the Researcher of the year.	<ol style="list-style-type: none"> <li>1. 1 award for each academic unit;</li> <li>2. Number of prizes awarded.</li> </ol>
<b>Activity 2.7.</b> Award for the "Best Paper of the Year" & "Best Artistic Work of the Year"	Every year UHZ will announce a public call for the selection of "Best Paper of the Year" & "Best Artistic Work of the Year".	<ol style="list-style-type: none"> <li>1. 1 award for each academic unit;</li> <li>2. Number of prizes awarded.</li> </ol>
<b>Activity 2.8.</b> Organization of scientific activities: trainings, seminars, workshops, symposia, round tables, scientific conferences	<p>UHZ will organize various scientific activities such as:</p> <ul style="list-style-type: none"> <li>- International scientific conference;</li> <li>- Trainings;</li> <li>- Seminars;</li> <li>- Workshops,</li> <li>- Round tables;</li> <li>- Concerts;</li> <li>- Festivals;</li> <li>- Artistic week.</li> </ul>	<ol style="list-style-type: none"> <li>1. Number of scientific activities organized;</li> <li>2. Number of participants.</li> </ol>
<b>Activity 2.9.</b> Organization of the student artistic week	Each year UHZ, respectively academic staff and students of the Faculty of Arts will organize the Student Artistic Week, within which numerous and different artistic and cultural performances and activities prepared by the academic staff and students of UHZ will be offered, but also academic staff and students from other local universities will be invited to participate and	<ol style="list-style-type: none"> <li>1. Organized artistic week;</li> <li>2. Number of participants.</li> </ol>

	<p>present their artistic and cultural work.</p> <p>Participation in the student artistic week will also be open to the general public.</p> <p>The organization of this annual activity will be supported financially from UHZ, from the special budget provided for the promotion and support of artistic and cultural activity and creativity, from MESTI, MCYS, as well as from different donors.</p>	
<p><b>Activity 2.10.</b> Organization of the annual international festival of the Arts</p>	<p>Every year, the Faculty of Arts of UHZ will organize one international festival. The organization of the festival will be financially supported by UHZ, from the special budget provided for the promotion and support of artistic and cultural activity and creativity, as well as from various donors.</p>	<ol style="list-style-type: none"> <li>1. Organized international festival;</li> <li>2. Number of participants.</li> </ol>
<p><b>Activity 2.11.</b> Organization of local and international concerts</p>	<p>Each year UHZ, namely the academic staff and students of the Faculty of Arts will perform at least 5 concerts within the country and 3 concerts in different countries of the world.</p> <p>In these concerts, the academic staff and students of the Faculty of Arts will perform in accordance with the predetermined program.</p> <p>The organization of these concerts will be supported financially from UHZ, from the special budget provided for the promotion and support of artistic and cultural activity and creativity, as well as from various donors.</p>	<ol style="list-style-type: none"> <li>1. Number of local concerts organized;</li> <li>2. Number of international concerts organized;</li> <li>3. Number of participants.</li> </ol>
<p><b>Activity 2.12.</b> Organization of the Semi-annual Concert</p>	<p>Within the study program of the Faculty of Arts of the UHZ, the students of this faculty will organize a semi-annual concert at the end of each semester, which will be open to the general public in addition to the students of the UHZ.</p>	<ol style="list-style-type: none"> <li>1. The semi-annual concert organized;</li> <li>2. Number of participants.</li> </ol>

### **Result 3. Functionalization of the "Institute for Science and Arts" (ISHA)**

With the functionalization of the institute, it is intended to provide opportunities for additional or diverse sources of funding, as well as to create collaborations with national and international institutes and local businesses in the realization of applied research and research projects. This instrument relies on accurate and reliable research information to carry out strategic planning, to manage the process of scientific research and artistic activity, as well as to improve reporting to external bodies such as funders and government bodies.

Considering that good governance and an effective management system is a key factor in the development of intensive research of a university, to achieve this result UHZ aims to conduct the following activities:

- 1.1. Increase own funds;
- 1.2. Increasing cooperation with national and international institutes;
- 1.3. Increasing cooperation with local businesses in the implementation of applied research;
- 1.4. Increasing cooperation with local businesses in the realization of research projects.

<b>Result 3. Functionalization of the "Institute for Science and Arts"</b>		
<b>Activity</b>	<b>Description of the activity</b>	<b>Performance indicator</b>
<b>Activity 3.1.</b> Increase of own funds	UHZ through the Institute for Science and Arts will generate its own income by conducting concrete research for the needs of the industry. This activity will affect the increase of the budget for scientific research.	1. Funds earned/realized.
<b>Activity 3.2.</b> Increasing cooperation with national and international institutes	UHZ, through the Institute for Science and Arts, will increase cooperation in the field of research with institutes within the country such as the Agricultural Institute in Peja, GENKOS, etc., as well as with institutes abroad.	1. The number of realized collaborations; 2. Number of participants:
<b>Activity 3.3.</b> Increasing cooperation with local businesses in the implementation of applied research	UHZ, through the Institute for Science and Arts, will be at the disposal of businesses to conduct research studies according to their needs.	1. The number of realized collaborations; 2. Number of participants.
<b>Activity 3.4.</b> Increasing cooperation with local	UHZ through the Institute for Science and Arts will involve	1. The number of realized

businesses in the realization of research projects	local businesses in its research projects.	collaborations; 2. Number of participants.
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#### **Result 4. Increasing the number of scientific research and artistic creativity**

An increasingly important dimension of our strategy will be the realization of scientific activities by academic staff in collaboration with other researchers, students and a wider community. This will build strong research networks and infrastructure capable of addressing important issues and generating new knowledge.

Research collaborations of this nature represent strategic opportunities to improve the scale, quality and impact of scientific research and artistic activity. Through these collaborations, many benefits have been realized for the researchers. Moreover, they bring necessary complementary skills from different sources and infrastructures and can provide access to specific industry expertise. Strategic partnerships with international researchers can bring international recognition to the university and benefits to teaching and research programs. Therefore, in order to achieve this result, UHZ aims to conduct the following activities:

- 4.1. Number of scientific papers published by academic staff (89%);
- 4.2. Number of scientific papers of academic staff financed by UHZ (67%);
- 4.3. Number of academic staff participation in international scientific conferences (89%);
- 4.4. Number of academic staff participation in international scientific conferences funded by UHZ (67%);
- 4.5. Number of small research projects funded by UHZ (5 projects);
- 4.6. Number of university books published by academic staff (5 university books);
- 4.7. Number of university books published by academic staff, financed by UHZ (5 university books);
- 4.8. Number of academic staff participation in scientific activities: trainings, seminars, workshops, symposia, round tables (100%);
- 4.9. Realization of research work in cooperation with national universities (20%);
- 4.10. Realization of research work in cooperation with international universities (20%);
- 4.11. Realization of research work in collaboration with internal colleagues (60%);
- 4.12. Realization of research work in collaboration with students (50%);
- 4.13. Realization of applied research (20%);
- 4.14. The inclusion of scientific papers in the syllabus (80%);
- 4.15. Participation of academic staff in international concerts (14%);
- 4.16. Participation of academic staff and students in international festivals (14%).

**Result 4. Increasing the number of scientific research and artistic creativity**

Activity	Description of the activity	Performance indicator
<p><b>Activity 4.1.</b> Number of scientific papers published by academic staff</p>	<p>The office of scientific research will create a database in order to identify the total number of scientific papers of the academic staff. Also, the OSR publishes the database, on the official website of the UHZ, 2x within the calendar year.</p>	<ol style="list-style-type: none"> <li>1. 89% of the academic staff;</li> <li>2. Creation of the database;</li> <li>3. Publication of the database on the official website of the UHZ.</li> </ol>
<p><b>Activity 4.2.</b> Number of scientific papers of academic staff financed by UHZ</p>	<p>The office of scientific research will create a database of scientific papers of academic staff, funded by UHZ. Also, the OSR publishes the database, on the official website of the UHZ, 4x within the calendar year.</p>	<ol style="list-style-type: none"> <li>1. 67% of the academic staff;</li> <li>2. Creation of the database;</li> <li>3. Publication of the database on the official website of the UHZ.</li> </ol>
<p><b>Activity 4.3.</b> Number of academic staff participation in international scientific conferences</p>	<p>The office of scientific research will create a database in order to identify the total number of participation of academic staff in international scientific conferences. Also, OSR publishes the database, on the official website of UHZ, 2x within the calendar year.</p>	<ol style="list-style-type: none"> <li>1. 89% of the academic staff;</li> <li>2. Creation of the database;</li> <li>3. Publication of the database on the official website of the UHZ.</li> </ol>
<p><b>Activity 4.4.</b> Number of academic staff participation in international scientific conferences funded by UHZ</p>	<p>The office of scientific research will create a database of the participation of academic staff in international scientific conferences, funded by UHZ. Also, the OSR publishes the database, on the official website of the UHZ, 4x within the calendar year.</p>	<ol style="list-style-type: none"> <li>1. 67% of the academic staff;</li> <li>2. Creation of the database;</li> <li>3. Publication of the database on the official website of the UHZ.</li> </ol>
<p><b>Activity 4.5.</b> Number of small research projects funded by UHZ</p>	<p>The office of scientific research will create a database of small research projects of academic staff, funded by UHZ. Also, the OSR publishes the database, on the official website of the UHZ, 1x within the calendar year.</p>	<ol style="list-style-type: none"> <li>1. 5 projects;</li> <li>2. Creation of the database;</li> <li>3. Publication of the database on the official website of the UHZ.</li> </ol>
<p><b>Activity 4.6.</b> Number of university books published by academic staff</p>	<p>The office of scientific research will create a database of the total number of university books published by academic staff. Also, OSR publishes the database, on the official website of UHZ, 2x within the calendar year.</p>	<ol style="list-style-type: none"> <li>1. 5 university books;</li> <li>2. Creation of the database;</li> <li>3. Publication of the database on the official website of the UHZ</li> </ol>
<p><b>Activity 4.7.</b> Number of university books by academic staff, funded by UHZ</p>	<p>The office for scientific research will create a database of university books of academic staff, funded by UHZ. Also, the OSR publishes the</p>	<ol style="list-style-type: none"> <li>1. 5 university books;</li> <li>2. Creation of the database;</li> <li>3. Publication of the database on the official website of</li> </ol>

	database, on the official website of the UHZ, 1x within the calendar year.	the UHZ
<b>Activity 4.8.</b> Number of academic staff participation in scientific activities: trainings, seminars, workshops, symposia, round tables	The office of scientific research will create a database of the scientific activities of the academic staff. Also, the OSR publishes the database, on the official website of the UHZ, 2x within the calendar year.	<ol style="list-style-type: none"> <li>1. 100% of the academic staff;</li> <li>2. Creation of the database;</li> <li>3. Publication of the database on the official website of the UHZ</li> </ol>
<b>Activity 4.9.</b> Realization of research work in cooperation with national universities	UHZ will support the realization of scientific research, which will be conducted in cooperation between some UHZ professors and some of their colleagues from local universities in Kosovo through small research projects. Likewise, the office of scientific research creates a database for the collaborations of academic staff with collaborators from other national universities, and publishes the same on the official website 2x within the calendar year.	<ol style="list-style-type: none"> <li>1. 20% of the academic staff;</li> <li>2. The number of realized collaborations;</li> <li>3. Creation of the database;</li> <li>4. Publication of the database on the official website of the UHZ</li> </ol>
<b>Activity 4.10.</b> Realization of research work in cooperation with international universities	UHZ supports the realization of scientific research, which has the potential to be realized in cooperation between some professors of UHZ and some of their colleagues from international universities. Also, the office of scientific research creates a database for such collaborations, and publishes the same on the official website 2x within the calendar year.	<ol style="list-style-type: none"> <li>1. 20% of the academic staff;</li> <li>2. The number of realized collaborations;</li> <li>3. Creation of the database;</li> <li>4. Publication of the database on the official website of the UHZ</li> </ol>
<b>Activity 4.11.</b> Realization of research work in collaboration with internal colleagues	UHZ will support the realization of scientific research, conducted by a group of UHZ professors. Likewise, the office of scientific research creates a database for such collaborations, and publishes the same on the official website 2x within the calendar year..	<ol style="list-style-type: none"> <li>1. 60% of the academic staff;</li> <li>2. The number of realized collaborations;</li> <li>3. Creation of the database;</li> <li>4. Publication of the database on the official website of the UHZ.</li> </ol>
<b>Activity 4.12.</b> Realization of research work in collaboration with students	In accordance with the characteristics and opportunities that exist within the applied scientific research realized by the academic staff of UHZ, students will also be included in these researches in accordance with	<ol style="list-style-type: none"> <li>1. 50% of the academic staff;</li> <li>2. The number of realized collaborations;</li> <li>3. Creation of the database;</li> <li>4. Publication of the database on the official website of the UHZ.</li> </ol>

	<p>their professional competence, so that the students are as familiar as possible with scientific research. As part of the learning process, students will also engage in small research projects.</p> <p>Likewise, the office for scientific research creates a database for such collaborations, and publishes the same on the official website 2x within the calendar year.</p>	
<b>Activity 4.13.</b> Realization of applied research	The office of scientific research, in cooperation with the Institute for Science and Arts as well as with the academic staff, will identify various businesses and companies, which are interested in applied research and which are ready to financially support this research.	<ol style="list-style-type: none"> <li>1. 20% participation of academic staff;</li> <li>2. The number of applied researches conducted;</li> <li>3. Creation of the database;</li> <li>4. Publication of the database on the official website of the UHZ.</li> </ol>
<b>Activity 4.14.</b> The inclusion of scientific papers in the syllabus	<p>Academic staff will include their scientific papers in the teaching content/syllabus.</p> <p>Also, the office of scientific research creates a database for this activity, and publishes the same on the official website 2x within the calendar year.</p>	<ol style="list-style-type: none"> <li>1. 80% participation of academic staff;</li> <li>2. Number of updated syllabuses;</li> <li>3. Creation of the database;</li> <li>4. Publication of the database on the official website of the UHZ.</li> </ol>
<b>Activity 4.15.</b> Participation of academic staff in international concerts	Every year, UHZ will support the academic staff of the Faculty of Arts to participate in international concerts.	<ol style="list-style-type: none"> <li>1. 14% participation of academic staff;</li> <li>2. Number of participants;</li> <li>3. Creation of the database;</li> </ol>
<b>Activity 4.16.</b> Participation of academic staff and students in international festivals	<p>Every year UHZ will support academic staff and students of the Faculty of Arts of UHZ to participate in important international festivals. Participation in these festivals will be financially supported by UHZ, from the special budget provided for promotion and activity support and artistic and cultural creativity, as well as from various donors.</p>	<ol style="list-style-type: none"> <li>1. 14% participation of academic staff;</li> <li>2. 50% student participation;</li> <li>3. Number of participants;</li> <li>4. Creation of the database;</li> <li>5. Publication of the database on the official website of the UHZ.</li> </ol>

## 6. Monitoring and evaluation

In strategy for scientific research and artistic activity of UHZ, it is essential to follow the progress as well as to monitor each program, project and planned activity. Therefore, eventual corrections such as revisions to get the system back in the right direction

should be at the center of evidence-based program design, and accountability for cases where the system is not performing as expected.

Understanding the monitoring and evaluation process is essential to improve our strategy. A detailed monitoring and evaluation plan is necessary to serve as a functional structure which aims to monitor and review the areas, projects, initiatives and main plans identified in the strategy for scientific research and artistic activity.

Such a plan will be developed in consultation with the main stakeholders and is necessary, among other things, to highlight the results achieved, enable the monitoring of progress towards the goals of the strategy and the funding requirements of the reviewed activities.

The monitoring and evaluation plan will be flexible and reasonable, and will constantly serve to redefine, revise and improve the priorities and objectives of the strategy for scientific research and artistic activity.

We have identified a series of indicators to assess progress and overall performance achievements. Furthermore, we will develop a clear evaluation implementation plan and a detailed monitoring framework to measure the progress of our strategy. In particular, we will define performance measures against the strategic goals outlined in this strategy.

### **6.1. Performance measurement**

- a) Increasing the number of academic staff in scientific research in all targeted fields at the rate of 50% for the period 2023-2026;
- b) Increase of scientific papers published in international journals indexed in WOS and SCOPUS at the rate of 50% for the period 2023-2026;
- c) Creation and increase of collaborations of the Institute for Science and Arts with national and international institutes, as well as with local businesses;
- d) Increasing the number of academic staff collaborations with internal and external colleagues and students;
- e) Increasing the volume and value of research in cooperation with international institutions at the rate of 50% for the period 2023-2026;
- f) Ranking of UHZ at the national and international level on the WEBOMETRICS platform at the 50% level for the period 2023-2026.

## 6.2. Expected results

The implementation of the strategy for scientific research and artistic activity will influence UHZ to:

- a) be recognized as a distinguished University not only in studies but also in scientific research and artistic activity;
- b) align all available resources with the strategy for scientific research and artistic activity;
- c) recognize research and artistic work through the Institute for Science and Arts;
- d) increase collaborations with external organizations that will generate joint initiatives and strengthen research and expand research capabilities;
- e) increase budget, support systems and research infrastructure that will help drive research and research excellence;
- f) increase cooperation with students in the field of scientific research and artistic activity as well as to equip them with innovative knowledge and to prepare for the dynamic labor market;
- g) ensure that the acquired knowledge is also accepted internationally.

## DEVELOPMENT PLAN AND BUDGET

Nr.	Action/ Activity	Implementation period	Budget					Source of funding	Staff/Responsible	Product (Output)
			2023	2024	2025	2026	Total			
<b>4.1. Improving the infrastructure for scientific research and artistic creativity</b>										
1.	Activity 1.1.1. Creation and publication of the scientific journal	Creation 2023 Publication every year 2023-2026 June & December	5000.00	5000.00	5000.00	5000.00	20000.00	UHZ	Office of Scientific Research	Published volumes
2.	Activity 1.1.2. Creation and publication of the student magazine	Creation 2023 Publication every year 2023-2026 May - June	1000.00	1000.00	1000.00	1000.00	4000.00	UHZ	Student Parliament	Published volumes
3.	Activity 1.1.3. Access to the research information system (KRIS)	Approach 2023 Every year 2023-2025 June & December	0.00	0.00	0.00	0.00	0.00	N/A	ResearchCult Office of Scientific Research	Providing access
4.	Activity 1.1.4. Access to international databases	Annualy 2023-2026	1000.00	1000.00	1000.00	1000.00	4000.00	N/A	Academic units IT office	Use of databases
5.	Activity 1.1.5. Access to the anti-plagiarism system	Annualy 2023-2026	0.00	0.00	0.00	0.00	0.00	N/A	Office of Scientific Research Academic units IT office	Use of the anti-plagiarism system
6.	Activity 1.1.6. Provision of software program licenses	Annualy 2023-2026	1000.00	1000.00	1000.00	1000.00	4000.00	UHZ	Office of Scientific Research IT office	Use of software programs
7.	Activity 1.1.7. Completing laboratories with necessary equipment	Annualy 2023-2026	8000.00	8000.00	8000.00	8000.00	32000.00	UHZ	Procurement office Academic units	Purchase of equipment
			2000.00	2000.00	2000.00	2000.00	8000.00	Donors		
<b>4.2. Promotion of scientific research and artistic activity</b>										

8.	Activity 2.1. Financial support for publishing university books	Every year in November - December 2023 – 2026	5000.00	5000.00	5000.00	5000.00	20000.00	UHZ	The vice-rector for teaching, student affairs and scientific research Publishing council Academic units	The number of university books financed by UHZ
9.	Activity 2.2. Financial support for scientific papers published in WOS and SCOPUS	Every 3 months 2023 – 2026	20000.00	20000.00	20000.00	20000.00	80000.00	UHZ	Office of Scientific Research Scientific Research Group	The number of scientific papers supported
10.	Activity 2.3. Financial support for participation in international conferences	Every 3 months 2023 – 2026	10000.00	10000.00	10000.00	10000.00	40000.00	UHZ	Office of Scientific Research Scientific Research Group	Number of international scientific conferences supported
11.	Activity 2.4. Financial support for small research projects	Every year in September 2023-2026	10000.00	10000.00	10000.00	10000.00	40000.00	UHZ	Office of Scientific Research Scientific Research Group	Number of small research projects supported
12.	Activity 2.5. Award for the "Researcher of the year" award	Every year in November 2023-2026	2500.00	2500.00	2500.00	2500.00	10000.00	UHZ	Office of Scientific Research Scientific Research Group	Number of prizes awarded
13.	Activity 2.6. Award for the "Best Paper of the Year" & "Best Artistic Work of the Year" Award	Every year in November 2023-2026	1000.00	1000.00	1000.00	1000.00	4000.00	UHZ	Office of Scientific Research Scientific Research Group	Number of prizes awarded
14.	Activity 2.7. Organization of scientific activities: trainings, seminars, workshops, symposia, round tables, scientific conferences	Annually 2023-2026	0.00	0.00	0.00	0.00	0.00	Projects	Office of Scientific Research Academic units	Number of organized activities
15.	Activity 2.8. Organization of the student artistic week	Every year in May-June 2023-2026	3000.00	3000.00	3000.00	3000.00	12000.00	UHZ MCYS DYCS /Peja Donors	Faculty of Arts	Student artistic week organized
16.	Activity 2.9. Organization of the annual international festival of the Arts	Annually 2023-2026	1000.00	1000.00	1000.00	1000.00	4000.00	UHZ MCYS DYCS /Peja Donors	Faculty of Arts	Organized international festival
17.	Activity 2.10. Organization of local and international	Every year in April & November	15000.00	15000.00	15000.00	15000.00	60000.00	UHZ MCYS	Faculty of Arts	The number of local and international

	concerts	2023-2026	10000.00	10000.00	10000.00	10000.00	40000.00	DYCS /Peja Donors		concerts organized
18.	Activity 2.11. Organization of the Semi-annual Concert	Every year in January 2023-2026	0.00	0.00	0.00	0.00	0.00	UHZ DYCS /Peja	Faculty of Arts	The semester concert held
<b>4.3. Functionalization of the "Institute for Science and Arts"</b>										
19.	Activity 3.1. Increase of own funds	Annually 2023-2026	0.00	0.00	0.00	0.00	0.00	UHZ	Institute for Science and Arts	Realized own funds
20.	Activity 3.2. Increasing cooperation with national and international institutes	Annually 2023-2026	0.00	0.00	0.00	0.00	0.00	UHZ	Institute for Science and Arts	Number of collaborations with national and international institutes
21.	Activity 3.3. Increasing cooperation with local businesses in the implementation of applied research	Annually 2023-2026	0.00	0.00	0.00	0.00	0.00	Own funds	Institute for Science and Arts Local businesses	Number of collaborations with local businesses
22.	Activity 3.4. Increasing cooperation with local businesses in the realization of research projects	Annually 2023-2026	0.00	0.00	0.00	0.00	0.00	Own funds	Institute for Science and Arts Local businesses	Number of collaborations with local businesses
<b>4.4. Increasing the number of scientific research and artistic creativity</b>										
23.	Activity 4.1. Number of scientific papers published by academic staff	Every year in June & December 2023-2026	0.00	0.00	0.00	0.00	0.00	N/A	Office of Scientific Research Academic staff	The database published on the official website of UHZ
24.	Activity 4.2. Number of scientific papers of academic staff financed by UHZ	Every year in March, June, September, November 2023-2026	0.00	0.00	0.00	0.00	0.00	N/A	Office of Scientific Research Academic staff	The database published on the official website of UHZ

25.	Activity 4.3. Number of academic staff participation in international scientific conferences	Every year in June & December 2023-2026	0.00	0.00	0.00	0.00	0.00	N/A	Office of Scientific Research Academic staff	The database published on the official website of UHZ
26.	Activity 4.4. Number of academic staff participation in international scientific conferences funded by UHZ	Every year in March, June, September, November 2023-2026	0.00	0.00	0.00	0.00	0.00	N/A	Office of Scientific Research Academic staff	The database published on the official website of UHZ
27.	Activity 4.5. Number of small research projects funded by UHZ	Every year in September 2023-2026	0.00	0.00	0.00	0.00	0.00	N/A	Office of Scientific Research Academic staff	The database published on the official website of UHZ
28.	Activity 4.6. Number of university books published by academic staff	Every year in June & December 2023-2026	0.00	0.00	0.00	0.00	0.00	N/A	Office of Scientific Research Academic staff	The database published on the official website of UHZ
29.	Activity 4.7. Number of university books by academic staff, funded by UHZ	Every year in December 2023 - 2026	0.00	0.00	0.00	0.00	0.00	N/A	The vice-rector for teaching, student affairs and scientific research Publishing council Academic units	The database published on the official website of UHZ
30.	Activity 4.8. Number of academic staff participation in scientific activities: trainings, seminars, workshops, symposia, round tables	Every year in June & December 2023-2026	0.00	0.00	0.00	0.00	0.00	N/A	Office of Scientific Research Academic staff	The database published on the official website of UHZ
31.	Activity 4.9. Realization of research work in cooperation with national universities	Every year in June & December 2023-2026	0.00	0.00	0.00	0.00	0.00	MESTI (budget for research) Donors	Office of Scientific Research Academic staff	The database published on the official website of UHZ
32.	Activity 4.10. Realization of research work in cooperation with international universities	Every year in June & December 2023-2026	0.00	0.00	0.00	0.00	0.00	MESTI Donors	Office of Scientific Research Academic staff	The database published on the official website of UHZ

33.	Activity 4.11. Realization of research work in collaboration with internal colleagues	Every year in June & December 2023-2026	0.00	0.00	0.00	0.00	0.00	KD	Office of Scientific Research Academic staff	The database published on the official website of UHZ
34.	Activity 4.12. Realization of research work in collaboration with students	Every year in June & December 2023-2026	0.00	0.00	0.00	0.00	0.00	KD	Office of Scientific Research Academic staff Students	The database published on the official website of UHZ
35.	Activity 4.13. Realization of applied research	Every year in June & December 2023-2026	0.00	0.00	0.00	0.00	0.00	UHZ	Academic staff	The database published on the official website of UHZ
36.	Activity 4.14. The inclusion of scientific papers in the syllabus	Every year in February & October 2023-2026	0.00	0.00	0.00	0.00	0.00	UHZ	Office of Scientific Research Academic staff	The database published on the official website of UHZ
37.	Activity 4.15. Participation of academic staff in international concerts	Every year in June & December 2023-2026	0.00	0.00	0.00	0.00	0.00	UHZ	Office of Scientific Research Academic staff	The database published on the official website of UHZ
38.	Activity 4.16. Participation of academic staff and students in international festivals	Every year in June & December 2023-2026	3000.00	3000.00	3000.00	3000.00	12000.00	MESTI MCYS DYCS/Peja Donors	Office of Scientific Research Academic staff of FA	The database published on the official website of UHZ