



University "Haxhi Zeka"

Faculty of Agribusiness

Strategic Plan 2023-2026

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Abbreviations

UHZ	University “Haxhi Zeka”
SPFAG	Strategic Plan of the Faculty of Agribusiness
HEI	Higher Education Institution
CE	Center for Excellence
ISA	Institute for Science and Arts
OSR	Office for Scientific Research
IAB	Industrial Advisory Board
IT	Information Technology
D	Departments
QAO	Quality Assurance Office
CO	Career Office
SO	Student Office
SP	Student Parliament

Dean's word on the Strategic Plan 2023 - 2026

Welcome to the Faculty of Agribusiness at the Public University "Haxhi Zeka" Peje. Our planet faces many challenges, one of the most serious of which is the food crisis, for which the mission of universities, in cooperation with institutions, is to find solutions to feed our planet, to protect people's health and the environment, to manage our agricultural resources in a sustainable manner for a better future for our youth and our families.

As a faculty, we offer educational and practical university experience with a focus on agriculture, environment and food, contributing to the economy in the region and wider with general public interest. Our faculty consists of 3 Departments and about 500 students at the Bachelor and Master level of studies:

- **Agroenvironment and Agroecology** - BSc, 180 ECTS
- **Plant Production Technology** - BSc, 180 ECTS
- **Food Technology** - BSc, 180 ECTS
- **Sustainable Food Production Systems** - MSc 120 ECTS *created and supported by academics from the Erasmus+ program of the European Union.*
- **Environmental Management** , - MSc 120 ECTS.

Our graduates are in high demand for employment by businesses, governmental and industrial institutions as a result of the high performance of our faculty, with superior classroom facilities, modern laboratories, our personal student-centered approach as well as advanced practices to teaching and learning to which we apply.

Acquiring academic challenges is only a part of a successful experience of our Faculty in the development of academic, personal, managerial and social skills of our students. To improve these skills, students can participate in numerous student organizations, scientific conferences, conduct research under the mentorship of faculty professors as well as adding many other activities in and around the university campus in Peja as an essential opportunity to become a graduate ready for self and society.

Our many partnerships with European universities have developed and continue to develop our academic and scientific research capacities with the involvement of our professors in various cooperation projects, bringing to our region and the Kosovar society, the most advanced scientific experiences for a sustainable future. These partnerships enable our students to benefit from international scholarships and exchange of studies and practical internships in a partner university in Europe through the Erasmus+ program, as well as to be involved in various projects of the European Union for academic and scientific development.

I hope you will take some time and learn all about the Faculty of Agribusiness and we welcome you to visit us or refer to our web resources to find more information and specific opportunities. Feel free to contact us at +383 (0) 39 422 072 or info@unhz.eu .

Sincerely,

Prof. Dr. Nexhdet SHALA

Dean of the Faculty of Agribusiness

INTRODUCTION AND PURPOSE

The Faculty of Agribusiness as an academic unit of the "Haxhi Zeka" University in Peja is engaged in teaching, research-scientific and research activities that prepare competitive students for the labor market, future leaders in the fields of agriculture, environment and food that will contribute to the overall development of Kosovar society and beyond.

The Faculty of Agribusiness operates based on the three-year strategic plan for the period 2023-2026 developed by "Haxhi Zeka" University. See the link below;

<https://unhz.eu/regulore2/#167594531284528d2fb45a0f7:~:text=Plani%20Strategjik%20i%20Universitetit%20p%C3%ABr%20viti%202023%2D2026>

The Faculty of Agribusiness as an academic unit of "Haxhi Zeka" University in Peja is led by the Dean and two Vice-deans. The management of daily administrative work and tasks is supported by the coordinator for quality and academic development, legal and administrative officers as well as administrative assistants. Currently, the permanent academic staff consists of , 2 Regular Professors, 6 Associate Professors, 8 Assistant Professors, and 2 Assistants. In addition to regular academic staff, the Faculty of Agribusiness also engages academic staff as collaborators (lecturers and assistants).

The Faculty of Agribusiness currently has about 492 students involved in three study programs in the Bachelor's cycle, and two Master's programs. The students who study in the mentioned study programs are mainly from the Dukagjin Region, which includes the municipalities of: Peja, Deçan, Klina, Istog Gjakova, Junik, Rahovec, Malisheva, Prizren, etc. As well as from other regions of Kosovo. At the Faculty of Agribusiness, students from outside Kosovo (from Albania and Montenegro) continue their studies.

The implementation of study programs is done through the provision of theoretical knowledge (seminar lectures) as well as the practical part (laboratory exercises and practical work in the private sector.

The lectures are held in the amphitheater and in the halls dedicated to lectures, while the laboratory exercises are held in the laboratory spaces which offer good conditions and are equipped with equipment that suits the level of studies in this institution.

The university library which is used by Agribusiness students is located in the Faculty of Law building, where students can use the literature in physical and electronic form dedicated to studies in the field of agribusiness, food sciences and biotechnology. The information technology room equipped with computers located in the Faculty of Law building as well as in the Faculty of Agribusiness are available to Agribusiness students.

The programs of the Faculty of Agribusiness are designed according to the European ECTS credit transfer model, while the ratio between theoretical and practical work is 60% to 40%. During their studies, students, in addition to theoretical knowledge, also acquire practical skills through research work in the faculty's laboratories as well as the laboratories at the Agricultural Institute of Kosovo, in Peja.

The Faculty of Agribusiness has agreements for internships with various companies that operate in Kosovo, especially in the Dukagjin Region, as well as a number of agreements signed with various national and international universities for cooperation in the field of research and student mobility and the professors.

Internal and external reasons showed the need for the approval of the " FAG Strategy 2023-2026" document. We find the internal reasons in the need for a strategic development document that will serve as a basis for the creation of annual development plans, in which projects and programs will be aligned with the goals of

long-term sustainable development. This document represents the continuation of the realization of the development of the faculty within the university, which began with its establishment in 2011. In this way, the faculty, like never before, sets concrete goals and expectations for the founder, academics, students and to the general public, remaining open to all ideas and criticism aimed at improvements. External reasons arise from the requirements of laws and strategic documents approved at different levels of government in the Republic of Kosovo, as well as those at the European level, which must be achieved through the development and implementation of projects.

Usually, the formulation of a strategy is a permanent procedure (strategic plans drawn up are constantly monitored), "FAG Strategy 2023-2026" also includes the requirements arising from the relevant legal and strategic framework for facing internal and external challenges, fulfilling of the expectations of the academic community, the founders and the general public.

This document shows the general strategy of the faculty, in the formulation of which the specifics of the faculty are included, as an organizational unit at the university "HAXHI ZEKA". Based on this document, the faculty will prepare annual plans, in which the activities will be clearly specified, either in terms of content, carriers, budget and time, which must be implemented to achieve the long-term strategic goals of the faculty and the further affirmation of our faculty.

Finally, the aim to transform the faculty aims at an integrated but decentralized structure, able to respond in an economically justified way, to all the challenges for the labor market in agriculture, environment and food to contribute to the economy in the region. more broadly with general interest in modern times, the development of science and the transfer of knowledge, creating conditions for multidisciplinary, interdisciplinary and research studies.

Strategic Plan Design Methodology

This strategic plan has been developed as a product of meetings, consultations and active involvement of all staff in FAG, civil society, the business community, graduates (alumni) and current students.

Its success is the result of the involvement of stakeholders in its implementation. This involvement has already begun at the top of this document. The active involvement of management, administrators, faculty, students, alumni, and partners in the plan development workshop was crucial to accurately defining FAG's future strategic path. The plan, in its current version, is also the result of their work. Their proposals are part of its content. Structured and shared inputs with third parties enabled correlation and comparison of priorities and results, thus enabling validity and reliability for every part of this plan.

Initially, FAG established the "Commission for the Drafting of the Strategic Plan 2023-2026", ¹as a team responsible for directing the strategic planning process. Then, other working groups were established, with experts from different fields. Several workshops and dozens of working group meetings were held for the development of this strategic plan of FAG. HERAS PLUS (Higher Education Research and Applied Science Plus), NGO "Syri Vizion", "Let's Do it Peja", Municipality of Peja, graduate students also helped in support of the

¹The decision with the names of the members of the 2023-2026 Strategic Plan Drafting Team can be found in appendix 2 of this document.

working groups for the compilation of the 2023-2026 Strategic Plan. , student representatives, business representatives, etc.

The eight working groups were: Working Group for Internal Management, Working Group for Teaching, Working Group for Quality Assurance, Working Group for Scientific Research, Working Group for International Cooperation, Working Group for Students, Working Group for Entrepreneurs and Working Group for Infrastructure.

The process of drafting the "Strategic Plan 2023 - 2026" has gone through several stages, during which various activities have been developed:

- Phase 1: Preparation. - At the meeting held by the Faculty Council, on **06.11.2023** , the members of the "Strategic Plan Drafting Commission" were appointed. During the month of **June**, FAG officials made preparations for the start of drafting the strategic plan, preparing the Work Plan for the drafting of the Strategic Plan.
- Phase 2: Defining areas and analyzing the situation. - On 12-13.07.2022, a workshop was held, with the participation of all FAG actors, students, graduates and stakeholders. On the first day of the workshop, the participants were informed in detail about the strategic plan drafting process and defined the areas in which they will be included within this plan. Also, during this workshop, an analysis of the situation was made for the areas that are included in this plan, which was carried out through a SWOT analysis. Based on the knowledge of the participants, successes, weaknesses, opportunities and risks have been identified for each of the areas included in this plan. In addition, during this phase, official data and statistics provided by UHZ officials have been collected for all areas included in this plan, so that the analysis of the situation is as accurate and comprehensive as possible.
- Phase 3: Defining the vision, mission and strategic objectives. - At this stage , a workshop was organized on 14.07.2023 , with the participation of all FAG actors, students, graduates and stakeholders. After the analysis of the situation and the determination of the strategic areas, the participants discussed and decided on the vision and mission of this FAG plan. Also, from the results of the analysis of the situation, the participants have determined the strategic objectives of this plan, which are intended to be achieved until the end of the implementation of this strategic plan.
- Phase 3: Determination of expected results, activities, indicators and risk analysis. At this stage, a workshop has been organized on 06-07.10.2023, with the participation of all FAG actors, students, graduates, NGOs and HERAS +. In this workshop, the participants have identified the main challenges for each area/OS, defined the expected results for each area/OS, as well as assigned and described the planned activities for each area/OS. On the second day of this workshop, on 07.10.2023 , the objectively measurable indicators (indicators) for each strategic objective were determined. Also, during this workshop, the participants have identified and described the assumptions and risks that may affect the implementation of this strategic plan.

- Phase 4: Budget planning and implementation plan. - At this stage, in cooperation with the Department of Finance, the working groups have determined the budget for all the planned activities for the three-year period of this plan, dividing it into categories, depending on the source of funding, as well as detailing the implementation plan of this strategic plan for the three-year period, defining the institutions/bodies responsible for their implementation.
- Phase 5: Drafting of the Strategic Plan document. - Based on the drafted documents and the data and suggestions provided throughout the process, the Committee for the drafting of the Strategic Plan has integrated all the parts into one document and has finalized the draft of the "Strategic Plan of the Faculty of Agribusiness, Peja 2023 - 2026", which has been handed over to him for further proceedings.
- Phase 6: Public discussion of the Strategic Plan document. - In order to receive remarks, comments and suggestions from all parties, internal and external, FAG has organized public discussions with all parties, applying different forms, methods and media of communication. Within this framework, public discussions were organized with FAG staff, FAG students, representatives of local and central institutions, the business community and the general public.
- Phase 7: Incorporation of suggestions and finalization of the Strategic Plan document. - After organizing public discussions with the various parties, FAG has taken into account all the remarks and comments and has included in the strategic plan all the relevant suggestions that came out during the public discussions. Then, the "Strategic Plan of the Faculty of Agribusiness, Peja 2023 - 2026" took its final form as a document, ready for approval by the bodies of the UHZ.

I. FACULTY OF AGRIBUSINESS

1. Basic information about the Faculty

The Faculty of Agribusiness, an academic unit at "Haxhi Zeka" University, is a public institution of higher education that deals with higher education in two study cycles, as well as with research-scientific work, aimed at the inclusion and improvement of knowledge, the deepening of thought and education, educational, artistic, cultural, social activities, then economic development, the promotion of democratic society and the achievement of the highest standards of teaching and scientific research.

Table no. 1. Data for the Faculty of Agribusiness

Name	FACULTY OF AGRIBUSINESS
Founder	Ministry of Education, Science, Technology and Innovation
Date of establishment	14.11.2011
Dean	Nexhdet Shala
Address	Peja, St. UCK
Country	Kosovo
Telephone	+383 39 422 072
E-Mail	info@unhz.eu

In the teaching-scientific process at the faculty, 18 teachers in regular working relationships at FAG and a certain number of external collaborators participate. In addition, the faculty employs 9 workers, who perform professional, administrative-technical and auxiliary tasks. In the Faculty, there are 4 narrow scientific fields, which are harmonized with the Regulation for narrower scientific and artistic fields and fields.

In order to fulfill its vision and mission, the Faculty of Agribusiness is guided by the following values and responsibilities:

- Professional and academic integrity - Open and honest in our actions;
- All Inclusion and Equality - We value diversity, inclusion, care, respect and welcome everyone;
- Freedom of expression and thought – We encourage and value freedom of expression and critical academic thought;
- Competitiveness - Desire and motivation to become more successful and distinctive;
- Community Service - Collaborating with interest groups to best serve their needs.

The faculty officially started to implement the study programs in accordance with the Bologna principles, according to the accredited curricula, from the academic year 20012/13.

With the vision that FAG has, it is oriented towards profiled study programs in harmony with market requirements in the field of Agriculture, environment, food and other related fields.

In addition to the above-mentioned vision, FAG materializes its goals as follows:

- ▶ continuous and sustainable development for quality assurance in the faculty;
- ▶ Improving the quality of study programs;
- ▶ Improving teaching and working conditions;
- ▶ Active involvement of students in all segments of work and decision-making;
- ▶ Increasing the efficiency of studies;
- ▶ Development of research-scientific work and artistic activity;
- ▶ Improving the quality of the general academic community at FAG;
- ▶ Rational organization of resources.

The Faculty of Agribusiness in Peja consists of the following Departments:

Table no. 2: FAG

NO .	NAME OF DEPARTMENTS
1	Plant Production Technology
2	Agroenvironment and Agroecology
3	Food Technology
3	Sustainable food production systems
2	<i>Environmental Management</i>

Table no. 3: Description of the faculty

No	Faculty	Description
1	Agrobussines	It aims to be a contemporary academic center for study, research and knowledge transfer in the specific field of agribusiness management with innovative programs, where graduate students find themselves and contribute knowledge and professionalism in the field of agribusiness, agroecology and food technology. The programs have a professional character and prepare students to think about business and agribusiness in multiple dimensions, acquiring fundamental knowledge. Teaching takes place at two levels: bachelor's and master's.

✚ In order to support and implement the mission and vision, in addition to the library, the innovation is the establishment of three new organizational units as well as the increase in the role of the Career Center within the University.

✚ **INSTITUTE FOR SCIENTIFIC AND ART RESEARCH** in its structure includes each faculty through the relevant departments. The purpose of the Institute for Science is to increase research, scientific and artistic activities. The realization of its activities is planned to be realized through the application for relevant projects, with the involvement of academic staff, internal and external researchers, students of different levels, in order to create opportunities for them to participate in the implementation of research projects and use all data for research purposes;

✚ **CENTER FOR EXCELLENCE** was established to support academic staff to further expand their professional skills and profiling through specific training for advanced teaching and learning methodologies. In the near future, UHZ aims to enrich this center with the concepts of digital

excellence. The focus of this center is oriented towards innovation, research, development and training, with local and international trainers;

✚ **BUSINESS SUPPORT CENTER** was established in order to fulfill the seventh objective of the Strategic Development Plan 2023-2026 of UHZ, which is related to the entrepreneur.

Since most programs offered in academic units have business components, this center focuses on concrete activities to motivate students to embrace the entrepreneurial spirit, as well as help them to open new businesses. This will be done with partners and industry through business incubators. Also, this center will maintain close ties with partner businesses to respond to their needs with students in studies as well as with graduates in the field of employment. The activity of this center will be primary in the preparation and implementation of professional programs of the fifth level (5). Now UHZ is in the final stage of preparing such a program for tourist guides;

✚ **CAREER CENTER** has the capacity to further expand its role to serve as a bridge between students and the labor market. In order to promote UHZ students and search for new employment opportunities, this center creates and maintains appropriate contacts with potential employers. Currently, the center develops its activity through participation in job fairs and similar events. Through this center, this year the "UHZ Alumni" was consolidated. This center is engaged in the certification of career officials in the relevant fields. Its activity is also oriented towards the networking of our center with career centers of other universities. In particular, the possibility of its networking with the career offices of secondary schools, which have programs similar to those offered by UHZ, is being studied;

Table no. 4: Study programs at the Faculty of Agribusiness

No.	Study programs evaluated during 2022	The number of students, approved by SCQ	New accreditation time period	Decision
FACULTY OF AGRIBUSINESS				
1	Plant Production Technology, BSc	50	2022-2025	Ref: 944/22 18.07.2022
2	Agroenvironment and Agroecology, BSc	50	2022-2025	Ref: 944/22 18.07.2022
3	Food Technology, BSc	60	2022-2025	Ref: 1778/22 20.10.2022
4	Sustainable Food Production Systems, MSc	25	2021-2024	Ref: 3025/21 12.08.2021
5	Environmental Management, - MSc 120 ECTS.	25	2021-2024	Ref: 3025/21 12.08.2021

2. Mission, Vision and Values of the Faculty of Agribusiness

The working group has been careful that the mission is in complete harmony with the strategic objectives and the results that this strategic document will produce. Therefore, in the "Strategic Plan of FAG 2023 - 2026", it is noted below that:

The mission . - The Faculty of Agribusiness is an academic unit at the "Haxhi Zeka" University that offers quality teaching and learning for professionally qualified staff for the labor market in agriculture, environment and food to contribute to the economy in the region and beyond with general public interest. .

The vision . - " The Faculty of Agribusiness is oriented towards profiled study programs in harmony with market requirements in the field of Agriculture, environment, food and other related fields "

Values. - In order to fulfill its vision and mission, the Faculty of Agribusiness will be guided by the following values and responsibilities:

- Professional and academic integrity - Open and honest in our actions!
- All Inclusion and Equality - We value diversity, inclusion, care, respect and welcome everyone!
- Freedom of expression and thought - We encourage and value freedom of expression and critical academic thought!
- Competitiveness - The desire and motivation to become more successful and stand out!
- Community Service - Collaborating with interest groups to best serve their needs!

The following mission statement, defined in the 2023-2026 Strategic Plan, is as follows:

The Faculty of Agribusiness is an academic unit at Haxhi Zeka University that offers quality teaching and learning for professionally qualified staff for the labor market in agriculture, environment and food to contribute to the economy in the region and beyond with general public interest. "

During the preparatory work and activities that the working groups have developed to create and compose a strategic plan as realistic and applicable as possible, in accordance with the objectives and the needs for institutional and programmatic changes, it turned out that the mission was necessary. Therefore, after numerous discussions and analyses, the working groups decided to preserve the essence of the mission statement and within it include and strengthen the new elements, characteristic of the Faculty of Agribusiness in Peja. In this context, it was decided that first, in addition to the fact that FAG is a higher education institution that transfers knowledge, to reflect the growth of students' potential, with a focus on today's dynamic labor market.

Therefore, after all discussions with interest groups, academic and administrative staff, students, partners, business representatives, alumni, etc., it was procedurally decided that the mission and vision statement should be as follows:

The Faculty of Agribusiness supports its mission in the social transformations that are taking place today in the European region and in the Western Balkans, which aim at change, reformation and transition towards a more democratic society, in which there is rule of law, then towards the market of work in agriculture, environment and food to contribute to the economy in the region and beyond , etc., for which awareness and advanced knowledge are needed. For this purpose, the faculty, together with its staff, tries to take the responsibility that belongs to it.

The mission. of FAG is focused on improving the quality of life of the population through the feeling and belief that it has a more important role in the development of agriculture and food in the country, organizing academic studies for young people, education of future entrepreneurs, able to create sustainable social, economic and technological strategies and to evaluate and valorize human resources, which will successfully qualify the new generation academic to face agriculture, food environment, dynamic labor market and future challenges.

With the slogan "*institution that transfers knowledge*" and "*realizes the potential of students towards the dynamic market*", starting from the experiences of successful socially, economically and technologically developed countries, the faculty through the process of study and practical training, applying modern educational standards, strives to employ well-profiled academic staff for multidisciplinary fields with operational knowledge, focusing on the development of students' creative abilities. So, our social mission is to educate agricultural and food engineers , capable and spirited to create sustainable social strategies , economic, valuing the human resources that will successfully qualify this academic generation ready to face the challenges of today and the future with their environment, agriculture and food.

In this regard, the faculty implements a learning system of dialogue supported by mentors, composed as a creative workshop of teaching staff and a team of authors with high scientific pedagogical reputation, knowledge, expertise and practical experience, able to take responsibility for the results theirs for the education of the new generation. The education of students is carried out using modern standards in the assessment system, the organization of studies, advanced didactic methods, based on a curriculum framework based on the best practices of European universities, with the implementation of the principles of Bologna and the European reform of higher education. . Determining the optimal number of compulsory subjects guarantees students the freedom to independently determine elective and optional subjects, with choices within the framework of multidisciplinary study groups, or parallel acquisition of collateral knowledge and skills within academic units and organizational units functional within the university (such as: the Center for the Support of Agriculture, Food, Business, the Center for Career...), which enable students to receive diplomas with relevant qualifications according to the needs and dreams they have for today and the future.

The theoretical and practical knowledge and skills that students acquire during their studies are designed to qualify students for future work in a high-tech agriculture, food environment, enabling them to develop initiative, entrepreneurship, ability to psychologically assess and lead work groups and teams, then the ability to make decisions even when time is not enough, the ability to learn further throughout life, the ability to focus only on relevant information in environments of information abundance and information pollution, the ability to process multiple tasks simultaneously, the ability to lead complex projects, as well as the ability to

creatively integrate knowledge and practices from different professional fields, in particular their orientation towards dynamic market.

For the needs of education and the development of scientific research, personnel with scientific dignity and good competence coefficients are engaged, capable and ready to take on the risk and responsibility for the recovery of their local and global communities, and the transformation of Kosovo into 'society of knowledge' or 'learning society'. The efficiency and effectiveness of studies, the attractiveness of educational programs with multidisciplinary components, which correspond to future technological challenges, to students through the application of interactive pedagogical technologies in the organization and realization of the educational-scientific process, undoubtedly produces a high degree of passability in function of knowledge and skills imparted to students, but which also results in high student motivation. In its practice, the faculty also applies the principles of lifelong learning and the realization of the democratic right to study and education, the promotion of European transparency of studies and the mobility of students and professors, the promotion of the "European dimension " (values of a united Europe) in higher education, mobility of students and professors and internationalization in general.

The Faculty of Agribusiness is oriented towards profiled study programs in harmony with market demands in the field of Agriculture, environment, food and other related fields.

The vision of the faculty is to position itself as a leader in the field of higher education, professional education and scientific research in the realization of its agricultural, environmental and food mission, reaching the highest European standards in the organization of studies, the application of didactic methods and of a curriculum framework based on the best experiences and traditions of American and European faculties, on the basis of the reforms initiated by the Bologna Process for the restructuring of the European higher education system. By planning and implementing teaching, artistic and research - development activities and other forms of work with students, the faculty of agribusiness wants to create the image of an institution that will become an important factor in the development of agriculture, the environment, local food, regional and Wider.

Our vision is to create a faculty with a global reputation for academic excellence and create a knowledge society in Kosovo, aiming at the level of European and world faculties. We also want to ensure sustainable and inclusive global participation through an approach shaped by innovation, integration and inspiration.

Within the future development of the faculty, we will focus on:

- The formation of very satisfied students, with a strong sense of belonging to the community where they live and work;
- The inclusion of a greater number of academic personnel, not only local, but also international, who will recognize the university as a collegial place of work, development and progress, while in an optimal term, also the registration of students from Europe;
- To enroll more students in postgraduate studies, who will be attracted by the attractiveness of intercultural educational, research-scientific competences and entrepreneurial action;

- Developing strong philanthropic support, with a special focus on students with exceptional research skills;
- The further development of distance learning in the framework of electronic education, which is in accordance with the daily changes in new technologies that can be used in the framework of the implementation of the above points;
- The creation and development of the university as an institution of higher education, as an excellent interactive place within the internationalization of the educational and research-scientific process, in order to achieve internationalization in all study cycles, and introduction to English language classes;
- Organization of joint study programs with reputable international universities in all study cycles, to enable students to obtain double degrees;
- Continuous modernization of the curricular framework and the design of new study programs in accordance with the needs of the labor market and the requirements of modern technology;
- Encouraging and strengthening student practices in all study programs, so that graduates are competitive and able to work in the economic and social sectors, in the dynamic labor market.

The Faculty of Agribusiness is committed to contributing to the local, regional and global community through concrete achievements in the educational process of higher education that is continuously developing and improving through integration and innovation, inspiring forms of dissemination and application of knowledge and skills. In the future, we will create the right preconditions for the realization of innovative partnerships with agricultural, environmental and food subjects, with a constant focus on the sustainability and further development of the academic aspect of all study programs, with a development and sustainable plan to the protection of the environment, agriculture and food with the survival of the city of Peja as a city of students, science and knowledge.

3. Functional integration model

The maximum use of the educational, research, artistic and innovative potentials for the goals defined in the strategy, both at the European and national level, is possible only in the condition of the space created for the flow of ideas, people and faculties with traditional academic values proven, which can respond to new challenges only as strong and integrated institutions. The practice of the European area of higher education, the need to ensure a high level of quality in the field of higher education and in the field of science and technological development, the need to improve the mobility and employment opportunities of experts with higher education, imposes numerous challenges on the complex scientific and educational systems-faculties in the Republic of Kosovo. Efforts to achieve strategically defined goals and create the basis for the development of the knowledge society require strengthening the role of the faculty as a driving force of society. These requirements impose the need to transform the organizational structure of the faculty in an effort to turn complex scientific and educational systems into strong integrated institutions.

The Faculty of Agribusiness is convinced that the functional integration model of the faculty is a general model that includes the most important functions and tasks that must be performed at the level of an integrated faculty. The model also includes modern trends in the development of faculty management and organization in the European area of higher education, aimed at increasing the effectiveness and

efficiency of the system and the rational use of material and human resources in a competitive environment. At the same time, the model of an integrated and decentralized system was developed with the idea of the necessity of creating conditions for increasing the motivation of all parts of the faculty, from departments to research teams and individuals, teachers, researchers and students. This, to valorize their initiative, ideas and results in all areas of the faculty's work, together with the improvement of existing services and the development of new optional services that should provide quality professional support for increasingly diverse activities and the combination of classical disciplines.

For FAG, implementing the model means:

- an asymmetric working relationship between the faculty and the university, which would enable the mobility of teaching staff and especially students;
- registration of students in the faculty;
- joint studies at the level of master's programs and, in the future, also in doctoral programs;
- significant percentage of faculty representatives in terms of the number of members of the governing body of the faculty, with representation of students, founders and business representatives;
- Full implementation of existing legislation;
- Adapting the standards for the accreditation of a faculty with integrated interdisciplinary programs as educational and scientific institutions with a focus on agriculture, environment and food;
- changing the legal acts of the faculty in accordance with the proposed changes, in order to increase work efficiency, quality and authority in decision-making, as well as
- increasing the functionality in the work of all professional bodies of the faculty.

The model of functional integration proposes integration as a process and represents a general form, where implementation must be adapted to the specifics of individual faculties. In this sense, each faculty, depending on the complexity, scope and degree of integration achieved in its organizational structure, will adapt the general model to its conditions, adopting a solution that implies the necessary quality and expertise and justifies the invested funds. . In the implementation of the model, it is necessary to constantly implement the ideas of integration without centralization, with a rational division of tasks and functions, as well as decision-making rights and responsibilities at all levels of the management structure of the complex optional system .

3.1 The organization of FAG according to the principle of the integrated faculty

The realization of the goals aimed at increasing efficiency and effectiveness means achieving a high quality of the organizational structure of the faculty, mainly through the meaningful and effective connection of the organizational unit as a whole. In this sense, the composition of the faculty may include: departments, institutes, centers, libraries, joint laboratories, seminars, offices, funds, foundations and other organizational units within which the integrative functions of the system in accordance with the University Statute. based on the basic goals of the functional organization model, it is necessary to integrate all organizational units in the university, which are entrusted with certain tasks and responsibilities to its

organizational units. Competences and responsibilities are determined by the Statute and general acts of the university.

The Faculty functions as an academic unit at the University that has its own subsystems: academic, entrepreneurial and administrative. The Faculty is managed by the Faculty's management.

At the university level, the following are created: University Computer Center, Career Development Center, Center for Excellence, Business Support Center, library and student representation institutions.

II. ENVIRONMENTAL ANALYSIS OF THE STRATEGIC PLAN 2023-2026/FAG

Foreword

The development of education in Kosovo for a workforce that adapts to the needs of the market constitutes the primary condition towards maximum productivity. Taking into account the position of the pre-membership period of Kosovo in the European Union, it is key that the labor force ensures competitiveness of skills with the local labor market in the first place and then with the European one.

The provision of study programs that do not reflect the real needs of the labor market remains a structural deficiency of higher education in Kosovo. At the same time, these programs also lack interdisciplinarity, the part of practical learning, as well as the connection with scientific research. About 60% of the study programs offered are from the fields of education, arts and humanities, social sciences and services. The largest number of students and educational programs are in the category of social sciences and justice. The orientation of students in science, technology, engineering and mathematics remains low. There is a marked difference in orientation in certain fields of study in higher education according to gender. Females tend to be oriented (over 90%) in programs of education, natural sciences, social sciences, medicine, communication and linguistics. While, men dominate in the fields of study of informatics, humanities, geography/geology and engineering/technology. A balanced gender orientation is observed in the fields of architecture, business and law. The degree of orientation of students in the fields of study in social sciences, humanities, business and law is very high compared to the dynamics of the market.

Low correlation of study programs with the demands of the labor market, the limited offer of interdisciplinary study programs, requires better correlation of higher education with the labor market through the harmonization of study programs. FAG, aware of the general situation of higher education in Kosovo, of the difficulties faced by graduates in employment, of the demands of the private sector for specific professions, in the "Strategic Plan 2023-2026" has foreseen the development of new professional programs at the level of 5 of the CCC. In this way, through increasing the number and variety of programs offered, the university also aims to increase the number of students interested in following them. The programs that are offered and the knowledge/skills that students acquire are not always in line with the needs of the labor market. Therefore, FAG must constantly conduct research on the programs offered and on the needs of the labor market. Within the research, the possibilities of orientation of knowledge and skills towards the needs of the labor market and self-employment should also be addressed. The purpose of the analysis of the data collected from the research, reports and publications related to the labor market is the review of the current programs and the design of the programs new, compatible with the requirements of the business community.

1. Labor market analysis

This document on the analysis of the labor market, as part of the analysis of the environment in which FAG operates, is based on UHZ's strategy documents, the official documents of the government of the Republic of Kosovo, on the data of the Statistics Agency. of Kosovo, in reports, publications and research papers published by various local and foreign agencies. Some of the sources of information obtained for this analysis are:

- "Education Strategy 2022-2026" of the Republic of Kosovo, 2022; ²
- "Kosovo in Figures 2021", Statistics Agency of Kosovo, 2021; ³
- "Assessment on Labor Market Relevance for the Existing Study Programs of the University

"Haxhi Zeka" in Peja', 2022; ⁴

- "Baseline Assessment Report for the Haxhi Zeka University", HERAS plus, 2021; ⁵
- "Analysis of the Education System in Kosovo", Friedrich-Ebert-Stiftung / Kosovo, 2018; ⁶
- "Quality Assurance in Education and Vocational Training Country Profile in Kosovo", ETF, 2020; ⁷
- "Educational policies for students at risk and those with disabilities in Southeast Europe",

Organization for Economic Co-operation and Development (OECD), 2007; ⁸

• "Labor market demands and capacities of vocational schools in Kosovo", report researcher, NGO ETA, 2022; ⁹

- "Quality assurance at the level of vocational education and training providers in Kosovo current situation", EU, ADA / ALLED 2, 2021; ¹⁰
- "Education and the labor market in Kosovo and the European Union", American Chamber of Commerce in Kosovo", 2018 ¹¹, etc.

In addition to the aforementioned sources, this analysis is also based on research and other publications that have provided comprehensive, reliable and complete information on which the strategic objectives, activities and priorities have been established in order to realize the mission and vision of FAG over the years 2023 – 2025.

1.1. Unemployment rate in Kosovo by age groups

According to the Statistics Agency of Kosovo, the highest unemployment rate for the last five years is among the age groups presented in the table below. Of the three age groups, the 15-24 age group has the highest unemployment rate. This rate is greater in women than in men. Expressed as a percentage, it is about 30% higher, depending on the year included in this analysis:

Table no. 5. Unemployment rate by gender and age group, expressed in percentage Source. ASK, 2022

		Unemployment rate (%) by gender and age group											
Years		2017			2018			2019			2020		
Gender		MALE	Females	in total	MALE	Females	in total	MALE	Females	in total	MALE	Females	in total
Unemployment rate	15-24	48.4	63.5	52.7	51.5	64.7	55.4	44.1	60.3	49.4	45.2	57.2	49.1
	25-34	37.2	50.7	40.5	37.9	43.5	39.3	26.5	43.4	31.3	27.2	41	31.4

(%) by age group	35-44	23.4	25.9	24	25	19.6	23.8	18.5	20.9	19.1	19.4	21.7	20.1
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2 For more see the link: <https://masht.rks-gov.net/en/category/documents/>

3 For more see the article: <https://ask.rks-gov.net/media/6975/kosovo-in-figures-2021.pdf>

4 For more see the link: <https://unhz.eu/dokumente-tjera/>

5 For more see the link: 1. <https://rb.gy/5jvmlx> 2. <https://unhz.eu/dokumente-tjera/>

6 For more see the link: <https://library.fes.de/pdf-files/bueros/kosovo/15187.pdf>

7 For more, see the link: <https://rb.gy/4lqoou>

8 For more, see the link: <https://rb.gy/7e2zj6>

9 For more see the link: <https://issuu.com/etea.ks/docs/raporti>

10 For more see the link: <http://alled.eu/wp-content/uploads/2021/07/Quality-assurance-ALBë.pdf>

11 For more, see the link: <https://rb.gy/hcixg>

In spite of the high unemployment rates, an analysis of employment across different economic branches will enable the identification of sectors with employment prospects. Consequently, following this analysis, the data related to employment according to different professions are presented.

1.2. Employment according to occupations

From the data analyzed for the last two years available in the database of the Kosovo Statistics Agency for employment according to various professions, it appears that in 2019 a total of 366,270 people were employed, of which only 83,644 or 22 are women. % of the total number of employees.

Meanwhile, in the following year (2020), employment has decreased by 15,414 people or 4.2%. This decline in employment is due to the slowdown in economic growth as a result of the pandemic.

However, as regards employment based on gender, in this period the employment of women has marked a symbolic increase of 2% compared to the previous year 2019. Below is a table with the relevant data divided by gender and by professions:

Table no. 6. Employment rate by profession and gender, expressed in thousands of employees Source: ASK, 2022

Employment by occupation and gender for 2019 and 2020 (age 15 and over)							
Employment according to occupations (in thousands)		2019			2020		
		MALE	Females	in total	MALE	Females	in total
	Manager	26,911	5.198	32.109	26,089	5.525	31.614
	Professionals	31.150	27.189	58.339	29,954	29,074	59,028
	Professional technicians and associates	15,469	6.516	21,985	15,054	6.706	21,760
	Office workers and assistants	12,893	8.564	21,457	13.224	9,690	22,914

Service and sales staff	66,468	18,917	85.385	62,835	18,686	81.521
Skilled workers in agriculture, forestry and fishing	8,570	1.584	10.154	6,996	1,963	8,959
Craftsmen and similar occupation	33.410	5.331	38,741	30,680	4.296	34,976
Operators and installers in factories and machines	20.409	0.521	20,930	19,090	0.612	19.702
Elementary professions	67.346	9,824	77.170	59,852	10,530	70.382
In total	282.626	83.644	366.270	263,774	87,082	350,856

The following table illustrates the same employment data by profession, but expressed as a percentage. This is due to the simplification of the analysis in order to investigate the demand trend in the labor market according to the sector of production, services, trade, agriculture, administration, management, crafts, etc. According to the research, it results that the sector of elementary professions together with the sector of services and sales lead among the listed professions. This dominance of cross-sectoral employment is at least double in relation to subsequent occupations, such as: crafts and similar occupations, professionals, managers, etc. However, from the official data, it is not specified which are the elementary professions required by the entrepreneurs. A more detailed study would provide an accurate overview of orientation for young people and for educational institutions offering professional programs within the fifth national qualifications framework.

It is important to note that the female gender occupied three times more jobs on average than the male gender in the "professionals" category. In this category falls the largest number of employed women in the last two years of the analysis. On the other hand, the weakest employment of women seems to be in the category "operators and installers in factories and machines", with a total participation of only 0.7%. This is because men are employed in this category about 10 times more than women, perhaps due to the heavy nature of the work, the lack of interest of women in this sector or the lack of qualification. However, this remains to be investigated in the future. Following the above analysis, the relevant employment data expressed as a percentage follows. The method of calculation corresponds to each profession separately and separated by gender for the years 2019 and 2020.

Table no. 7. Employment rate by gender and age group, expressed as a percentage Source: ASK, 2022

Employment by professions and gender for the years 2019 and 2020 (age 15 and over) expressed as a percentage							
Employment participation according to occupations (%)		2019			2020		
		MALE	Females	in total	MALE	Females	in total
	Manager	9.5	6.2	8.8	9.9	6.3	9.0
	Professionals	11.0	32.5	15.9	11.4	33.4	16.8
	Professional technicians and associates	5.5	7.8	6.0	5.7	7.7	6.2
	Office workers and assistants	4.6	10.2	5.9	5.0	11.1	6.5

	Service and sales staff	23.5	22.6	23.3	23.8	21.5	23.2
	Skilled workers in agriculture, forestry and fishing	3.0	1.9	2.8	2.7	2.3	2.6
	Craft workers and profession. Similar	11.8	6.4	10.6	11.6	4.9	10.0
	Operators and installers in factories and machines	7.2	0.6	5.7	7.2	0.7	5.6
	Elementary professions	23.8	11.7	21.1	22.7	12.1	20.1
	In total	100.0	100.0	100.0	100.0	100.0	100.0

1.3. Study programs of FAGs and the labor market

The experts of "Heras+", in September 2022, have conducted a study regarding the compatibility of the Fag study programs at the UHZ with the labor market. ¹¹ The empirical analysis of the study includes data based on a questionnaire applied to students and graduates of all levels and all programs of UHZ, FAG. Additional questionnaires have been distributed to graduates, representatives of public institutions and the private sector within the study program: In addition, some of the programs included in the study need to be reformed to reflect the current needs of the labor market. Below, the summarized results of this research are presented for the 3 study programs of the faculty, respectively for the following three variables:

- ✚ Connecting programs with the labor market;
- ✚ Graduates' knowledge of the labor market and
- ✚ If FAG should reform its programs

Table no. 8. Study results expressed in percentage

Source: "Assessment on labor market relevance for the existing study programs of the FAG", 2022

UHZ programs	FAG has programs adequate for the labor market	Graduates have knowledge adequate for the labor market	FAG must reform the programs
Management and environment – master	81%	89%	33%
Agro-environment and agro-ecology - bachelor	93%	94%	33%
Plant production technology – bachelor	77.8%	86%	43%

Also, this research study puts a worrying emphasis on the employability of FAG graduates, which turns out to be less than 50%. Therefore, this issue should be addressed not only from the level of individual programs, but also from the management levels of the university, the report recommends.

[12](#) View the report :

<https://drive.google.com/file/d/1IO1sëqE6O2NROeSZiN8a1hx3DDmqjëTS/view?usp=sharing>

According to the results of the study, but also based on the current state of the local economy, employment opportunities are limited in Peja and the region. The report suggests that FAG should design the framework

for the creation of programs and professional graduates who will create opportunities, namely self-employment entrepreneurial activities, instead of waiting for employment from public administration or state institutions.

1.4. Baseline assessment for the development of FAG's institutional capacities

On November 17, 2021, the "HERAS Plus" project launched the "Basic evaluation report for the university 'Haxhi Zeka', FAG, Peja".^{1 2}The report is a comprehensive overview of the institutional development of the university, made in nine different dimensions, one of which is the labor market. According to this report, alignment with the labor market is among the main challenges of Kosovo's higher education institutions, and therefore FAG and UHZ. This challenge mainly includes the employability of graduates, the development of appropriate skills and competencies, as well as the development of profiles of graduates, which are needed in the labor market.

Data from the 2020 survey, with 1,640 FAG graduates at UHZ, show that only about a quarter of them (24.8%) are employed (of which 64% are women). Such data confirm employability as a challenge of university graduates and this situation shows the emerging need for FAG to better define the strategy and take measures to increase the employability of graduates.

FAG, through the "Career Office", is continuously making efforts to provide more practical opportunities for students and to collaborate with FAG graduates to better connect with the labor market and address needs his. In August 2020, UHZ founded the "Alumni Association", as a non-profit organization, with the aim of connecting UHZ with the graduates of this faculty. FAG expects that such an initiative for a better connection with the labor market will give concrete results and effect in the coming years.

The report states that the employment rate of graduates is still low. Therefore, to address this challenge, concrete optional measures are included in the 2023-2026 Strategic Plan of the FAG. FAG has planned the updating of study programs according to the needs of the labor market, the design of new professional programs, as well as the improvement of career guidance services. Also, in 2022, the UHZ has decided to establish the "Center for Business Support", to strengthen its connection with the labor market.

One of the goals of the FAG Strategy has been gender equality. The 2020 data for students show that in FAG the number of male students is slightly lower than that of their female counterparts. However, the gender balance among students at FAG is very close (see figure below).

¹³ View the report: https://drive.google.com/file/d/1ru9oFCVvarA_AHSUTB4_1_Km97Jvy_Fa/view

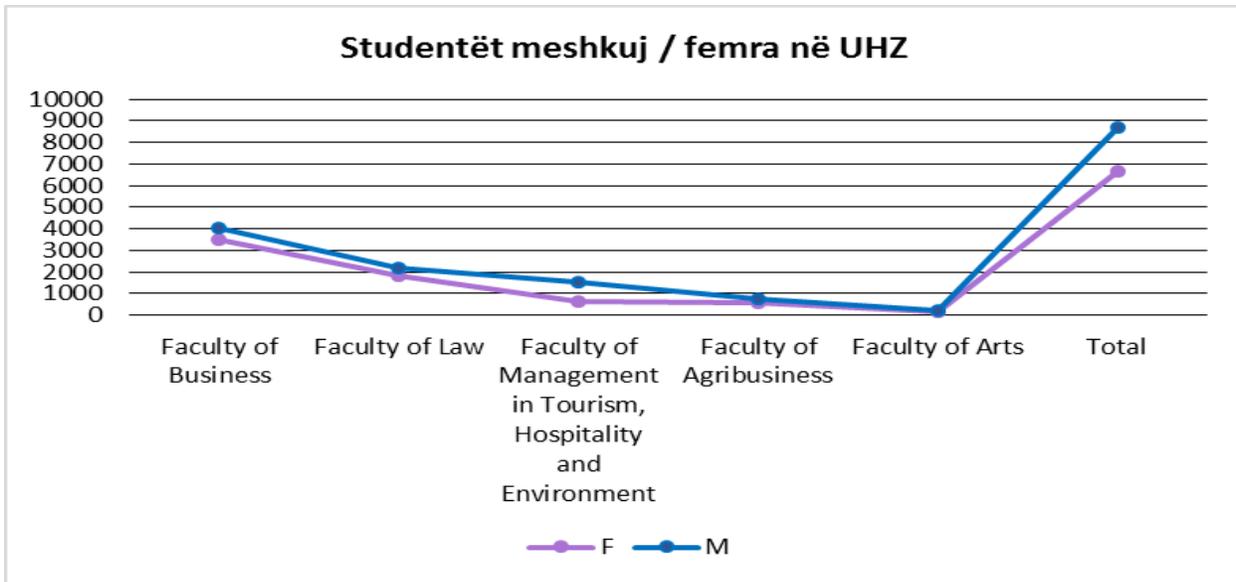


Chart no. 1. Comparison of UHZ students by gender

Source: "Baseline Assessment for institutional capacity development at UHZ", Heras plus, 2021

As for the ethnicity of the students enrolled in UHZ, most of the non-Albanian students come from the Bosnian ethnic community, followed by Roma, Ashkali and Egyptian, while very few of them are Turkish, Serbian, Montenegrin, etc. For detailed data, see the following figure.

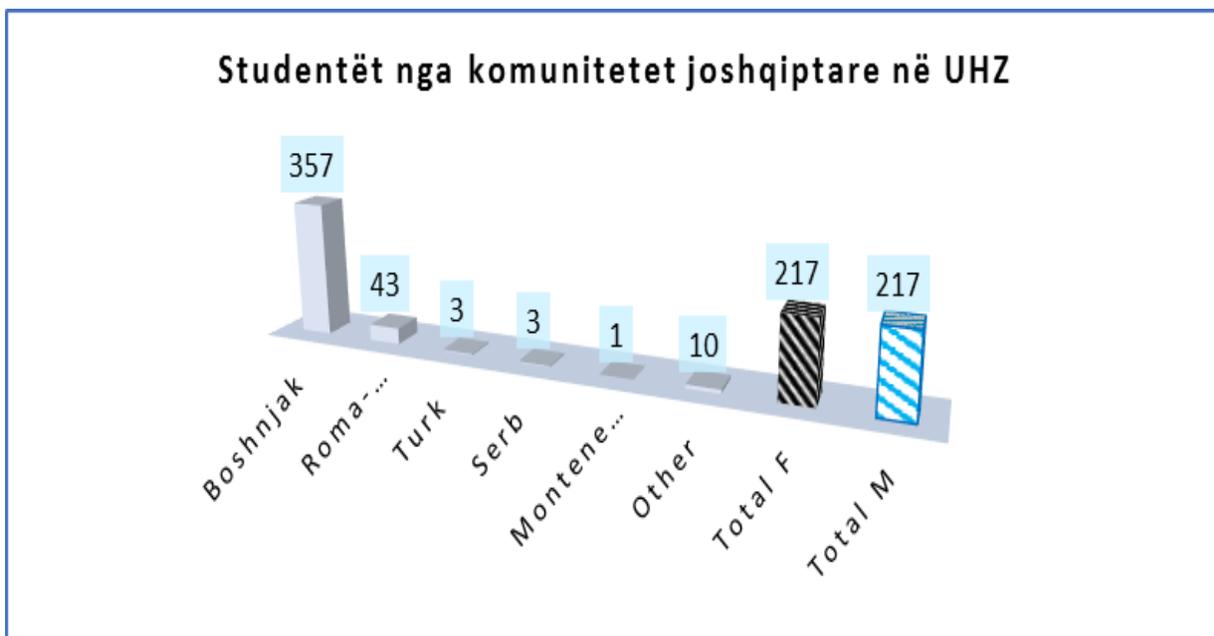


Chart no. 2. Students according to nationality

Source: "Baseline Assessment for institutional capacity development at UHZ", Heras plus, 2021

The recommendations of "Heras Plus" experts on the alignment of UHZ , FAG with the labor market are as follows:

- FAG-UHZ should better define the strategy for alignment with the labor market and take measures to increase the employability of its graduates. Such measures could be that practice becomes mandatory for all study programs and assigning a greater number of ECTS for practice;
- FAG-UHZ should draw up/expand the list of relevant industry partners and establish cooperation with them to continuously facilitate practical work and employment for students;
- FAG-UHZ should strengthen the role of the "Career Office" and improve its services to extend and provide career guidance services to all students in need. New services could be, for example, the distribution of small funds to students' competitive ideas for starting new businesses and providing support towards their independence;
- FAG-UHZ can create "spin-off" enterprises, which would serve as a support for the students' innovative ideas, as well as generate additional income for the university by providing services to industrial partners.

1.5. Summary findings

From a multidimensional point of view, based on the numerous analyzed information, in a summarized form it results that:

- 1) Despite the existence of a high rate of unemployment, which fluctuates between 27 and 40% depending on the source of information, Kosovar enterprises continuously complain about the difficulties they face in terms of finding workers with the required qualifications, necessary for the performance of tasks specific in different professions;
- 2) In the analysis carried out from the above-mentioned documents, it turns out that the greatest shortages in the skills of workers in the production sector have been identified, and precisely in those profiles of a technical nature that under normal conditions have their address in professional education and training;
- 3) The labor force participation rate in the labor market is about 40%, while the participation of women is even more worrying, with about 17%. This means that about 60% of the workforce aged 15-64 are not active in the labor market;
- 4) According to Eurostat, labor force participation in Kosovo, compared to EU countries, is around 74%;
- 5) About 72% of the potential workforce remains unengaged, which means a huge lost potential for Kosovo;
- 6) Labor force participation remains particularly worrying among women, only about 17% of whom are active in the labor market, while over 490 thousand appear as inactive in this market;
- 7) Another worrying data is the extremely high unemployment among young people in the 15-24 age group, 49% of whom appear to be unemployed in 2020;

- 8) These data may also be an indicator of the weak connection between the labor market and the education system in the country, a concern raised very often by the business community in the country;
- 9) This situation is also characterized by the phenomenon of informal employment. It is justified by the fact of the incompatibility of the declarations made in the Pension Trust in relation to the presentation of the number of employees;
- 10) Difficulty in finding qualified workforce, who have the necessary skills to perform different types of work according to the demand in the labor market;
- 11) Structural gap in the preparation of a skilled workforce that reflects the needs of the private sector, a phenomenon otherwise known as: "Skills Gap";
- 12) The phenomenon of inconsistency between demand and supply in the local labor market, in particular in the production, trade and professional services sectors;
- 13) According to official data for the last two years of the analysis, the highest employment results in the category of elementary professions, which means the design of new professional programs;
- 14) The necessity of attracting young people to study, through the improvement of infrastructure and digital education;
- 15) The burden of this responsibility should be shared by both educational institutions and businesses that do not make a genuine contribution in this regard;

1.6. The challenges of higher education

Specifically, the challenges of higher education are defined as follows:

- 1) Failure to comply with quality standards in higher education institutions;
- 2) The mismatch of study programs with the requirements of the labor market;
- 3) Insufficient presence of research-scientific work in higher education institutions
- 4) Incomplete legal framework for higher education;
- 5) Ineffective international cooperation in higher education;
- 6) Low and unsatisfactory proportion in the university staff/student ratio;
- 7) Weak administrative capacities and inadequate infrastructure;
- 8) Lack of a funding plan based on efficiency and accountability;
- 9) The decline of young people's interest in higher education studies and the growing trend of young people's desire to emigrate;
- 10) The immediate need for digitization of the education system in higher education;
- 11) Designing joint study programs with international institutions of higher education with the possibility of double graduation;
- 12) Profiling of public universities and their programs;
- 13) Creation of cooperative mechanisms with private businesses and maintenance of connections;
- 14) Harmonization of study programs with the needs of the labor market;

15) Increasing the degree of employability / self-employment of graduates.

Table no. 9. Employment rate by gender and age group, expressed as a percentage. Source: KAS, 2022

Employment by professions and gender for the years 2019 and 2020 (age 15 and over) expressed as a percentage							
		2019			2020		
		MALE	Females	in total	MALE	Females	in total
Employment participation according to occupations (%)	Manager	9.5	6.2	8.8	9.9	6.3	9.0
	Professionals	11.0	32.5	15.9	11.4	33.4	16.8
	Professional technicians and associates	5.5	7.8	6.0	5.7	7.7	6.2
	Office workers and assistants	4.6	10.2	5.9	5.0	11.1	6.5
	Service and sales staff	23.5	22.6	23.3	23.8	21.5	23.2
	Skilled workers in agriculture, forestry and fishing	3.0	1.9	2.8	2.7	2.3	2.6
	Craft workers and profession. Similar	11.8	6.4	10.6	11.6	4.9	10.0
	Operators and installers in factories and machines	7.2	0.6	5.7	7.2	0.7	5.6
	Elementary professions	23.8	11.7	21.1	22.7	12.1	20.1
	In total	100.0	100.0	100.0	100.0	100.0	100.0

2. Competitive analysis as part of the strategic plan

2.1. Public and private HEIs

According to the official data of MASHTI, the higher education system in Kosovo in the academic year 2020/21 consists of 24 accredited institutions, of which 9 institutions are public and 15 private. To this number should be added the University of North Mitrovica, which offers programs in the Serbian language. With this number of higher education institutions, Kosovo continues to remain one of the countries with the largest number of higher education institutions per 1 million inhabitants. Accredited institutions of higher education in Kosovo, in the academic year 2020/2021, offer 400 study programs, of which 236 study programs are at the bachelor's level, 156 study programs are at the master's level and 8 study programs at the of the doctorate.³

Below is presented the table of accredited public and private HEIs in Kosovo, according to academic units. Because UHZ has 5 academic units, the table includes only academic units / faculties of other HEIs similar to those of UHZ, regardless of their number. In this way, it is possible to compare all HEIs that offer studies organized in their academic units, i.e. in the respective faculties. Some of the private HEIs (colleges) are not

¹⁴ Strategy of education 2022-2026 / <https://masht.rks-gov.net/strategjia-e-ergistu2022-2026/>

organized according to academic units, therefore notes are given according to the field of study of their programs. Also, the table includes only HEIs, which have programs similar to those of the UHZ and which are considered to have a competitive impact with the programs of the UHZ. However, all similar programs offered in the cities of the Dukagjin region have a more pronounced impact, due to the relatively short distance to Peja.

Table no. 1 Comparison of UHZ with HEIs according to academic units

	Faculty of Business	Faculty of MTHM's	Faculty of Law	Faculty of Agribusiness	Faculty of Arts – branch of music
1	UNIVERSITY OF PRISHTINA				
	Faculty of Economy	X	Faculty of Law	Faculty of Agriculture	Faculty of Art – Department of Music
2	PRIZREN "UKSHIN HOTI" UNIVERSITY - 6 FACULTIES				
	Faculty of Economy	X	Faculty of Law	X	X
3	UNIVERSITY "ISA BOLETINI" MITROVICE				
	Faculty of Food Technology	Economics X	Faculty of Law	Technology X	
4	UNIVERSITY "KADRI ZEKA" GJILAN				
	Faculty of Economy	X	Faculty of Law	X	X
5	UNIVERSITY OF APPLIED SCIENCES IN FERIZAJ				
	Faculty of Management	Faculty of Tourism and Environment	X	X	Faculty of Applied Arts
6	"FEHMI AGANI" UNIVERSITY GJAKOVO				
	X	X	X	X	X
6	AAB COLLEGE – PRISTINA				
	Faculty of Economy	X	Faculty of Law	X	Faculty of Arts
6.1.	AAB College with Branch in: Gjakova				
	Faculty of Economy	X	Faculty of Law	X	X
6.2	AAB College with Branch in: Ferizaj				

	Faculty of Economy	X	Faculty of Law	X	Faculty of Arts
7	UBT COLLEGE - MAIN CAMPUS - PRISTINA				
	The faculty Management, Business and Economics	X	Faculty of Law	Faculty of Agriculture	Faculty of Arts
7.1.	College UBT Campus in: Peja - all programs are offered depending on the interest of the students. Competing programs are from the field of management and business at both levels.				
7.2.	College UBT campus in Prizren - all programs are offered depending on the interest of the students				
7.3.	College UBT campus in Lipjan - all programs are offered depending on the interest of the students				
7.4.	College UBT campus in Gjilan - all programs are offered depending on the interest of the students				
8	UNIVERSUM COLLEGE – PRISTINA				
	Programs from the field of business and management	X	Programs from the field of law	X	X
8.1.	Universum College - Campus in Gjakova - according to AKA, none of the accredited programs are offered in Gjakova.				
8.2.	Universum College - Campus in Ferizaj - some similar programs are offered, but due to the geographical distance it is not considered as direct competitors.				
9	BUSINESS COLLEGE – PRISTINA <i>The college offers accredited programs in the fields of economics and law. It is not organized into academic units.</i>				
	Programs from the field of economics	X	Programs from the field of law	X	X
9.1.	College of Business - branch in Gjakova - all programs are offered depending on the interest of the students				
9.2.	Business College - branch in Prizren - all programs are offered depending on the interest of the students				
10	DARDANIA COLLEGE – PRISTINA				
	There is no evidence of academic units or accredited programs. There is still no decision on institutional accreditation, according to AKA.				

11	ISPE COLLEGE – PRISTINA <i>The college offers accredited programs in the fields of economics and law. It is not organized into academic units.</i>				
	Programs from the field of economics	X	Programs from the legal field	X	X
11	IBC-M COLLEGE – MITROVICE <i>The college offers accredited programs in the fields of economics and law. It is not organized into academic units.</i>				
	Programs from the field of economics		Programs from the field of law	Programs from the field of agriculture	
12	REINVEST COLLEGE - PRISTINA <i>The college offers accredited programs in the fields of economics and law. It is not organized into academic units.</i>				
	Programs from the field of economics	X	X	X	X
13	Peter Budi College <i>The college offers accredited programs in the fields of economics and law. It is not organized into academic units.</i>				
	Programs from the field of economics	X	X	X	X
14	Temple Academy <i>The college offers accredited programs in the fields of economics and law. It is not organized into academic units.</i>				
	X	X	X	X	X
15	RIT Kosovo (AUK) College <i>The college offers accredited programs in the fields of economics and law. It is not organized into academic units.</i>				
	Programs from the field of economics	X	X	X	Programs from the field of arts

Source: UHZ, 2022

2.2. Faculty of Agribusiness at "Haxhi Zeka" University

UHZ has a total of 17 accredited programs, which are part of 5 academic units: Faculty of Business, Faculty of MTHM, Faculty of Law, Faculty of Agribusiness and Faculty of Arts - Music Branch. All HEIs (public and private) that operate and offer similar studies/programs in the Dukagjin region, namely in the cities of Peja, Gjakovë and Prizren, are considered direct competitors of UHZ. Further, however, the University of Pristina remains a competitor, as the leader of higher education in Kosovo. Therefore, the study programs of UHZ will be compared with UP and with other higher education institutions that offer competing programs in the Dukagjin region.

FAG 's accredited programs

No.	Study programs evaluated during 2022	Number of students approved by KSHC	Time period of reaccreditation	decision
FACULTY OF AGRIBUSINESS				
1	Plant Production Technology, BSc	50	2022-2025	Ref: 944/22 18.07.2022
2	Agroenvironment and Agroecology, BSc	50	2022-2025	Ref: 944/22 18.07.2022
3	Food Technology, BSc	60	2022-2025	Ref: 1778/22 20.10.2022
4	Sustainable Food Production Systems, MSc	25	2021-2024	Ref: 3025/21 12.08.2021
5	Environmental Management, MSc	25	2021-2024	Ref: 3025/21 12.08.2021

Source: UHZ, 2022

In the framework of the Strategic Plan 2023-2026, FAG has been defined for profiling the programs and the institution. Since Peja and its region is known for its tradition in business, agribusiness, art, culture and tourism, UHZ has oriented its study programs towards them, in order to be able to respond to the needs of the labor market. Alignment with the labor market and its needs is planned to be reflected in programs oriented towards business and entrepreneurship, which are believed to strengthen its position in front of other public or private rivals, competitors in higher education.

2.3. "Hasan Prishtina" University - Pristina

The University of Pristina has 14 faculties, all located in Pristina. The programs of UP, similar to those of UHZ, which can potentially compete with UHZ, are given below, in four faculties homologous with UHZ. Although the programs may be the same or similar to those of UHZ, it is not considered a direct competitor due to the geographical distance of Pristina from Peja of about (90 km). However, due to the possible tendency of young people to study in Pristina, a number of young people migrate from the city of Peja and from the region of Dukagjin. However, there is no data on such number of movements within the country for study purposes.

In general, UP with its programs is a competitor to all public and private HEIs throughout the country due to its tradition, name, reputable staff and the location of its academic units in Pristina, as the capital of Kosovo. For all HEIs operating in the Prishtina region, UP is a strong competitor for the same or similar programs. In the table below, the UP programs that are considered to have a latent impact of rivalry with the UHZ programs are marked in red, to distinguish them.

Table no. 3 Accredited programs of UP "Hasan Prishtina" - Pristina

UNIVERSITY OF PRISTINA "HASAN PRISTINA"						
Faculty of Economics						
No.	Study Program English	Campus	Level	ECTS	Quota	Accredited Until
Faculty of Agriculture and Veterinary						
No.	Study Program English	Campus	Level	ECTS	Quota	Accredited Until
1	Agricultural Economics	Pristina	BSc	180	100	9/30/2024
2	Agriculture and Food Economics	Pristina	MSc	120	20	9/30/2024
3	Applied Animal Sciences	Pristina	MSc	120	20	9/30/2024
4	Animal Production	Pristina	BSc	180	70	9/30/2024
5	Plant Sciences	Pristina	MSc	120	15	9/30/2026
6	Food Technology with Biotechnology	Pristina	BSc	180	100	9/30/2024
7	Plant Production	Pristina	BSc	180	100	9/30/2024
8	Plant Protection-Phytomedicine	Pristina	MSc	120	20	9/30/2024
9	Veterinary Medicine	Pristina	DVM	300	20	9/30/2024
10	Pomology and Viticulture	Pristina	MSc	120	20	9/30/2024
11	Urban Agriculture	Pristina	MSc	120	20	9/30/2023

Source: AKA (December, 2022)

From the data presented in the table above, 3 programs are identified, which are named similar / similar to those of FAG, according to the academic unit. More precisely, 3 in the Faculty of Agribusiness.

The UP programs that are similar and potentially competitive to FAG are given below according to faculty homologous to those of FAG:

1. Faculty of Agriculture and Veterinary Medicine

- ▶ Agricultural Economics - bachelor;
- ▶ Economics of Agriculture and Food - master's degree;
- ▶ Food Technology with Biotechnology - bachelor;

2.4. "Isa Boletini" University - Mitrovica

The University of Mitrovica has a total of 18 accredited programs, of which only 2 are similar to UHZ programs. The university campus has new buildings, dormitory and sufficient space for students. The geographical distance of Mitrovica from Peja is about 70 km. Therefore, programs similar to those of UHZ are not considered competitive. It is considered that the direct competitor of its study programs is the IBCM college and the UP. Programs that have a slight impact of competition with those of UHZ are marked in red.

Table no. 4 Accredited programs of "Isa Boletini" University - Mitrovica

University of Mitrovica "Isa Boletini"						
No.	Study Program English	Campus	Level	ECTS	Quota	Accredited Until
1	Technology	Mitrovica	Bsc	180	100	9/30/2025
2	Technology	Mitrovica	MSc	120	20	9/30/2025
3	Food Engineering and Technology	Mitrovica	Bsc	180	100	9/30/2025
4	Food Engineering and Technology	Mitrovica	MSc	120	30	9/30/2022

Source: AKA (December, 2022)

None of the programs are similar to those of UHZ, both at the bachelor's level of study.

2.5. "Ukshin Hoti" University - Prizren

"Ukshin Hoti" University, based in Prizren, has six academic units with 20 study programs, at the bachelor's and master's level. Some of the programs are in Bosnian and Turkish. Prizren is located in the Dukagjin region, while the distance from Peja is about 70 km.

Table no. 5. Accredited programs of the university "Ukshin Hoti" - Prizren

University of Prizren "Ukshin Hoti"						
No.	Study Program English	Campus	Level	ECTS	Quota	Accredited Until
1	Forest and Environmental Sciences	Prizren	BSc	180	50	9/30/2024
2	Agribusiness	Prizren	BSc	180	80	9/30/2024
3	Agribusiness Management	Prizren	MSc	120	15	9/30/2024

Source: AKA (December, 2022)

two programs (marked in the table above) are similar or close to the study programs of FAG, distributed according to the field of study, namely academic units at both levels of study, 2 programs with those of the Faculty of Agribusiness, which are listed as follows:

- ▶ Forestry and Environmental Sciences - bachelor;
- ▶ Agribusiness - bachelor;
- ▶ Management in Agribusiness - master;

2.6. College "AAB"

Studies at "AAB" college are conducted in fields of study, distributed among relevant faculties. Within these faculties, 50 programs at the bachelor's and master's level of studies develop their activity. In addition to regular programs, there are also programs for students without severance from work. The college is spread over 3 campuses: Prishtina, Ferizaj and Gjakovë. The branch in Gjakovë is geographically closer to Peja (36 km) and is considered not to be a direct competitor of FAG. In this branch, studies and programs similar to those of FAG are not organized.

College programs are not similar to FAG, in the following table.

Table no. 6. Accredited programs of "AAB" college

AAB College						
No.	Study Program English	Campus	Level	ECTS	Quota	Accredited Until

Source: AKA (December, 2022)

From the separate programs, identified in the Gjakova branch, similar to the FAG programs, which are organized in the Pristina campus. Although, the competitive potential of these programs is considered to be light due to the geographical distance, FAG should consider to modify / change completely identical programs, in order to be in harmony with the strategic planning for profiling the programs.

The obvious advantage of FAG is that the "AAB" college does not have a campus in Peja, does not offer studies in the Bosnian language and applies significant student fees. However, it does not offer similar programs to FAG.

2.7. College "UBT"

"UBT" currently has various accredited study programs. These characteristics make this college a strong rival for all HEIs in Kosovo. Its branches in Peja and Prizren make it a direct competitor with UHZ in terms of similar or similar study programs. However, the vast majority of programs are from the college's main campus, in Pristina. Below is a table with all its study programs according to the branches in which the studies are organized.

Table no. 7 Accredited programs of the "UBT" college

UBT College						
No.	Study Program English	Campus	Level	ECTS	Quota	Accredited Until
1	Agriculture and Environmental Engineering	Pristina	BSc	180	100	9/30/2025
2	Food Science and Technology	Pristina	MSc	120	100	9/30/2025
3	Food Science and Technology	Pristina	BSc	180	100	9/30/2024
4	Food Science and Biotechnology	Prizren	BSc	180	40	9/30/2024

Source: AKA (December, 2022)

The College branch in Peja organizes studies in two programs at the level of basic studies:

Both of these programs are identical to the programs / specializations offered by FAG.

The branch in Prizren is also considered to have competitive potential. At the level of basic studies, there are 4 programs comparable or similar to those of UHZ. One of them, in the field of agribusiness, contains 4 specializations, which are:

🚩 Food sciences and biotechnology / specializations:

- a) Food Technology;
- b) Nutrition (Nutrition);
- c) Quality Management and Assurance ;

d) Food Science and Engineering;

e) Agricultural and Environmental Engineering;

In addition to the above-mentioned programs from the branches in Peja and Prizren, which are identified as similar to those of the UHZ, there are also 6 other programs, which are comparable / quite similar to the current programs of the UHZ. These programs are organized at the main campus in Pristina, which are given below:

- ✚ Food Sciences and Technology – master;
- ✚ Agriculture and Environmental Engineering - basic studies;

2.8. College "Universum"

According to AKA, the college has a total of 16 accredited programs at the bachelor's level with several specializations. 2 of the programs are of the "double degree" model. 6 degree programmes/specialisations from Northampton university and 5 vocational programs from KKK level 3, 4 and 5. The program: Business and Management, at the level of basic studies, is specific because it offers students three options: . common 3-year college degree, double degree and diploma studies from the university of Northampton, UK.

The double degree in Business and Management is a three-year program offered jointly by "Universum" college in Kosovo and "Kajaani University of Applied Sciences" in Finland. Within this program, students complete two years at "Universum" college and continue the third year at Kajaani University of Applied Sciences in Finland. The list of accredited programs is given in the table below:

Table no. 8 Accredited programs of "Universum" College

Universum College						
No.	Study Program English	Campus	Level	ECTS	Quota	Accredited Until

Source: AKA (December, 2022)

There is evidence of a joint program with FAG.

The geographical distance that Peja has with Pristina, together with the payment for studies applied by private colleges (there is no data on the amount of the payment), the issue of direct competition with FAG is considered to be mitigated a lot. At the same time, the aforementioned facts are considered an advantage for the UHZ. The other advantage of FAG compared to this competitor is that "Universum" college does not have a campus in Peja. The advantage of the college is modern infrastructure, digital equipment and new and attractive buildings for students.

2.9. College "Business"

"Business" College is another private institution of higher education in Kosovo. In addition to the headquarters in Pristina, the college also has units in Prizren, Gjakovë and Vushtrri, where studies are conducted in accredited programs at the level of basic and master studies. With some of its programs in the Gjakova and Prizren branch, it is treated as a competitor of UHZ from a geographical point of view. Its accredited programs are:

Table no. 9. Accredited programs of the "Business" college

Business College						
No.	Study Program English	Campus	Level	ECTS	Quota	Accredited Until

Source: AKA (December, 2022)

From the data of AKA, presented in the table above, it is obvious that the branch in Gjakova does not have an accredited program.

In general, the competitive potential of the college in relation to FAG programs seems quite weak, despite having modern infrastructure. It is considered that FAG has an advantage because only one college program is offered in the diameter of the competition area, which is the Dukagjin region.

2.10. College "ICBM" - Mitrovica

"ICBM" College is a private institution of higher education in Kosovo with headquarters in Mitrovica. Each program offers two levels of qualification: Academy Profession (AP): 2 years of study, equivalent to 120 ECTS credits and Bachelor: 3.5 years, equivalent to 210 ECTS credits. Its accredited programs are:

Table no. 10. Accredited programs of the "IBC-M" college

International Business College Mitrovica (IBC-M)						
No.	Study Program English	Campus	Level	ECTS	Quota	Accredited Until
1	Environment and Agriculture Management	Mitrovica	BA Professional	210	100	12/31/2024
2	Sales and International Marketing	Mitrovica	BA Professional	210	100	12/31/2024
3	Public Service Management	Mitrovica	BA Professional	210	100	12/31/2024
4	Public Administration and Welfare	Mitrovica	BA Professional	210	100	12/31/2024
5	Applied Information Technology	Mitrovica	BA Professional	210	60	9/30/2025
6	International Management and Leadership	Mitrovica	MSc	120	132	12/31/2025

Source: AKA (December, 2022)

Programs similar to FAG have been identified to be a total of six, of which one is at the professional level and the other at the master's level.

- Environmental and Agricultural Management - BA;

The advantage of the college is the modern infrastructure and digital equipment for teaching. The weakness of the college is that it charges high tuition fees, the same as private HEIs. The advantage of FAG is programs from different fields of study.

2.11. Program comparability matrix

The matrix table of comparability of UHZ programs with similar programs offered by rival institutions of higher education in Kosovo provides a summary overview of the intensity of competition between them.

Table no. 11 Comparison matrix

UHZ PROGRAMS IN COMPARISON WITH COMPETITIVE HEI PROGRAMS									
No.	Study Programs of UHZ	UP Prishtina in	UM. Isa Our ticket	UPZ Prizren	AAB	UBT	Univer-s-um	ICBM	College of Business
1	Agro-environment and Agroecology	Yes	NO	Yes	NO	Yes	NO	NO	NO
2	Food Technology	Yes	NO	NO	NO	Yes	NO	NO	NO
3	Plant Production Technology	Yes	NO	NO	NO	NO	NO	NO	NO
4	Environmental Management	NO	NO	Yes	NO	NO	NO	Yes	NO
5	Sustainable Food Production Systems	Yes	NO	NO	NO	Yes	NO	NO	NO

Source: UHZ, 2022

From the data presented in the table above, we can draw the following conclusions:

- Programs with light competition are (1-2 competitors): Food Technology, Plant Production Technology, Sustainable Food Production Systems, Environmental Management, (BA and MA);
- Programs with moderate competition, Agro-Environment and Agro-Ecology.

3. Analysis of the legal basis

The Law on Higher Education - creates a comprehensive legal basis for: "regulation, operation, financing, quality assurance in higher education in accordance with European standards as well as the role of the state and society in the development of higher education in the Republic of Kosovo" (Article 1). The structure of learning credits that the student must achieve for degrees of the respective levels is based on the European Credit Transfer System and the European Qualifications Framework. Of the relevant institutions for the formation and successful progress of policies for higher education, the law identifies the Ministry of Education as the primary institution for the development of plans, authorization, distribution of funds, etc.; The Accreditation Agency as the body responsible for accreditation, etc., for which the relevant principles

and provisions are also divided. The law also sets the provisions for licensing of private education providers.

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The law defines the principles and standards of the provision of higher education in the Republic, in accordance with the strategic goals of the European area of higher education expressed in the Declaration of the European Ministers of Higher Education from Bologna (1999).

The Law on Higher Education has introduced a large number of innovations regarding the autonomy and organization of higher education institutions, conditions that higher education institutions must fulfill in order to carry out their activities, the organization of studies, as well as other important issues.

They are:

- engages in teaching and scientific research work and conducts first-cycle studies with goals that include the preparation and training of individuals for professional, economic and cultural development and the promotion of a democratic society and the achievement of high standards of teaching and learning;
- completes at least one study program in a field of education.
- College is an institution of higher education that: Institutions of higher education are universities and colleges.

The university is an institution of higher education that:

- engages in teaching and scientific research, carries out all three cycles of study with goals that include the improvement of knowledge, thought and education in the Republic, educational, cultural, social and economic development, the promotion of a democratic society and the achievement of the highest standards of work educational and research-scientific and
- carries out at least five different study programs from at least five fields of education.

Higher education institutions are non-profit and perform their activity as a public service. The accreditation procedure is carried out for: those who use the achievements for the development and improvement of their higher education activities.

The institution of higher education enjoys freedom in teaching and scientific research based on the license obtained.

Newly established higher education institutions and for new study programs, with the aim of defining: Universities have organizational units: faculties, academies, scientific institutes, as well as other organizational units that carry out teaching, scientific research and artistic work in one or more educational and scientific fields. The institution of higher education can start work and carry out activities if it meets the organizational, personnel, spatial, material and technical conditions, if it has a library and IT equipment for the development of learning and meets other requirements defined by law and other acts. Institutions of higher education that, prior to the entry into force of this law, received a work permit from the relevant ministry, are considered licensed (meet the conditions for carrying out the activities defined by law) and accredited (the institution of higher education meets the standards of quality and the qualification assigned to the holder, gives the holder certain rights, i.e. access to the next stage of education, a certain profession, the use of the title, etc.), on the date of entry into force of this law.

¹⁵Law no. 04/L-037 for higher education in the Republic of Kosovo, <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2761>

The law allows the university to hire assistants from another university, that is, a faculty or art academy, domestically and abroad, in accordance with the regulations governing the field of employment. The curriculum determines: the duration of studies, the subjects and their schedule according to years and semesters, as well as the number of hours for different forms of teaching. According to the law, all persons who have completed four-year high school in the Republic of Kosovo, as well as students who have completed high school abroad, have access to higher education.

In accordance with the Law on Higher Education and [the Administrative Instruction on Accreditation Institutions of Higher Education in the Republic of Kosovo](#),⁵ a higher education institution meets the personnel requirements for work and performance of activities if it has at least half of the total number of teachers required for teaching all subjects, for all years of study, in full-time work for each study program.

The institution of higher education (HEI) develops continuously, at the end of each academic year and at intervals of three years, the procedure of self-evaluation and assessment of the quality of its study programs, teaching and working conditions. The institution of higher education, that is the organizational unit of the institution of higher education, carries out this procedure in accordance with the procedures for ensuring the quality of the institution of higher education and the self-assessment criteria. The self-assessment and quality assessment report is published so that it is available to academic staff and students at that institution. Accreditation is the process of ensuring the quality of a higher education institution or study program, based on the self-assessment of the higher education institution and the assessment of independent experts, with the aim of recognizing and improving the quality of higher education within the EU. the field of higher education. Accreditation is carried out in three stages:

- a) self-assessment by higher education institutions,
- b) external verification by a committee of experts and
- c) approval of the decision on accreditation.

Law on National Qualifications. The main purpose of the law is to create a system of qualifications. This system is based on the National Qualifications Framework. This means that the state establishes the Qualifications Framework at the national level, based on criteria and requirements that are consistent with the European Qualifications Framework. The law has the following objectives: "to improve the recognition of qualifications at all levels of formal and informal education and training; ensure that qualifications meet the needs of the labor market, the economy and society; to regulate qualifications, assessment and certification, based on quality and standards; improve access to assessment and recognition of prior learning; make the qualifications system flexible and transparent; improve opportunities for improvement and transfer for all."¹⁷

Law on Research-Scientific Activity. This law regulates: the establishment, activity, organization, governance, rights and obligations of scientific workers and researchers in this activity, the position of the National Science Council, the approval and implementation of the National Science Program, the bases of

¹⁶ <https://akreditimi.rks-gov.net/ep-content/uploads/2020/10/>

[Udhezim Administrativ MAST Nr. 015 2018 per Accreditation of Higher Education Institutions in the Republic of Kosovo.pdf](#)

financing of research-scientific activity¹⁸, as well as other issues related to research-scientific activity in Kosovo.

Law on scientific innovation and transfer of knowledge and technology. The purpose of this law is to regulate the field of scientific innovation, transfer of knowledge and technology in the Republic of Kosovo.¹⁹

Stabilization and Association Agreement between Kosovo and the European Union. Article 107 Education and Training:²⁰ The parties cooperate with the aim of raising the level of general education and vocational education and training, as well as policies for youth and work with youth, as a way to promote skills development, employment, social inclusion and economic development in Kosovo. One of the advantages for the higher education system is the achievement of adequate quality standards of its institutions and programs in accordance with the objectives of the Bologna Process and Declaration. The Parties shall also cooperate to ensure that access to all levels of education and training in Kosovo is not subject to discrimination based on gender, racial or ethnic origin, religion or belief, disability, age or sexual orientation. The cooperation will aim to address the needs of students with disabilities in Kosovo. The cooperation will also aim to develop capacities for research and innovation, especially through joint research and innovation projects involving all stakeholders, ensuring the transfer of expertise. The relevant EU programs and instruments will contribute to the improvement of educational, training, research and innovation structures and activities in Kosovo. The cooperation takes into consideration the priority areas related to the EU acquis in this field.

The National Program for the Implementation of the Stabilization and Association Agreement (PKZMSA) 2021-2025. The National Program for the Implementation of the Stabilization-Association Agreement (PKZSAA) 2021-2025 is the sixth program in a row for the implementation of the SAA between the European Union (EU) and the Republic of Kosovo. It is the main national policy and planning document for the implementation of reforms for the adoption of the entire EU acquis in national legislation. It is implemented alongside and linked to the second phase of the European Reform Agenda (ERA II), which sets political priorities and reforms to meet them. ERA II will be implemented within two years of its approval, through an action plan (PV ERA II), approved by the Government of the Republic of Kosovo and the Assembly of the Republic of Kosovo (Chapter 25 of "acquis", Education and culture).²¹

¹⁷ Law No. 03/L-060 For National Qualifications, <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2606>

¹⁸ Law no. 04/L-135 for research - scientific activity.

<https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=8660>

¹⁹ Law no. 06/L-049 for Scientific Innovation and Transfer of Knowledge and Technology, <https://gzk.rks.gov.net/ActDocumentDetail.aspx?ActID=18188>

²⁰ Stabilization and Association Agreement between Kosovo and the European Union, October 2015: Council of the European Union. <https://www.mei-ks.net/en/stabilization-association-brprocess>

²¹ National Program for the Implementation of the Stabilization and Association Agreement (PKZMSA) 2021-2025. [https://mei.ks.net/repository/docs/1%20PKZMSA%202021-2025%20\[approved%20nga%20Kuvendi\].pdf](https://mei.ks.net/repository/docs/1%20PKZMSA%202021-2025%20[approved%20nga%20Kuvendi].pdf)

4. Faculty profile analysis

4.1. Location of faculty

The Faculty of Agribusiness near the Headquarters of "Haxhi Zeka" University is in Peja, in the Republic of Kosovo. The municipality of Peja is an administrative unit in the north-western part of Kosovo. Peja is also the center of the Dukagjin region with a width of nearly 1,500 km² · while with all the villages there are 603 km². Within the administrative boundaries of the Municipality of Peja there are 97 settlements organized in 28 territorial communities. The municipality of Peja is bordered by: Istog, Klina, and Deçan. However, with the municipality of Plava, Berana and Rozhaja, it borders Montenegro. On the other side, it borders with the Republic of Albania. The territory of the Municipality of Peja consists of two geographical entities: one with a continental climate, a pronounced Mediterranean climate that includes approximately 30% of the total surface, and the Albanian Alps in the northwest, with a developed hydrographic network that affects the climate in this part.

Peja is the westernmost city of Kosovo and occupies an important place in the entire Dukagjin Plain. Peja, together with the entire Dukagjin Plain, lies between the northern latitudes 45-50' and 42-53' and the eastern longitude 19°58'30"-210. The city of Peja is located on the neogene alluvial terrace at an altitude of 505-520m above sea level. This city lies in the Plain of Dukagjin and at the foot of the high mountains. With a rapid flow through the rocky gorge of Rugova, the river Lumbardh (Bistrica) begins to meander through the plain of Peja, passing through the middle of the city and dividing it into two parts. The Lumbardhi forms fertile fields during its course, flows into the largest river, called Drini i Bardhë, which originates from the Zhlebi river in the village of Radavc. Drini i Bardhë meanders through the entire western side of the Dukagjin Plain to join the Black Drini, which comes from the south (Dibra) in Kukës, to form the Drini River, which flows into the Adriatic Sea.

The city is surrounded by the Bjeshke and Nemuna (Albanian Alps), which are part of the Dinaric massif, which includes the entire Western Balkans. These mountains form a crown of high peaks, such as: Kopraniq peak (2460m), Lumbardhi mountains, namely Guri i Verdhë (2522m), Vjedullak peak (2012m), Peklena, Hasani peak, etc.

Everywhere in the city, the Rugova Gorge stands out, which speaks for itself, for its beauty that attracts every visitor to walk inside it. Rugova itself, with the villages that make it up, such as Drelaj, Shtupeq, Kuqishte, Boge, etc., are a collection of rare natural beauties. Rugova, with all its characteristics, can be transformed into a world-class winter sports-recreational center. From now on there are the shoots of the mountain hotel. Many hotels have been opened in the village of Bogë, offering high-level services. From here, during the summer season, many excursions are organized during the day. The paths pass through gorges, pastures and glacial lakes of rare beauty, but along the way you can also pass by steep mountains, where you can meet wild goats and sometimes even eagles, which are a symbol of the people who live in these mountains. The paths that wind through the mountains take you to the seasonal settlements of the shepherds, who offer you traditional hospitality. In winter, meadows that are used for pastures are often transformed into ski trails.

The fields surrounding the city to the south, southeast, east and northeast are fertile and have been exploited as such for centuries. In addition to fodder plants, various trees and vegetables are cultivated here, but even in the northeastern hills of the city, the grape vine has been cultivated and is still cultivated today, even to a small extent, from which some citizens with ancient traditions produce wine and brandy. high quality.

Since ancient times, Peja has been a crossroads connecting important commercial regions. Even today, the roads that cross from the interior of the Balkans towards the warm seas (Adriatic and Aegean) pass here.

Peja, with road and railway lines, is connected to other centers of Kosovo, but also abroad. In the northeast direction, it connects with the industrial city, Mitrovica, to continue with the coastal highway that leads to the coast of Albania and Montenegro. With a road and railway line through Fushë-Kosova, the city is connected to the capital of Kosovo, Pristina. From here, by car, bus or train, you can continue to the Aegean, namely Thessaloniki, via Skopje. In the south, Peja is connected to Gjakova by road, through the town of Deçan. In this town there is an important historical monument: the Albanian-Byzantine Orthodox church built by the master of Kotor. The style of its work is similar to that of coastal basilicas or shrines of the coastal Roman style. Further, from Gjakova the road leads to Prizren and Skopje or Tetovo, or to Kukës and Tirana. On the Peja-Mitrovica road, not far from the city, there is a thermal spring known since ancient - Roman times. There today is the "Onix" hotel with the recreational rehabilitation center. Many visitors of different ages come here throughout the year. The city itself is quite attractive. There you can encounter many cultures. During walks, you can come across Albanian residents who make up the vast majority of the population structure, but there are also Bosniaks, Serbs, Montenegrins, etc.

For a lot of information about the city of Peja and the Dukagjin Region, you can read in these pages:

1. <https://www.youtube.com/watch?app=desktop&v=cj9b24I3HOE>
2. <https://pejaturism.org/en/info-te-nevojshme/>
3. <https://www.britannica.com/place/Peja>
4. <https://albania.123.st/t4088-geografia-e-pejes>
5. <https://en.wikipedia.org/wiki/Peja>
6. <https://en.wikivoyage.org/wiki/Peja>
7. https://wonderland.cx/wp-content/uploads/2021/03/Community-Development-Heritage-_-Roadmapfor-the-region-of-Peja_-_FINAL-website.pdf
8. https://unhabitat-kosovo.org/ëp-content/uploads/2019/06/MDP_angl_135548.pdf
9. <http://ismailhalili.blogspot.com/2012/05/peja-dhe-historia-e-pejes.html> Peja and the history of Peja
10. <https://turizmiipejes.weebly.com/historiku.html>

4.2. Brief history of the Faculty of Agribusiness

History . - Peja has been and remains one of the most popular and influential centers of the Dukagjin Region and of Kosovo in general. This center and this region are known for its antiquity, for its geostrategic position, and in particular for its suitable demography, hydrography, climate and biodiversity. As such, only Peja, without other regional centers, has an area of 603 km², and almost half of the territory is a mountainous area - Rugova, rich in forests and pastures and suitable for livestock development. The agricultural sector, not only in Peja but also in the region, is also distinguished by the characteristics of the residence, for horticulture, horticulture, animal husbandry, forestry, etc. The rest of the city and the district is fertile arable land, suitable for the development of agriculture, horticulture, viticulture, etc. The municipality of Peja is bordered by: Istog, Klina, and Deçan. And with the municipality of Plava, Berana and Rozhaja, it borders with Mali e Zi. On the other side, it borders with the Republic of Albania. The territory of the Municipality of Peja consists of two geographical entities: one with a pronounced continental climate, a Mediterranean climate that includes approximately 30% of the total surface, and the Albanian Alps in the northwest, with a developed hydrographic network that affects the climate in this part. Historically, agriculture in Kosovo, in particular in the Dukagjin Region, has been an important sector for family economies. This region stands out for a convenient road network and public transport. The city of Peja and the region of Dukagjin since the Second World War have been known for their powerful industrial capacities in the field of agriculture. In Peja, the Agricultural-Industrial Combine, a large number of Agricultural Cooperatives have been operating in rural areas, in Gjakova the Industrial-Agricultural Combine "Ereniku", "Virginia", the Agricultural

Cooperative of Beci, in Klina the Malushgani Combine, etc. Now, a large part of these capacities, after the privatization process, have been transformed into private enterprises or have been extinguished. However, after the last war, the economy and agriculture took the direction of development on a completely new basis, being modernized and implementing, more and more, the most modern techniques, methods and technologies for the maximum use of all possible capacities. As successful companies that stand out in this field are: Peja Beer Factory, "Agroprodukt" Aromatic Plants Factory in Istog, Sweets Factory in Klina, Seed Processing Factory in Klina, Sillosi Grain Processing Factory in Xërxe, the production capacities of the Elkos Company, the well-known Association "Molla" known for the cultivation of trees, etc., and many other institutions that have an influence in this sphere such as the Agricultural Institute of Kosovo in Peja, the Forestry Institute of Kosovo in Peja, the Institute for the protection of monuments, etc.

Establishment of the Faculty of Agribusiness . - The management and academic staff of the Faculty of Applied Business Sciences who had taken the responsibility for the initiation and establishment of the university in Peja since 2009 had started preparations to identify what the academic units of the future university will be. In this direction, many documents, sectoral and cross-sectoral strategies for the development of agriculture and agro-economy are analyzed not only in Peja but also in the Dukagjin Region and the country. Secondary education centers in the region that offered programs of this nature are identified. Reports with statistical data on the number of the population living in rural areas, the technical and technological capacities, the programs offered at the Faculty of Agriculture of the University of Prishtina, the number of private and public business capacities engaged in this sphere are studied. The most important factor which synthesized all these components was the Agricultural Institute of Kosovo with headquarters in Peja as one of the most important institutions in the field of laboratory research and human potential - experts with a high scientific level. Based on these data, along with the proposals for other units that could be established in the future university, the faculty of agribusiness is highlighted. The establishment of this unit was based on the characteristics possessed by the cities of the Dukagjin Region, Peja, Istogu, Deçani, Juniku, Klina and Gjakova, identifying their needs which would be combined with business components, assessing that these profiles were needed by the economy which after the last war was replacing in the country. Based on these ideas and assessments, the Ministry of Education, Science and Technology at the end of 2009 engages the British Council to analyze these proposals and data and come up with a concrete report. At the beginning of 2010, Professor Steve Bristow of the British Council submits the feasibility report to MEST, giving guidance on areas and directions that could be sustainable and useful for the establishment of certain units at the University which was preparing to be founded. In this document, the expert namely professor Bristow recommends to MEST, the establishment of the university in Peja. During the period from the receipt of the report to the receipt of the decision on the establishment (March - November) the management and academic staff of FSHAB contact two agricultural experts with the title of doctor working at the Agricultural Institute of Kosovo in Peja and they are asked to joined the team for the establishment of the university in Peja and the preparation of the programs that had to be implemented in the future after they were accredited. The work around the foundation is now being intensified even further towards the preparation of teaching programs. In this phase, the combination of agro components with business is analyzed even more deeply. The goal was that in the future university, the affirmation of an integrated set of programs, across all academic units, regardless of their nature, would be interconnected with the business component, being convinced that this would make this university valuable and special in the country and beyond. On 14.11.2011, the Minister of MEST issued the decision for the establishment of "Haxhi Zeka" University in Peja. Meanwhile, on the basis of the feasibility report, data collected on the sustainability and feasibility of the establishment of this academic unit and the existence of human resources with adequate

scientific qualifications, the Minister of MEST, on 06.01.2012, issued and signed the Temporary Statute of "Haxhi Zeka" University, where in its article 26, the Faculty of Agribusiness is established as a faculty within this institution. After this decision, the working group in question, now under the direction of two experts from the Agricultural Institute of Kosovo, belong to the programs that had to go through the process of evaluation - accreditation. In June 2012, the documentation for the faculty and for the evaluation of two programs was submitted to the Kosovo Accreditation Agency: Plant Production Technology and Agro-Environment and Agro-Ecology. After this stage, the Kosovar Accreditation Agency accredits the programs in question, which opens the way for the opening of the competition for the admission of regular academic and committed staff and also for the opening of the competition for the admission of new students in the academic year 2012/13. On October 1, 2012, the Faculty of Agribusiness begins work. The study programs offered are study programs organized according to the Bologna system, three years with 180 ECTS, respectively 4 years with 240 ECTS at the Bachelor level, while two years with 120 ECTS, respectively 1 year with 60 ECTS. The academic unit of "Haxhi Zeka" University since 2012 is the Faculty of Agribusiness (FAB), which is currently organized in three departments and offers study programs at the bachelor and master level. The study programs offered by FAB are study programs organized according to the Bologna system, three years with 180 ECTS, Msc. 2 years 120 ECTS. Alternatively, these study programs are offered according to contemporary teaching methods such as: student-centered; the organization of students in smaller groups, the application of interactive teaching methods, the involvement of students in the learning process through various assessments, the application of transparent assessment methods, etc. FAB currently organizes and conducts regular basic university studies in four programs:

- Plant Production Technology (BSc, 180 ECTS);
- Agroenvironment and Agroecology (BSc, 180 ECTS);
- Food Technology (BSc, 180 ECTS).
- Sustainable food production systems (Msc. 120 ECTS).
- Environmental Management (MSc. 120 ECTS)

The organizational structure of FAB and its scope is regulated by many legal documents, while the basic documents that determine its organization and operation are: Law on Higher Education (Annex 1), approved in 2015, the Statute of UHZ- of 2013 (annex 4), Regulation on the Internal Organization of the UHZ (annex 6). Programs at the Bachelor's level are designed in accordance with the Law on Higher Education 04/L-037 (annex 1), Administrative Instruction no. 15/18 (annex 2) for the accreditation of higher education institutions in the Republic of Kosovo, the Manual of AKA for accreditation (annex 3), according to the Bologna declaration, the Statute of the "Haxhi Zeka" University (annex 4) and the Strategic Plan of the "Haxhi Zeka" Public University. The programs are compiled with a contemporary approach that makes it comparable to the curricula of recognized international universities. In each step of the design of this program, special attention has been paid to the connection with the needs of the labor market so that graduates from this program provide value to research/scientific institutions and the country's economy in general. Also, the program has taken into account market research carried out by various organizations that prove that management skills are in high demand in the labor market. The plans of the Faculty of Agribusiness are designed according to the European ECTS credit transfer model, while the report between theoretical and practical work is 60% to 40%.

Institutional leadership, management structures and administration and personnel arrangements

This academic unit of the University is led by the Dean and two Pro-deans (the vice-dean for teaching matters and the vice-dean for financial matters). The dean and two vice-deans are elected by the Faculty Council,

which consists of professors, assistants, non-academic staff members and students. The dean and two vice-deans are also members of the Faculty Council.

The management of daily administrative work and tasks is supported by the coordinator for quality and academic development, legal and administrative officers as well as administrative assistants.

Currently, the permanent academic staff consists of 2 full professors, 6 associate professors, 8 assistant professors, and 2 assistants. In addition to regular academic staff, the Faculty of Agribusiness also engages academic staff as collaborators (lecturers and assistants).

Students, their socio-economic background

According to the Statute, the University is obliged to create equal opportunities for all without any discrimination based on gender, race, sexual orientation, marital status, language, religion, political belief, nationality, ethnic or social affiliation, etc., or affiliation in a national community, property, birth status or any other status. The students who study in the three mentioned study programs are mainly from the Dukagjin Region, which includes the municipalities: Peja, Deçan, Klinë, Istog, Gjakovë, Junik, Rahovec, Malishevë, Prizren. In addition to students from the Dukagjin Region, FAB also includes students from other provinces and regions of Kosovo, as well as from other countries such as Albania and Montenegro (4 Bosnians, 12 from the RAE community and 1 Montenegrin). Students who study in this faculty belong to all socio-economic strata of Kosovar society. In accordance with the UHZ statute, FAB students are organized in the Student Council in the academic unit, while they are represented in the Student Parliament at the university level and with voting members in the FAG Council.

On May 13, 2013, the Parliament of the Republic of Kosovo approved the Statute of the "Haxhi Zeka" University in Peja, in which case all provisions of the Temporary Statute cease to function.

(<https://drive.google.com/file/d/0B1c9UkiZAV3ZTOJaTkRjLTVFMFk/vieë?resourcekey=0-6jSqaBc-q4aRëK-zi1eKGA>)

4.3. FAG's legal acts

On May 30, 2013, the Assembly of the Republic of Kosovo, based on Article 65(1) of the Constitution of the Republic of Kosovo and Article 17 paragraph 1 of the Law on Higher Education in the Republic of Kosovo, no. 04/L-037, approved the Statute of "Haxhi Zeka" University in Peja.

Since difficulties are usually encountered in the application of legal provisions during daily managerial and administrative work and based on the fact that the parties (legal and natural persons) have continuous requests for a right or obligation, there is a need to respond to these requests and the need for drafting a significant number of administrative acts.

"Haxhi Zeka" University, as a public university, has its work and services focused on principles, such as:

- The principle of legality;
- The principle of proportionality;
- The principle of equality and non-discrimination;
- The principle of objectivity and impartiality;
- The principle of open administration;
- The principle of informality and efficiency of the administrative procedure;
- The principle of information and active assistance;
- The principle of the right to legal remedies, etc.

Since its foundation, UHZ, based on these principles, has continuously drafted and issued by-laws, regulations, strategies, guidelines for stabilization and legal security within the university.

UHZ has drawn up: 42 regulations, 2 codes of ethics, 4 strategies, 9 guides, 2 brochures and 2 other documents.

The following table shows the number of acts issued by the relevant bodies over the years:

Governing Council		The Rector		The Senate	
Regulation		Regulation		Regulation	
2013	1	2013	/	2013	/
2014	/	2014	/	2014	/
2015	2	2015	/	2015	/
2016	/	2016	/	2016	1
2017	4	2017	/	2017	1
2018	5	2018	/	2018	2
2019	2	2019	/	2019	2
2020	4	2020	1	2020	3
2021	/	2021	/	2021	1
2022	4	2022	/	2022	9
Total	22	Total	1	Total	19
A total of 42					

Table no. 10. Number of internal acts issued over the years.

4.4. The organizational structure of FAG - it

The faculty at "Haxhi Zeka" University in Peja is a public institution established based on the Law on Higher Education of the Republic of Kosovo (see appendix 1: Law on Higher Education in the Republic of Kosovo <https://gzk.rksgov.net/ActDocumentDetail.aspx?ActID=2761>).

The legal basis for the operation of public universities in Kosovo, including UHZ, is regulated by the basic law, that on Higher Education in the Republic of Kosovo, and the Statute, as the highest legal act of the university. Regarding the related issues related to public finances, administration officials, the regulation of the issue of work, vacations, actions with administrative procedures, public procurement, health protection, pensions, etc., the legal basis is also extended to other primary legal acts and secondary, which have a significant impact on the drafting of regulations and guidelines which issued by UHZ. The University has managed to have a good range of internal legal acts which guarantee stability and institutional development. Of course, these regulations are more about the procedures, which depending on the needs can be completed and changed. The aspect of institutional leadership and the structure of institutional management is based entirely on statutory provisions. Therefore, in accordance with Article 50 of the Statute, the organizational structure of UHZ consists of:

- 1) Academic units;
- 2) Organizational units.

Academic units:

Regarding the leadership in UHZ, the provisions of the UHZ Statute are clear. There is a two-level management structure. The first level is related to the management of the university and the second level to the management of academic units - faculties.

- At the first level, the statutory provisions are clear for regulating the division of powers between:
 - 1) The Governing Council, as a governing body,
 - 2) The Rector, as an executive-managerial body.
 - 3) The Senate, as the highest academic body; o The Governing Council of UHZ consists of seven (7) members, three (3) of whom are appointed and delegated directly by the Minister of MESTI, while four (4) members are elected by the Senate of UHZ- through the democratic electoral process, with a three (3) year mandate. Regarding the powers and responsibilities of the Governing Council, see articles 22, 23 and 24 of the UHZ Statute.
- The Rector is the main managing authority.
- The rector is assisted by three (3) vice-rectors.
- Responsibilities and duties of the rector and vice-rectors are regulated by articles 25-37.

The Senate of the UHZ consists of 16 senators elected, according to the statutory provisions and the Regulation for Elections in the UHZ, with a four (4)-year mandate. The rector and three (3) vice-rectors are "ex officio" members of the senate and their mandate is linked to the rector's mandate. Under normal circumstances with a term of four (4) - years.

Each academic unit is represented by a senator democratically elected by the Council of the academic unit + the dean of the academic unit who is "ex officio" a senator.

Part of the senate are also the students, who are democratically elected in the Student Parliament, every 2 years. Also, the personnel of the administration, after the democratic elections, are represented by one (1) senator. The duties, responsibilities and authorizations of the senate are regulated by articles 42 - 49.

The second managerial level is that of the faculties.

Faculties are organized with the following bodies:

- 1) The Faculty Council, as a decision-making body and
 - 2) The Dean, as an executive body.
- The Faculty Council consists of 19 members and has decision-making responsibilities. It consists of the dean and two (2) vice-deans who are "ex officio" members of this forum, up to fifteen (15) members elected from among the professors of the faculty, up to three (3) members elected from among faculty assistants, one (1) member from the row of the non-academic staff, elected from among the non-academic staff and one (1) student representative, elected by the Faculty's Student Council. The mandate of the members of the Faculty Council is four (4) years, while that of the student member is two (2) years. The faculty council is regulated by articles 73 - 77 of the UHZ Statute.
 - The dean of the unit, as an executive body

1) The dean is assisted by two vice-deans

The responsibilities and duties of the dean and vice-deans are regulated by articles 67-72 of the UHZ Statute.

The faculty can be organized in three academic levels:

- 1) Departments;
- 2) Chair;
- 3) Institutes.

The student council participates in the Faculty Council meetings with two (2) students. It is regulated by article 77 and 78 of the UHZ Statute.

Organizational units;

UHZ - according to the statute, there are several organizational units.

The General Secretary of the University, based on Article 38 of the UHZ Statute, is the highest administrative official of the university. His position, responsibilities and authorizations are regulated by articles 39-41.

As organizational units in UHZ are:

- Central University Library;
- Research and Arts Institute ;
- Center of excellence ;
- The center supports businesses .

The quality of organizational units is also acquired by structures, Institutes and other centers, which are established by decision of the Governing Council of UHZ.

4.5. Human resource

"Haxhi Zeka" University employs a significant number of academic staff for the implementation of teaching and research activities. Currently, 84 teachers are engaged in the implementation of lesson plans. The teachers are distinguished and quality professors, doctors of science in various fields, whose experience in teaching work and their reputation are the basis for the recognition and reputation of the university. The structure of the teaching staff is presented in the table below.

<i>ACADEMIC STAFF</i>		<i>Until the end of 2022</i>			
Academic personnel in a regular employment relationship	Number				
	Prof.	2			
	Prof. assoc	6			
	Prof. ap	8			
	Assistants	2			
	0	0			
	total	18			
		<i>Fem</i>	<i>%</i>	<i>MoH</i>	<i>%</i>
Gender structure		4	22%	14	78%
Ethnic and gender structure in %					
Albanian		4	22%	14	78%
Bosnian		0	0%	0	0%
Egyptian		0	0	0	0%

Table no. 11. Description of the number, calls, gender and ethnic structure

67 employees have been engaged to perform administrative and technical, security and maintenance work at the university. The structure of employees in these workplaces is presented in the table below.

2	ADMINISTRATIVE STAFF	<i>Until the end of 2023</i>
		6
	Gender structure	5 women or = 83%

		1 men or = 17%
	Ethnic structure	100 Albanians or = 100%
		0 Bosniaks or = 0 %

Table no. 12. Gender structure of administrative staff

The University employs a sufficient number of workers for administrative and technical work, in accordance with the Regulation on the conditions for the establishment and start of work of higher education institutions and the procedure for determining the fulfillment of the conditions. The Regulation on the Internal Organization and Systematization of Workplaces at the University regulates the systematization of workplaces with the description of the tasks performed, the special conditions that must be met by employees to perform the tasks at the workplace, the number of executors as well as matters of other important for work and operation.

The number and structure of non-academic personnel, the conditions and the method of selection are determined by the act for the internal organization and systematization of workplaces in the university, which is approved by the Governing Council of the university, with the proposal of the rector of the university. The rector concludes the employment contract with all university employees.

4.5.1. Publications of research-scientific activities

The current situation and results of scientific research at the Faculty of Agribusiness at "Haxhi Zeka" University are based on a tradition since 2010, which are related to the former Faculty of Applied Business Sciences. Agribusinesses together with Tourism, Hotel and Environment Management. From that time until now, the academic units of UHZ have published journals on social and economic issues, journals on scientific research, PENTZA, and international journals on interdisciplinary studies, SIPARANTUM. Also, until now, more than ten international and national conferences have been organized at the faculty and university level. Of all these, we have dozens of works published not only by the academic staff of FAG, but also by well-known local and international authors. Several round tables have been organized: such as: "Waste management as an urban problem" in February 2021, "Women's rights"⁶ "Domestic violence and the future of youth"²³ "The COVID - 19 pandemic , the government's measures in response to the pandemic and its effect on the economy: were the measures inevitable? What next?"²⁴ etc. In recent years, however, there have not been many positive developments as far as magazines are concerned. But, with this strategy, measures and tasks are planned to reactivate their publication. Regarding the journals, click on this link for more: <http://www.research.unhz.eu>

4.6. UHZ infrastructure

✓ libraries

The library of the "Haxhi Zeka" University in Peja is located in two locations:

1. *In the facility of the Faculty of Agribusiness* , in addition to the space, there is also a reading room and a part of it is covered with 10 computers;
2. *In the Faculty of Law facility* , within the library, in addition to the space where the books are located, there is also a reading room and a room equipped with 16 computers that have access to the Internet.

⁶ <https://unhz.eu/we-uhz-held-a-round-table-for-women's-rights/>

- ✚ These computer devices provide students with access to electronic libraries, access to the Electronic Student Management System (SEMS), where all materials posted by professors for certain subjects are located, and students can also use these devices for research and internet research.
- ✚ In the Electronic Student Management System (SEMS), there is the "e-library" module, which contains information on access to the database and electronic libraries, in which UHZ has provided subscription.
- ✚ Computer equipment is maintained and updated with licensed software by the responsible staff within the UHZ.

3 (three) people are currently employed in the UHZ Library, who provide library services to students and academic staff. The library is open every working day (Monday - Friday) from 08:00-16:00 for borrowing books and reading in the halls, while every Saturday and Sunday from 08:00-16:00 for reading in the hall . During the week, students can also stay for reading in the reading rooms and the library beyond 16:00, giving them uninterrupted access especially during the period of assessments and exams.

²² <https://unhz.eu/we-uhz-held-a-round-table-for-women's-rights/>

²³ <https://unhz.eu/?s=tryeza+e> +

²⁴ <https://unhz.eu/?s=ujkan+bajra>

The books in the faculty library are mainly in Albanian, but there are also books in English, German, and Serbo-Croatian for the students of the Bosnian community (see the following table).

No.	Description	headlines	COPIES
1.	AGRIBUSINESS	178	335
12.	Purchase from UHZ, worth €8,541	207	621
in total		385	956

Table no. 13. Description of titles and copies of books by language in FAG libraries

The Faculty of Agribusiness within the framework of "Haxhi Zeka" University in Peja offers students and staff access to electronic resources, on a total of 14 platforms, based on the cooperation agreements that this institution has with the National Library of Kosovo, "Pjeter Bogdani", the Project " ResearchCult" and with the Association of Electronic Libraries of Kosovo. (See the following table).

No.	ELECTRONIC LIBRARIES (ONLINE)
1.	EBSCO https://www.ebsco.com/ (Subscription from UHZ, within the ResearchCult project)
2.	plagiarismcheck.org https://plagiarismcheck.org/ (Subscription from UHZ, within the ResearchCult project)
3.	ASTM compass- ASTM https://www.eifl.net/e-resources/astm-compass (Paid subscription from UHZ)

4.	Edward Elgar Publishing Journals https://www.eifl.net/e-resources/edward-elgar-publishing-journals (Paid subscription from UHZ)
5.	e-Duke Journals Scholarly Collection https://www.eifl.net/e-resources/e-duke-journals-scholarly-collection (Paid subscription from UHZ)
6.	Cambridge Journals Online https://www.eifl.net/e-resources/cambridge-journals-online (Paid subscription from UHZ)
7.	EUROPEAN RESPIRATORY JOURNAL https://www.eifl.net/e-resources/european-respiratory-journal (Paid subscription from UHZ)
8.	EDËARD ELGAR PUBLISHING DEVELOPMENT STUDIES & ENVIRONMENT E-BOOKS https://www.eifl.net/e-resources/edward-elgar-publishing-development-studies-environment-e-books (Paid subscription from UHZ)
9.	IOPSCIENCE https://www.eifl.net/e-resources/iopscience (Paid subscription from UHZ)
10.	IËA PUBLISHING JOURNALS https://www.eifl.net/e-resources/iwa-publishing-journals (Paid subscription from UHZ)
11.	MATHEMATICAL SCIENCES PUBLISHERS JOURNALS https://www.eifl.net/e-resources/mathematical-sciences-publishers-journals (Paid subscription from UHZ)
12.	OPENEDITION JOURNALS https://www.eifl.net/e-resources/openedition-journals (Paid subscription from UHZ)
13.	THE COMPANY OF BIOLOGISTS' JOURNALS https://www.eifl.net/e-resources/company-biologists-journals https://www.eifl.net/e-resources/company-biologists-journals (Paid subscription from UHZ)
14.	JSTOR https://www.jstor.org/ (Subscription within the cooperation agreement with "Aleksandër Moisiu" university - Durrës)

Table no. 14. Description of links to electronic libraries.

4.7. FACILITIES

The Faculty of Agribusiness provides sufficient infrastructural resources (classrooms, laboratories and equipment, library, computers, individual and group learning spaces, etc.) for all staff and enrolled students, in order to ensure the improvement of the environment and support efficient use theirs. The suitability of resources for the realization of study programs, functionality, age and ensuring access to them are constantly evaluated by internal evaluations. The university has facilities with an area of about 5734.3 m², in which teaching and research activities are carried out, as well as other activities. The university has a library and other support facilities available to students - internet rooms, recreation rooms, sports fields, student club, etc. The plan is to continue investing in buildings, classrooms and equipment in the future, which will increase the level of teaching and research work.

UHZ develops its activity in several different facilities with a total of 5734 m² usable area. For academic units. In addition to the buildings, within the university spaces of UHZ, there is also green space and outdoor spaces (not including the space occupied by the buildings), with a total of about 6 hectares.

Hapësirat	shërbime studentore	klasa mësimi	kabinete	Biblioteka	informatikë	Zyre për organizatat e studentëve	Byfe	Administrata	Të tjera	TOTAL (m2)
Objektet	Gjendja (m ²)	Gjendja	Gjendja	Gjendja	Gjendja					
Qendër										
"D"- Dekanati	62.5							150.5	76	289
"A"	15	512.5	136.5			65.5		128	244.5	1102
"B"		200	23.5	118	44.5	21			72	479
"C"	64	221							89	374
"E"	9.5	142				9.5		79.5	119.5	360
Gjithësejtë (Qendër)	151	1075.5	160	118	44.5	96	0	358	601	2604
Kampus										
Arte-Jur	89.7	888.7	96	228				298.5	440.4	2041.3
Rektorati							12	261.7	135.3	409
Gjithësejtë (Kampus)	89.7	888.7	96	228			12	560.2	575.7	2450.3
Obj.FSK										
Agrobisnesi	7.1	181	103.7					69.3	318.9	680
Gjithësejtë (FSK)	7.1	181	103.7					69.3	318.9	680
GJITHËSEJTË										
	247.8	2145.2	359.7	346	44.5	96	12	987.5	1495.6	5734.3

Table no. 15. Number and m² of all objects in FAG

These spaces include:

Description	No.	Description	No.
Amphitheater	1	Administrative office	3
Classroom	2	Student office	1
Cabinets	3	Student service	2
IT cabinets	1	storehouse	1
labs	5	Maintenance	1
Library	2	Warming up	1

Table no. 16 Description of halls and offices

In order to respond to the needs of staff and students for sufficient and suitable spaces for their activities, it is necessary for FAG to add its own spaces of all kinds of destinations.

4.8. Equipment

The Faculty, along with the University, has provided adequate computer equipment for students and academic and administrative staff. All classrooms, offices, cabinets, laboratories, libraries and premises are equipped with information technology (computer, internet, projector, etc.).

Currently, the faculty has the following computer equipment:

No.	Description	amount
1	Computer for staff	20
2	Computers for student services, cabinets, laboratories, reading rooms and classrooms	48
3	Projector	7
4	Printer	9
5	Multifunction printer	2
6	Xerox	10

Table no. 18. Description of current equipment

During the last three years, UHZ has invested in the digitization of the information system, supply of IT equipment, which serve to improve the services offered to students and its staff. At the same time, they affect the growth of insurance in Internet services, quality assurance, information and physical insurance. The university has Wi-Fi (free) coverage in all areas of the university campus for students and staff.

4.9. SEMS

The Electronic Student Management System (SEMS) also provides access to the use of various materials such as: lectures, materials prepared by professors. The Electronic Student Management System is updated continuously. Any changes are preceded by the distribution of manual materials and videos for use.

All course programs (syllabi) for each program are published on the faculty's official website. These programs are constantly updated, according to the changes made by the professors.

4.10. Students, current numbers and expectations

In order to ensure the quality of studies, the faculty selects registered high school students through a competition, according to predetermined and publicly announced criteria. The competition ensures the registration of candidates who acquire a sufficient amount of knowledge through their success in high school and the number of points they have received in the entrance exam for successful inclusion in the teaching process of the faculty's study programs.

The faculty ensures the equality of students in access to study programs. With the proposal of the academic unit, the Senate of the University takes a decision on the announcement of the competition for registration in studies, which, among other things, contains the conditions for registration, the criteria for determining the ranking of candidates, the procedure for developing the competition, the method and deadlines for submitting complaints . The number of students for registration is determined by the Senate based on the proposals of the organizational units. The competition for admission to study programs is publicly announced.

It is envisaged that the order of candidates for registration in the first year of studies will be determined based on the success achieved in secondary education and the result achieved in the entrance exam.

The number of students studying at UHZ is shown in the table below.

The faculty	level	Total students	Females	in %	MALE	in %

Faculty of Agribusiness	Bachelor	413	217	52.54%	196	47.46%
	Masters	73	41	82.00%	9	18.00%
in total	Bachelor	413	1411	47.54%	1557	52.46%
	Masters	839	470	56.02%	369	43.98%
Total students (bachelor & master)		3807	1881	49.41%	1926	50.59%

Table no. 19. The number of students in all faculties of UHZ at the level of basic studies and at the master's level

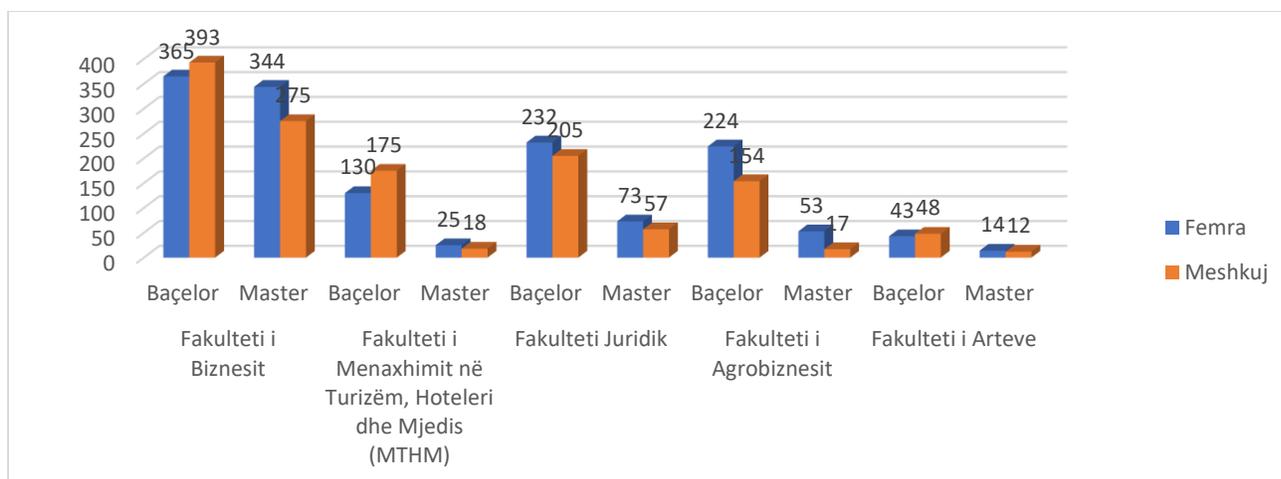
Number of students: Currently, the total number of students at UHZ is 3,807. Of them, 1,881 or 49.41% are women, while 1,926 or 50.59% are men.

The Faculty of Agribusiness has a total of 492 students. In the bachelor's degree, 217 or 52.54% are women and 196 or 47.46% are men. There are 50 students in the master's degree, of which 41 or 82% are women and 9 or 18% are men.

These data are also presented graphically as follows.

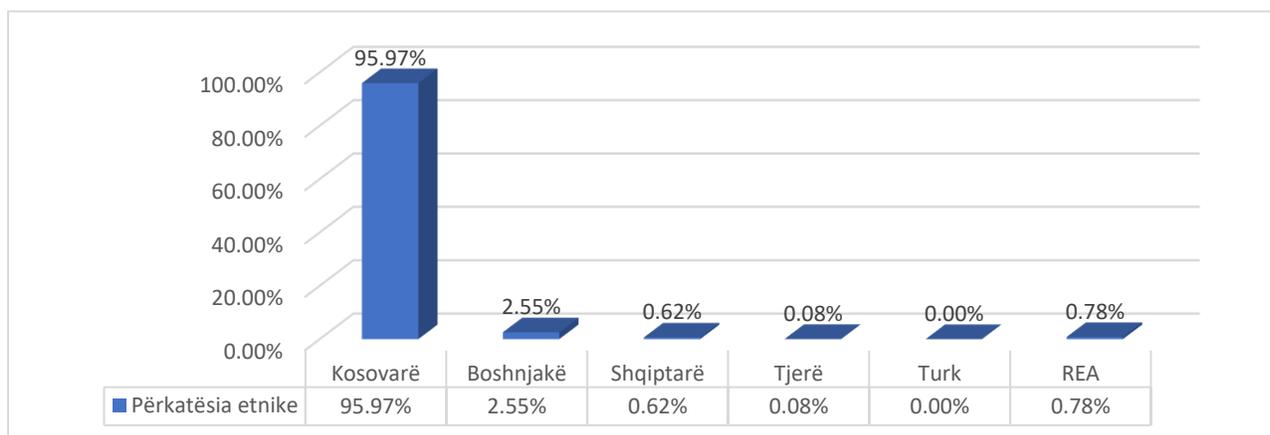
Students enrolled from the academic year 2020-2021 to 2023-2024 excluding graduated and unregistered students

The faculty	level	Total students	Females	in %	MAL E	in %
Faculty of Business	Bachelor	758	365	48.15 %	393	51.85%
	Masters	619	344	55.57 %	275	44.43%
Faculty of Management in Tourism, Hospitality and Environment (MTHM)	Bachelor	305	130	42.62 %	175	57.38%
	Masters	43	25	58.14 %	18	41.86%
Faculty of Law	Bachelor	437	232	53.09 %	205	46.91%
	Masters	130	73	56.15 %	57	43.85%
Faculty of Agribusiness	Bachelor	378	224	59.26 %	154	40.74%
	Masters	70	53	75.71 %	17	24.29%
Faculty of Arts	Bachelor	91	43	47.25 %	48	52.75%
	Masters	26	14	53.85 %	12	46.15%
Total	Bachelor	1969	994	50.48 %	975	49.52%
	Masters	888	509	57.32 %	379	42.68%
Total students (bachelor & master)		2857	1503	52.61 %	1354	47.39%



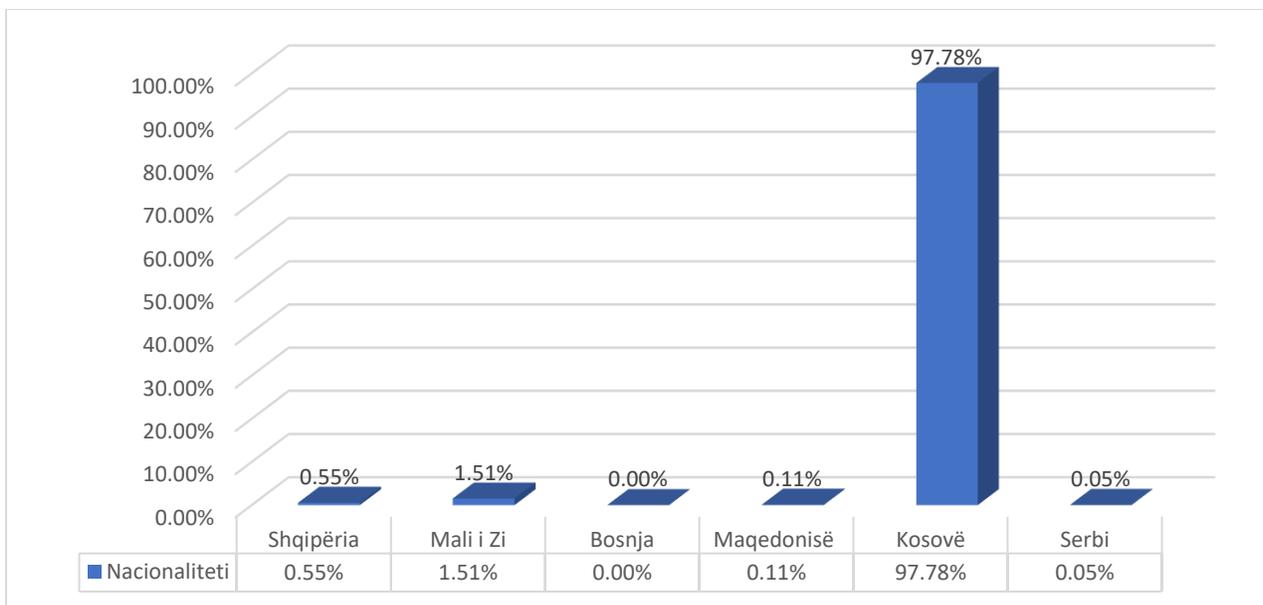
Ethnicity

the faculty	business faculty		Faculty of Management in Tourism, (MTHM)		law faculty		Faculty of Agribusiness		Faculty of Arts	
	BSC	MA	BSC	MA	BSC	MA	BSC	MA	BSC	MA
Kosovo	709	568	283	41	429	126	368	68	88	26
in %	93.54%	91.76%	92.79%	95.35%	98.17%	96.92%	97.35%	97.14%	96.70%	100.00%
Bosnian _	37	45	18	1	6	2	0	0	2	0
in %	4.88%	7.27%	5.90%	2.33%	1.37%	1.54%	0.00%	0.00%	2.20%	0.00%
ALBANIA	6	1	4	1	0	0	6	0	0	0
in %	0.79%	0.16%	1.31%	2.33%	0.00%	0.00%	1.59%	0.00%	0.00%	0.00%
others	6	0	0	0	0	0	0	0	0	0
in %	0.79%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Turkish	0	0	0	0	0	0	0	0	0	0
in %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
REA	0	5	0	0	2	2	4	2	1	0
in %	0.00%	0.81%	0.00%	0.00%	0.46%	1.54%	1.06%	2.86%	1.10%	0.00%
Serbia	0	0	0	0	0	0	0	0	0	0
in %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



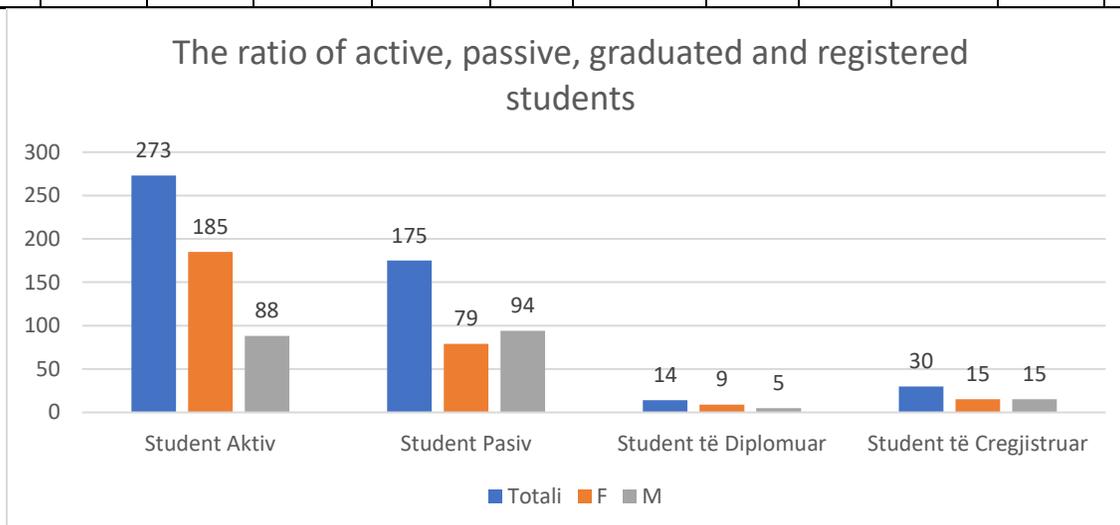
Nationality

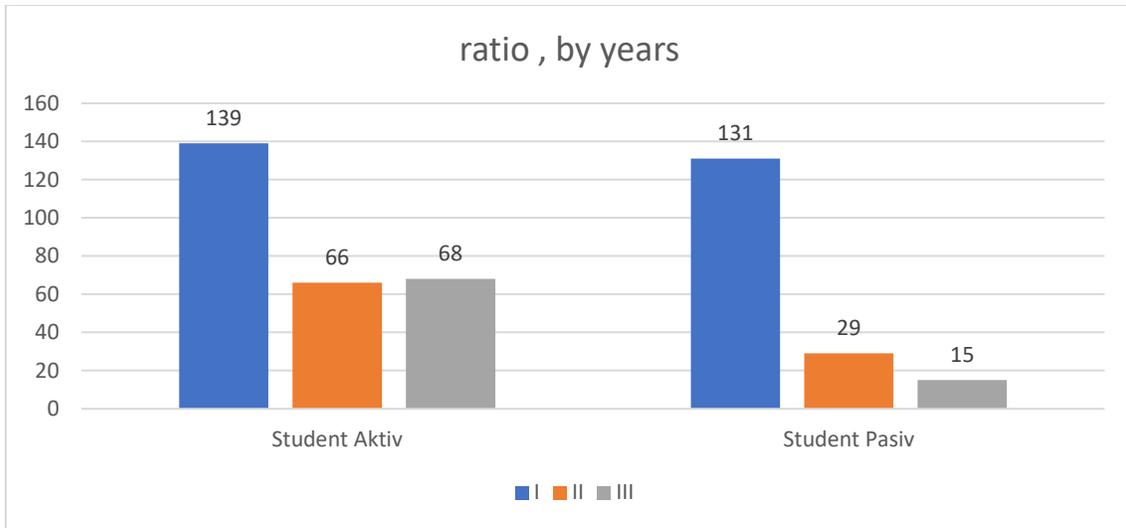
the faculty	business faculty		MTHM faculty		law faculty		Faculty of Agribusiness		Faculty of Arts	
	BSC	MA	BSC	MA	BSC	MA	BSC	MA	BSC	MA
Albania	3	1	1	1	0	0	0	0	2	0
in %	0.40%	0.16%	0.33%	2.33%	0.00%	0.00%	0.00%	0.00%	2.27%	0.00%
Montenegro	45	16	20	0	0	0	0	0	0	0
in %	5.94%	2.58%	6.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Bosnia			0	0	0	0	0	0	0	0
in %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Macedonia			0	0	0	0	0	0	1	0
in %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.14%	0.00%
KOSOVO	709	602	283	42	437	130	378	68	85	26
in %	93.54%	97.25%	92.79%	97.67%	100.00%	100.00%	100.00%	100.00%	96.59%	100.00%
Serbia	1		1	0	0	0	0	0	0	0
in %	0.13%	0.00%	0.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Totally	758	619	305	43	437	130	378	68	88	26
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



Faculty of Agribusiness

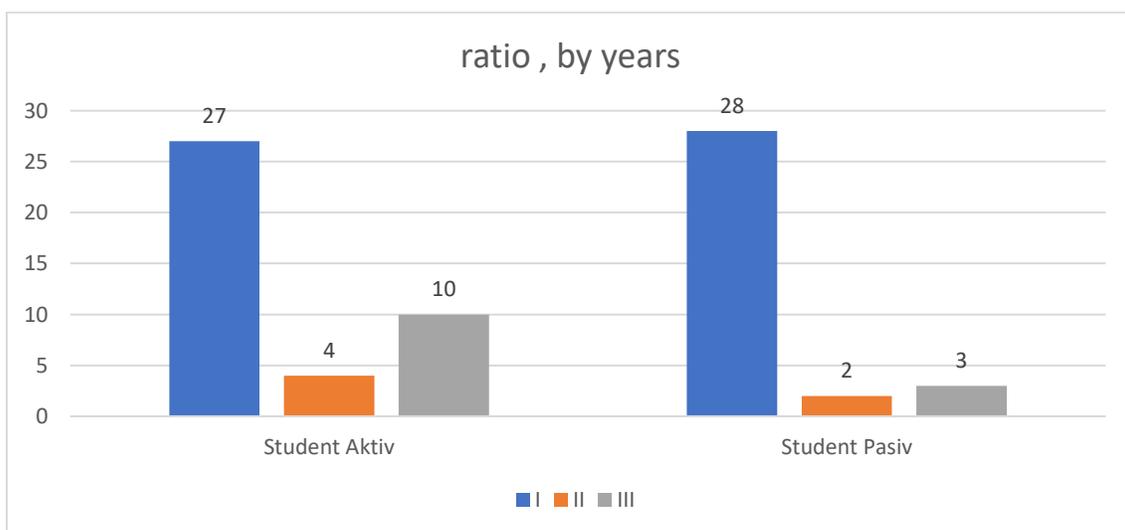
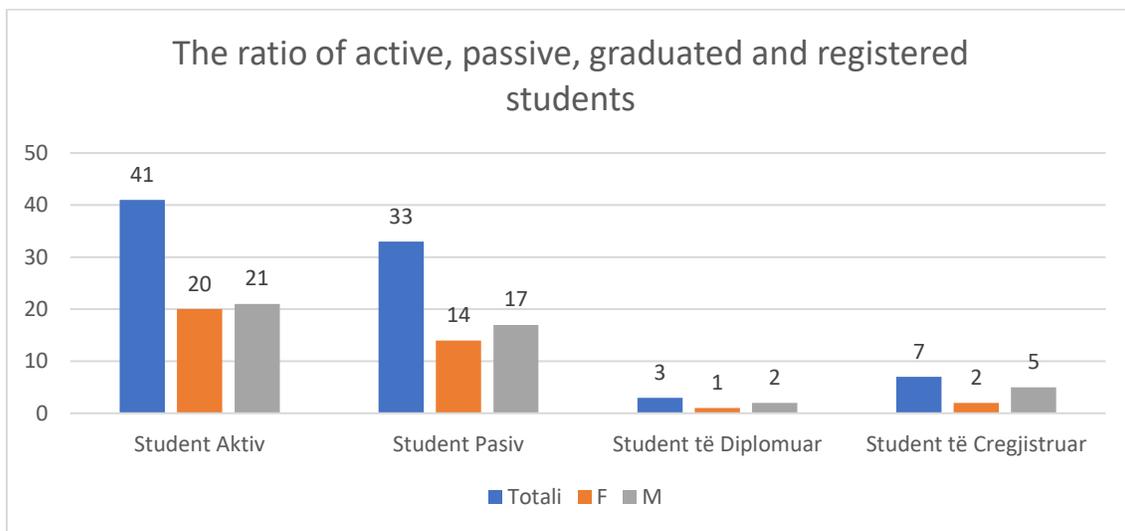
The number of students registered from 2020/2021 to 2023/2024			Active Student			What year are they in?			Graduate Student		
T	F	M	T	F	M	I	II	III	T	F	M
492	301	191	273	185	88	139	66	68	14	9	5
			Passive Student			What year are they in?			Registered student		
			T	F	M	I	II	III	T	F	M
			175	79	94	131	29	15	30	15	15





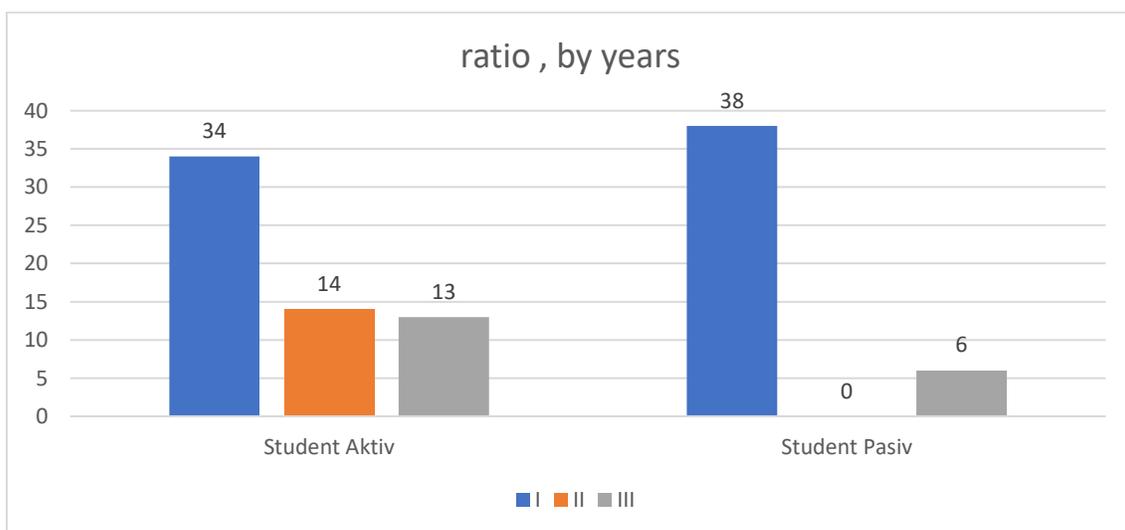
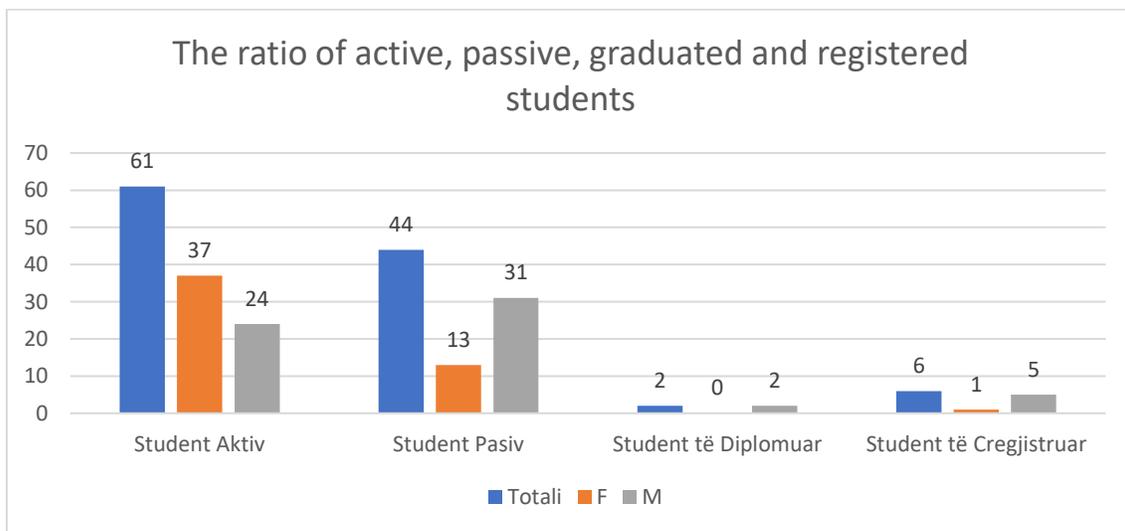
Agroenvironment and Agroecology

The number of students registered from 2020/2021 to 2023/2024			Active Student			What year are they in?			Graduate Student		
T	F	M	T	F	M	I	II	III	T	F	M
84	36	48	41	20	21	27	4	10	3	1	2
			Passive Student			What year are they in?			Registered student		
			T	F	M	I	II	III	T	F	M
			33	14	17	28	2	3	7	2	5



Plant Production Technology

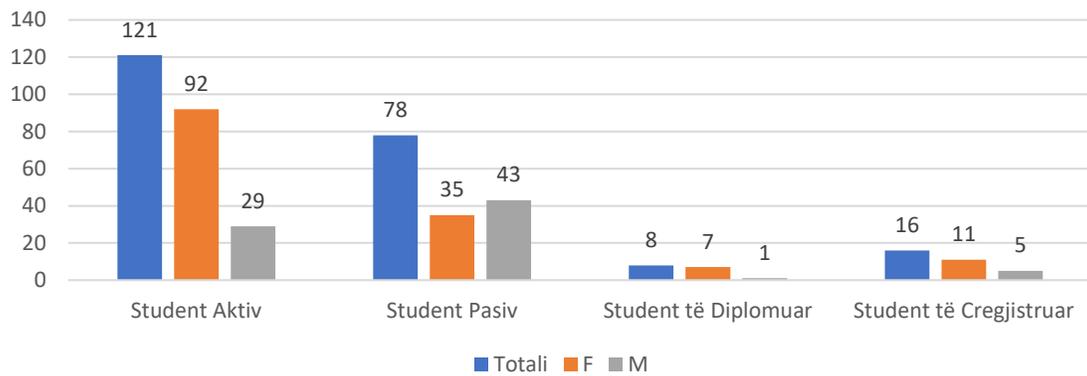
The number of students registered from 2020/2021 to 2023/2024			Active Student			What year are they in?			Graduate Student		
T	F	M	T	F	M	I	II	III	T	F	M
113	52	61	61	37	24	34	14	13	2	0	2
			Passive Student			What year are they in?			Registered student		
			T	F	M	I	II	III	T	F	M
			44	13	31	38	0	6	6	1	5



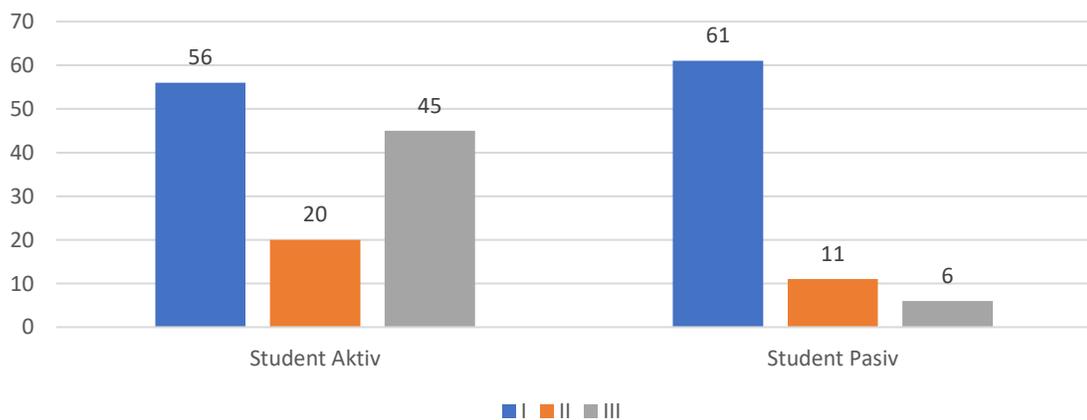
Food Technology

The number of students registered from 2020/2021 to 2023/2024			Active Student			What year are they in?			Graduate Student		
T	F	M	T	F	M	I	II	III	T	F	M
223	158	65	121	92	29	56	20	45	8	7	1
			Passive Student			What year are they in?			Registered student		
			T	F	M	I	II	III	T	F	M
			78	35	43	61	11	6	16	11	5

The ratio of active, passive, graduated and registered students

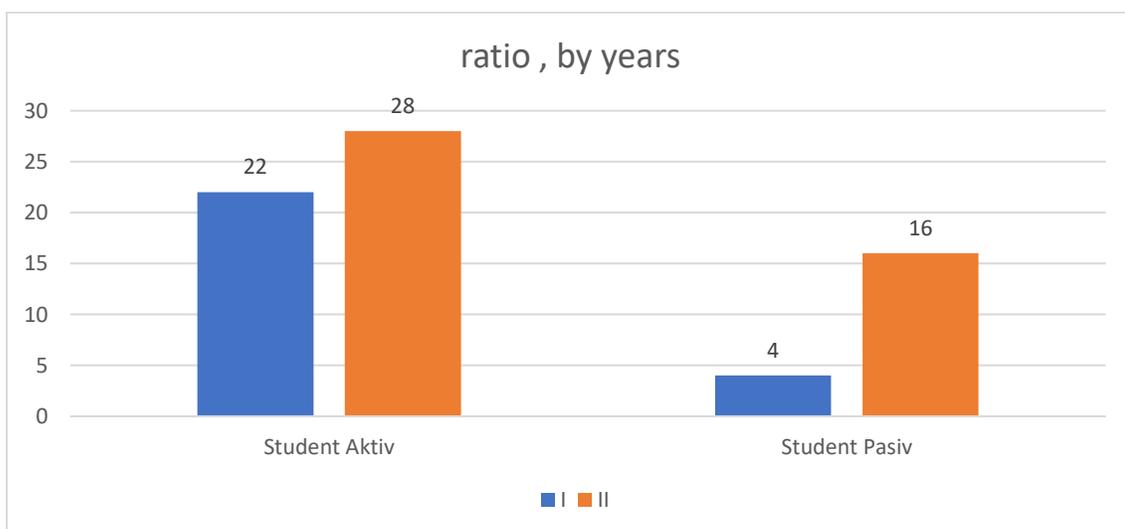
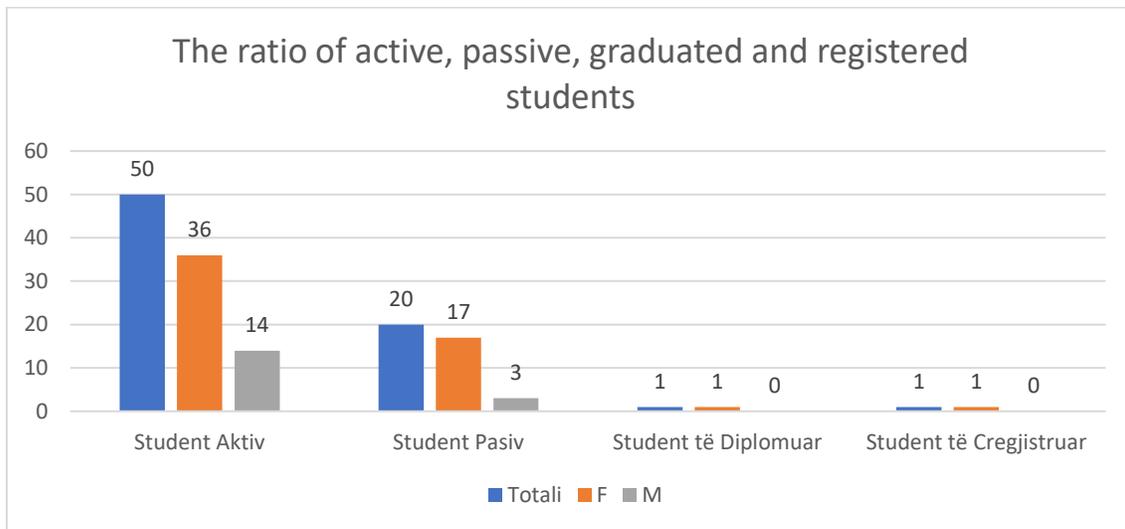


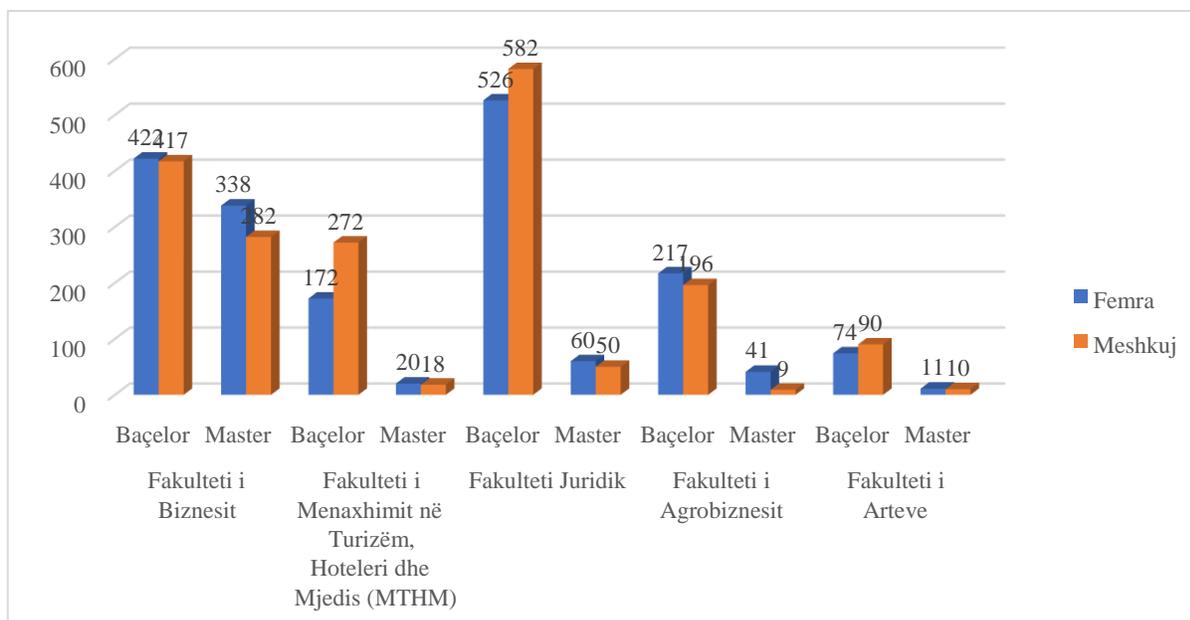
ratio , by years



Sustainable Food Production Systems

The number of students registered from 2020/2021 to 2023/2024			Active Student			What year are they in?			Graduate Student		
T	F	M	T	F	M	I	II	III	T	F	M
72	55	17	50	36	14	22	28		1	1	0
			Passive Student			What year are they in?			Registered student		
			T	F	M	I	II	III	T	F	M
			20	17	3	4	16		1	1	0



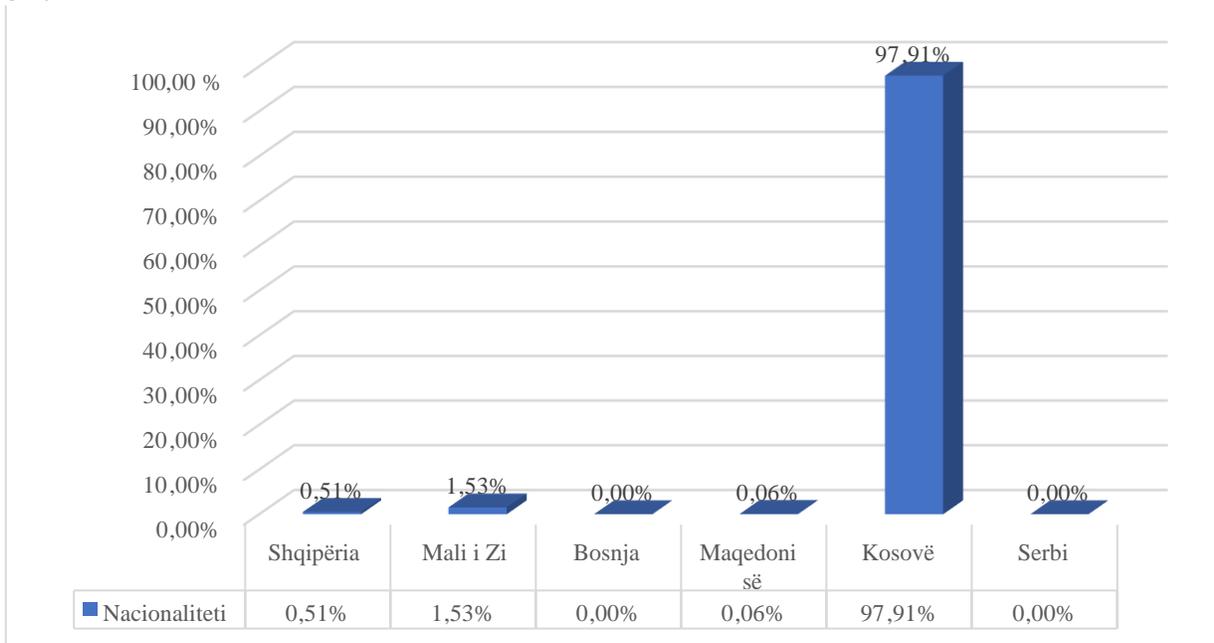


Faculty	Faculty of Agribusiness	
	BSC	MA
Albanian	404	48
in %	97.82%	96.00%
Bosnian	5	2
in %	0.73%	0.00%
REA	0	0
in %	0.00%	0.00%
Egyptian	4	2
in %	1.45%	4.00%
Turkish	0	0
in %	0.00%	0.00%
other	0	0
in %	0.00%	0.00%
total	413	50
	100.00%	100.00%

Table no. 20. Students according to nationality

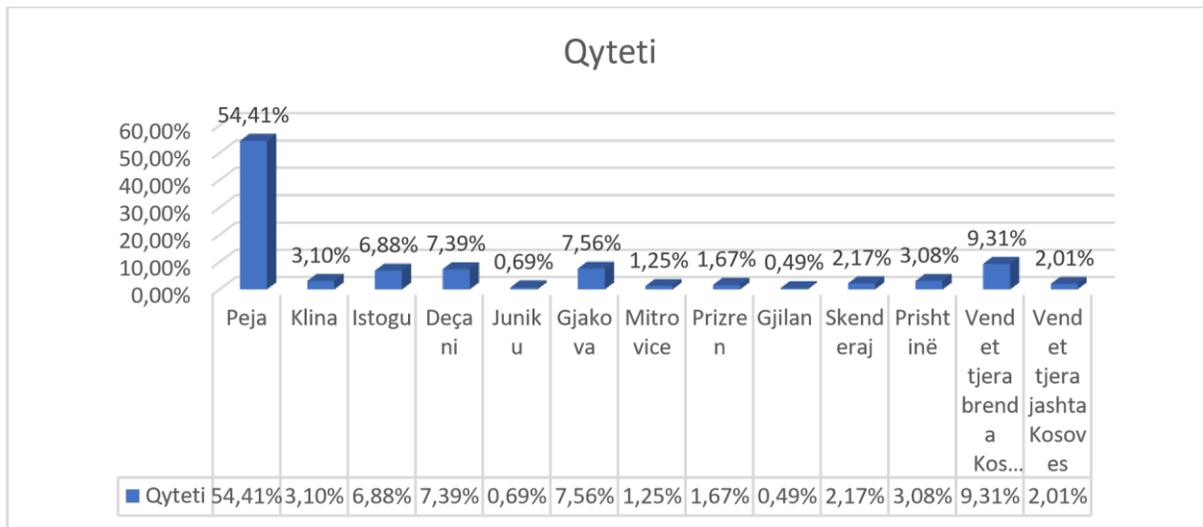
Students by nationality: From the statistical data it appears that in UHZ, in addition to Albanian students from Kosovo, who make up the largest number with 97.91%, there are also Albanian students from Albania: 0.51%,

Montenegro with 1.53%, and from Macedonia of the North with 0.06%. Below the data is reflected in the graph.



Graph no. 4

Students according to the cities they come from: Based on the processed statistical data related to the cities of Kosovo from which our students come, it turns out that 54.42% of them are from Peja, 7.56% from Gjakova, 7.39% from Deçani, 6.88% from Istogu, 3.10% from Klina, 3.08% from Pristina, 2.17% from Skenderaj, 1.25% from Mitrovica, 1.69% Prizren, while the rest from other cities of Kosovo or abroad. This means that about 43.58% of students are outside the city of Peja. The data are also presented graphically as follows.



Graph no. 5

No.	According to the language	Bsc.	MSc.	Total:
1	English	2767	770	3537
2	Bosnian	201	69	270
3	in total	2968	839	3807

Remarks:

The data presented below were processed only for four (4) years, because the previous data were processed in the Strategic Plan 2020 - 2023. As a rule, the processing and analysis of the following data should have been done for three (3) years, 2020-2023, but it was impossible to obtain the data for the year 2019, because, in that academic year, the UHZ had failed to be accredited at the institutional level. Bearing in mind this circumstance, it appears that the data presented, especially those of graduation in relation to the number of registered students, at once appear and come out as irregular. This is due to the fact that in the 2019/2020 academic year, no student was admitted to UHZ, and on the other hand, there was a certain number of graduations.

Academic year	Number of enrolled students		Number of graduate students		Percentage of graduates in relation to enrolled students	
	Bch.	MSc.	Bch.	MSc.	Bch.	MSc.
2018/2019	1033	259	533	244	52%	94%
2019/2020			406	203		
2020/2021	793	247	313	204	39%	83%
2021/2022	535	369	268	123	50%	33%

Table no. 23. The number of students registered in relation to the students who graduated within the UHZ. At the level of the UHZ, from the data provided and presented in the table above, for the years 2018/2019, 2019/2020, 2020 /2021 and 2021/2022, it results that in basic level studies, the ratio between admitted students and those who graduate is; in 2018/2019 with 52%, 2020/2021 with 39% and 2021/2022 with 50%. At the level of master's studies, this ratio is as follows: in the academic year 2018/2019 with 94%, 2020/2021 with 83% and 2021-2022 with 30%. The data shown above is also shown below in the graph.

5. SWOT analysis – Faculty of Agribusiness

The Committee for drafting the Strategic Plan, after extensive analysis of the external and internal environment in which FAG operates, analyzed the strengths, weaknesses, opportunities and threats to the faculty (SWOT analysis). Although the list is not exhaustive, it provides a useful context for developing the Strategic Plan framework. The key issues in SWOT are identified as follows:

STRENGTHS (Internal factors)	WEAKNESSES (Internal factors)
► More than 60 years of traditions near UHZ;	► The possible degree of mismatch between the needs of the labor market and the qualifications offered;

<ul style="list-style-type: none"> ▶ Location - Belongs to the educational area in the Dukagjin plain with exceptional socio-economic potential; ▶ Accredited and reputable faculty; ▶ Faculty autonomy; ▶ 100% funding from the state budget of students in study programs; ▶ Attractive and quality study programs; ▶ Professional programs; ▶ Unique programs with low competition intensity; ▶ Flexible and modern curriculum framework; ▶ The mission of learning and teaching with the student at the center; ▶ Competent teaching staff; ▶ Adequate and sufficient space, with infrastructural comfort for learning. Part of the faculty buildings were built and equipped in 2023 according to all higher education standards; ▶ Organization of international scientific and academic events (summer university, scientific conferences, symposiums... FAG); ▶ Sustainable partnership with industry, employers and civil society; ▶ Stable funding; ▶ Belief in strong international orientation; ▶ Digitization, application of electronic business and modern education of information and communication technologies; ▶ Cooperation with the main business subjects (company visits, lectures, etc.); ▶ Close relations of students with teaching staff (career counseling); ▶ Quality library - physical space and book collection; ▶ Involvement of students in bodies and decision-making processes; ▶ Business support center; ▶ Center of Excellence; ▶ Institute for Science and Arts; 	<ul style="list-style-type: none"> ▶ Insufficient personnel for the management of the Career Office within the framework of the University; ▶ Most teachers (especially young ones) are overloaded with teaching and professional obligations; ▶ Dormitory; ▶ Insufficient number of specific trainings; ▶ Lack of an institution brand and lack of marketing and communication strategy; ▶ Certain number of teachers with deficits in competence in relation to the study programs; ▶ Lack of infrastructure for recreation for students; ▶ Weak activism of students and student organizations.
<ul style="list-style-type: none"> ▶ Student Advocate (Ombudperson). 	

Opportunities (External Factors)	RISKS (External factors)
<ul style="list-style-type: none"> ▶ Participation in calls for related projects with education, research and innovations; ▶ Distance learning; ▶ Business courses in IT and English language for all those interested; ▶ New study programs based 100% on market needs; ▶ Organization of doctoral studies; ▶ Expansion of international networking and cooperation; ▶ Awareness of sustainable development; ▶ Raising the image in relation to other HEIs; ▶ Lifelong learning and employment; Creating a marketing and communication strategy to promote and stay closer to the public; ▶ Creating conditions for the employment of the best students through the career office and career counseling; ▶ Tracking students after completing their studies and raising the image of the institution through their success; ▶ Lectures by well-known international experts through video-conferences and presentations ▶ media coverage of such events; ▶ Generation of own income. 	<ul style="list-style-type: none"> ▶ Competition between HEIs; ▶ Declining birth rate; ▶ The trend of increasing migration; ▶ Brain drain (brain drain); ▶ Strong lobbying of private colleges; ▶ Funds limited by the government; ▶ Misunderstanding education as an inevitable investment for the future; ▶ Uncontrolled and unfounded opening e campuses of private HEIs; ▶ A lot of unsystematic internal and external information related to developments in higher education; ▶ Slow and poor process in construction and reconstruction of facilities; ▶ Slow procurement procedures for implementation of infrastructure projects; ▶ Economic crisis-inflation; ▶ The decline in the number of students due to demographic changes and increased competition.

5.1. Comparison with other universities

The following table shows the strengths of competitive public and private HEIs, as well as the strengths of our university. A comparison of the weaknesses of UHZ and UHZ's competitors is also presented.

COMPETITION	FACULTY OF AGRIBUSINESS
STRENGTHS OF PUBLIC HEIs	FAG STRENGTHS
<ul style="list-style-type: none"> ▶ Funding from the state budget; ▶ Tradition; ▶ Free studies for students; ▶ Income from self-financed students; ▶ Personnel with academic reputation; ▶ Dormitories for student accommodation; ▶ Restaurants that provide food for students; ▶ Cooperation with HEIs inside and outside the country; 	<ul style="list-style-type: none"> ▶ Tradition; ▶ Stable funding from the state budget; ▶ Free study for students; ▶ Proven and well-known academic staff; ▶ The space needed to build a modern university campus; ▶ Sufficient spaces for teaching and laboratories; ▶ Updated and transparent record of exams;

<ul style="list-style-type: none"> ▶ Scientific research; ▶ Support from international organizations for capacity development. 	<ul style="list-style-type: none"> ▶ Infrastructure in the city center; ▶ Studies in the Bosnian language; ▶ Unique / non-competitive programs with HEIs; ▶ Summer University;
STRENGTHS OF PRIVATE COLLEGES	
<ul style="list-style-type: none"> ▶ Advanced lobbying; ▶ Excellent infrastructure; 	
<ul style="list-style-type: none"> ▶ Advanced learning technology equipment; ▶ Flexibility in designing new programs; ▶ Sufficient space for student activities; ▶ Discipline in administrative and academic work. 	<ul style="list-style-type: none"> ▶ International scientific conference; ▶ Center for Business Support; ▶ Center of Excellence; ▶ Institute for Science and Arts; ▶ Student Advocate (Ombudperson).
WEAKNESSES OF PUBLIC HEIs	WEAKNESSES OF FAG
<ul style="list-style-type: none"> ▶ Curricula not updated; ▶ Lack of spaces for learning; ▶ Inadequate or unsuitable equipment; ▶ Inefficiency in the use of resources; ▶ Depreciated buildings and teaching equipment; 	<ul style="list-style-type: none"> ▶ PhD programs; ▶ Dormitory for students; ▶ Undeveloped lobby; ▶ Modern and last generation equipment; ▶ Marketing strategy; ▶ Campus complete with sports grounds; ▶ Limited quotas for the recruitment of academic staff needed for program accreditation according to market needs;
WEAKNESSES OF PRIVATE COLLEGES	
<ul style="list-style-type: none"> ▶ High tuition fees; ▶ The academic titles for the personnel are not equivalent to the titles of public HEIs; ▶ Dormitories; ▶ Rapid recruitment of personnel according to the needs of the college; 	

The synthesis of the results of the situation analysis shows that FAG has limitations in the external and internal environment for future development. On the contrary, there are many opportunities and forces that show that the possibilities of its development are real.

Paying attention to the weaknesses and risks faced by FAG, the solution to some of these shortcomings can be expressed as follows:

1. Construction of a dormitory - it is essential to build the UHZ campus as soon as possible for FAG, to solve this very important deficiency. The campus plan includes the construction of a student dormitory, sports fields and a hall for sports activities, an entertainment center, etc. In this way, students would be able to spend time on campus both after and between classes, and would have a more satisfying day, which is the goal of any university - to keep students within its offer.

2. Underdeveloped lobbying / promotional system - investing in the "Society of Friends of FAG and University", this seemingly important investment would pay off very quickly, since information is the most expensive factor in business today. For this reason, it is very important

for us to have an established Society, which would be our "eyes and ears" and would enable us to "merge" more quickly and easily with the environment in which we are.

3. Uncontrolled and unfounded opening of programs – the opening of new programs in FAG must first of all be well researched. After ascertaining the need for a new orientation, a financial and personnel projection must be made. If the necessity of expansion in this respect is determined, a secure source of financing for this innovation must first be created.

5.2. Identifying critical success factors

The factors that FAG must meet in order to achieve success are:

Building and maintaining quality relationships with existing and potential students;

- ▶ Quality and competent personnel;
- ▶ More developed system of lobbying and promotion;
- ▶ Better relations with organizations, local community, associations and state bodies in the country and beyond;
- ▶ Cooperation with other universities in the country and around;
- ▶ Intensification of cooperation with secondary schools in the country and the surrounding area through the career development office;
- ▶ Cooperation with reputable enterprises and institutions where university graduates are employed;
- ▶ A service developed for students;
- ▶ Integrated curricular framework and increased internal and external mobility;
- ▶ Budget sustainability;
- ▶ Internationalization.

III. Analysis of strategic objectives Brief description of eight strategic objectives

1. Strategic priorities

The 2023-2026 Strategic Plan has eight strategic priorities, defined for eight priority areas:

No.	DESCRIPTION OF STRATEGIC PRIORITIES	
1.	Internal management	Responsibility, efficiency, consistency, communication and cooperation
2.	Teaching and learning	Further improvement of the quality of teaching and learning
3.	Quality assurance	Consolidated system: Continuous quality improvement within the university
4.	Science, research and art	Increasing research-scientific and artistic activity
5.	Internationalization	International and inter-institutional cooperation
6.	Students	Greater student motivation, satisfaction and activism
7.	Entrepreneurship	Development of the functional relationship between the university and stakeholders
8.	Infrastructure	Creation of a modern student campus according to contemporary standards
<i>Table: Strategic objectives of the Faculty of Agribusiness at "Haxhi Zeka" University 2023 - 2026</i>		

Each of the eight priority areas identified and developed in the 2023-2026 Strategic Plan addresses key problems and challenges in the respective areas.

The strategic priorities of FAG defined in this plan represent the main areas of academic and organizational development, which determine the results and strategic objectives of this plan. Each of the objectives is broken down into the expected measurable results through the result indicators through the activities

foreseen in the action plan. The result indicators correspond to specific objectives and represent the expected effects, related to the respective field and objective.

1.1. STRATEGIC PRIORITY 1 – Internal management

STRATEGIC PRIORITY 1: Responsibility, efficiency, sustainability, communication and cooperation

Reforming internal management processes is a necessary process that FAG will undergo during the implementation period of this plan. This process will enable the growth and strengthening of the responsibilities of all decision-making levels, efficiency in the performance of tasks, sustainability of all institutional segments, raising the culture of communication and cooperation inside and outside the institution. Furthermore, this objective creates clear lines of reporting and communication, creation of matrices for the identification and planning of human resource needs in FAG, change and review of the legal basis, development of processes towards a faculty with entrepreneurship components, given institutional promotion a strategic importance.

FAG aims to, through the reformation of internal management processes:

- ▶ To ensure flexibility and efficiency in carrying out governance procedures in the faculty;
- ▶ To have a clear division of functions between the personnel engaged in different levels of management, further advancing academic autonomy and the determination for decentralization;
- ▶ Increasing accountability and transparency in the internal governance of the faculty by reviewing, improving and further developing the managerial procedures, monitoring, reporting, planning of human resources;
- ▶ Strengthen communication channels and create lobbying and advocacy groups with subjects from business, NGOs, our graduates, state institutions, individuals, etc.

The achievement of this objective will be supported by the following results.

RESULT 1.1:	Strengthening institutional decision-making and raising responsibilities
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Improving the decision-making system and internal acts, in order to strengthen the management functions, while maintaining the integrated functionality of the faculty and reducing centralized decision-making; 2. Rationalization and restructuring of resources; 3. Number of administrative and operational processes restructured for efficiency and effectiveness; 4. Advancement of processes for integrated financial management and monitoring; 5. The strategy of creating the curricular framework in FAG; 6. Regulations for the implementation of the curricular framework; 7. Development of the concept for an "Open Faculty".

<i>RESULT 1.2:</i>	<i>Human resource management (personnel)</i>	
RESULT INDICATOR:	1.	Matrix of needs for academic personnel based on the curriculum framework;
	2.	Matrix of needs for administrative staff based on the framework curricular;
	3	Planned employment of teaching and administrative personnel;
	4.	Visiting and other professor engagement policies;
	5.	Continuous advancement of academic and administrative staff through professional training.
RESULT 1.3:	Promotion and communication with the public (PR)	
RESULT INDICATOR:	1. Communication within the faculty; 2. Communication outside the faculty; 3. Faculty reputation; 4. Internal promotion; 5. External promotion.	

1.2. STRATEGIC PRIORITY 2 - Teaching and learning

STRATEGIC PRIORITY 2: Advancing the quality of teaching and learning

Strategic objective: FAB provides advanced teaching and learning

In the field of teaching, FAB over the next four years will aim for the further advancement of teaching and learning that is currently based on the research of each member of the academic staff and of Bachelor and Master level students. Advancement in this important field will be based on the university's strategic approach, which is built on components such as:

- Restructured and redeveloped study programs in function of the development of students' competencies;
- New study programs adapted to market requirements;
- Professional development for contemporary teaching and learning methodologies;
- 100% of the academic staff have completed the individual development plan;
- Collaborative and motivating culture and spirit for students;
- Center of Excellence;
- Excellence in teaching and learning and
- Support for students with special needs.

Through this strategic objective, FAB over the next 4 years will focus on facing the challenges related to the provision of quality teaching and learning.

The first activities in the realization of this strategic objective will be at the level of revision and restructuring of the study programs at both levels, both at the Bachelor's and at the Master's level. During the program review process, FAB will cooperate closely with the industry sector, but will also seek support from donor organizations that are involved in supporting Higher Education in Kosovo.

The revised programs, in addition to increasing students' competencies and skills, will adapt to market demands. These programs will provide theoretical and practical knowledge and prepare students capable of the labor market and competitive in relation to other institutions of higher education.

During the following years, FAB will engage in diversification, profiling and development of new programs in response to market demands. The new program offers will make FAG an attractive institution for students, and will influence the increase in their number.

In addition to profiling and developing new programs, and in order to attract new students, FAG will commit to apply for joint programs either with other academic units within the UHZ, or joint programs with national and international universities. .

Teaching and learning will continue to be research-based, but with an increased focus on the practical part. FAB will strengthen cooperation with the private sector by implementing current cooperation agreements, but also by signing new cooperation agreements with local, national and international companies and institutions operating in the field of agriculture and food.

FAB will use the current support schemes from the university, the ministry of education and other donor institutions by applying with research projects in the field of agriculture and food.

FAB will promote innovation and the use of information technology in order to improve teaching and learning.

During the following years, FAB will continue to support the academic staff in the further development of contemporary teaching and learning methodologies.

FAB plans to profile academic staff and will ask the Center of Excellence to design and organize training for FAB academic staff.

FAB as an academic unit in cooperation with the Center of Excellence will provide support through plans for professional development and career advancement of academic staff. Support will be provided to pre-doctorate academic staff, while another aim will be to increase advancement within the academic unit. In order to promote academic work, FAB will ask UHZ to finance university textbooks for FAB's needs and support

participation of academic staff in professional programs and trainings abroad in order to advance teaching and learning

FAB will encourage the spirit of cooperation among students by implementing the system established by the University for student-student evaluation (peer to peer) and by implementing career counseling for students of the faculty.

FAG also aims to further improve the teacher-student ratio to 1 teacher for 25 students.

In order to further improve learning, students will be involved in all activities related to the design/revision of programs, social and scientific activities, mobility between faculties, participation in trainings/workshops, development of soft skills, etc.

FAB as an academic unit will fulfill the goals defined in the strategic plan of UHZ where focus is required on providing suitable study conditions for students with special needs. To promote this dimension, cooperation with organizations that deal with groups of young people with special needs will be increased.

Description of the results and indicators for the realization of the strategic objective: Advanced teaching and learning

Teaching and learning

<i>RESULT 2.1:</i>	<i>Restructured and newly developed study programs in function of the development of students' competencies</i>
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. FAG plans to review the programs currently offered at the faculty (in collaboration with the industrial board and third parties). 2. Three Bachelor programs and one Master program reviewed and restructured. 3. The changes are incorporated into the curriculum during the next drafting of self-evaluation reports for the revised programs.
<i>RESULT 2.2:</i>	<i>New study programs adapted to market requirements</i>
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Drafting of new programs in basic and master's studies (5 programs). 2. 3 Bachelor programs and 2 Master programs approved by the Kosovo Accreditation Agency 3. Increasing the number of academic staff for new programs (2 programs) 4. Increase in the number of students at FAG (students) 5. Online study programs' 6. Distance learning programs.
<i>RESULT 2.3:</i>	<p>Professional development for contemporary teaching and learning methodologies</p> <p>Contemporary methodology for teaching and learning</p>
RESULT INDICATOR :	<ol style="list-style-type: none"> 1. FAB provides innovative technology for teaching and learning (x) 2. The Center of Excellence at UHZ supports the academic staff employed at FAG with training on contemporary teaching and learning methods (x trained academic staff) 3. Cooperation with relevant institutions for increasing the possibility and quality of teaching; 4. Trainings on contemporary teaching methods;
<i>RESULT 2.4:</i>	Increasing cooperation with the private sector, local, national and international institutions operating in the field of agriculture and food.

<p><i>RESULT INDICATOR:</i></p>	<ol style="list-style-type: none"> 1. Renewal of current agreements and creation of new agreements with the private sector and third parties (x renewed agreements and x new agreements) 2. FAG students collaborate through the student-student system (peer to peer) (x students have collaborated in the peer to peer system) 3. Promotion of scientific research of teachers in relevant fields of study; 4. The link between teaching and research.
<p><i>RESULT 2.5:</i></p>	<p>FAG students are involved in all activities of the academic unit and cooperate through the student-student system (peer to peer) <i>Collaborative and motivating culture and spirit for students</i></p>
<p><i>RESULT INDICATOR:</i></p>	<ol style="list-style-type: none"> 1. Strengthening the "peer to peer" system for increasing the passability of students; 2. Students, through their representatives, participate in the design/revision of programs, social and scientific activities, mobility between faculties, participation in trainings/workshops, development of soft skills, etc. (students have participated in trainings; students have been involved in mobilities) 3. Improvement for 50% of the professor/student ratio; 4. FAG students cooperate through the student-student (peer to peer) system (students cooperated in the peer to peer system) 5. Expanding cooperation with industry and employers, with the aim of increasing students' practical work and their learning outcomes; 6. Involvement of students in the design/revision of the course program; 7. The number of scholarships for students at both levels of study in order to motivate current students and attract new students; 8. Cooperation with the parliament and student organizations in the direction of the advancement of learning; 9. Student mobility between UHZ faculties through the offer to attend lectures offered in other faculties, as well as recognition of received credits; 10. Measures to develop soft skills needed for students.

1.3. STRATEGIC PRIORITY 3 – Quality assurance

STRATEGIC PRIORITY 3: *Consolidated system - Continuous improvement of quality within the faculty*

Quality assurance is vital to FAG's operation. Therefore, the creation of a consolidated system, which will enable continuous improvement and quality control within the faculty, is one of the main priorities of FAG for the coming years. The system will be based on ensuring sustainability and efficiency in all segments of the faculty. FAG already has a functional quality assurance system and is motivated to undertake a series of quality assurance management reforms, reforms that will contribute to FAG's further development.

FAG is motivated to continuously improve the level of quality in the institution. FAG aims to have a complete quality assurance system structure in the next period. This will be done through increasing the number of officials in the Quality Assurance Office, and increasing the number of students, internal and external parties, engaged as collaborators in quality assurance processes. Such completion of the structure of the quality assurance system will enable continuity in the cultivation of all segments and components for quality assurance. The faculty will continue to develop the capacity of staff in the area of quality assurance, to ensure that they have managerial and technical career development skills. This will be achieved through training for staff directly responsible for quality assurance, including academic, administrative and student staff.

Students have an essential role in evaluating, developing and improving the quality of the faculty. In addition to participating in the assessment, they are part of the decision-making bodies of the faculty, are involved in bodies and commissions of the quality assurance system, therefore FAG will make continuous efforts to increase their participation. Student feedback is the greatest driver of faculty improvement. Feedback enables faculty to become aware of problems perceived or encountered by students and provides opportunities for self - evaluation and revision, where necessary.

During the implementation of this strategic plan, FAG will commit to review its internal instruments for quality assurance and assessment. It will identify eventual deficiencies that may exist in these instruments and complete and improve them as needed.

The Office of Quality Assurance and Evaluation will commit to expanding the scope of evaluation in all segments of the faculty. The assessment will contribute to the identification of bottlenecks and giving recommendations for improvement, thus directly influencing the quality of the development of activities in this academic unit.

FAG considers very important the scientific and artistic research work, then internationalization, the practical work of students, the development of study programs, the level of passability, the development of the infrastructure, therefore it envisages the expansion of the scope of quality assurance, evaluating these field. The Faculty of Agriculture has a defined quality assurance system, which at all times aims to move towards improvement-excellence. It is necessary to promote a sustainable culture for quality assurance among students, academic staff, administrative staff as well as external parties. FAG will develop and organize activities aimed at increasing the awareness of students, academic and administrative staff on quality assurance in all segments of the institution. The promotion of the quality assurance culture is done through meetings/workshops, distribution of materials, flyers, information brochures, etc.

As the FAG website is an important source of information for students, academic and administrative staff and the general public, the Office of Quality Assurance and Evaluation will continuously provide clear, accurate and objective information with a level high quality of their contents. The faculty aims to modernize

the entire quality assurance process, transferring manual processes to digital platforms, reducing the use of paper and increasing efficiency. The use of a digitized database will create security for the information collected, reducing the questionable input of results related to the areas of quality assurance in the FAG.

The redesign of the website will make it possible to publish as much information as possible about the importance of quality assurance, this information, in addition to the website, will also be distributed on the university's social media platforms.

FAG is motivated to further expand the digitalization of procedures, including the complete digitalization of the processes of the Quality Assurance Office. The finalization of such a process will create more suitable conditions for the staff engaged in this office, greatly simplifying the bureaucratic procedures and the technical aspects of the operation. FAG-it will commit to digitalization as much as possible of all quality assurance instruments.

The exchange of professional experiences in the field of quality assurance is much more important for our faculty. Therefore, FAG will cooperate and exchange professional experiences in the field of quality assurance, with organizations/projects, local and regional faculties, and international faculties. The exchange of professional experiences with relevant institutions aims to exchange knowledge, experiences and best practices in an effort to promote quality assurance.

The exchange of experiences will be realized in several ways, such as: working visits and participation in various events.

Sustainability is one of the main operating principles of FAG. Therefore, FAG is motivated and fully committed to ensure successful institutional and study program reaccreditation as an important quality assurance process. The University will increase efforts to ensure continuity of institutional accreditations and study programs.

RESULT 3.1:	Complete structure and continuous capacity building for quality assurance and evaluation
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. <i>Number of officials in the Quality Assurance Office;</i> 2. <i>Number of trainings for staff directly responsible for quality assurance;</i> 3. <i>Number of trainings for academic, administrative staff and students who contribute to quality assurance processes;</i> 4. <i>The number of trainings for students, depending on the responsibilities attributed to them, or their expected contribution;</i> 5. <i>Number of students participating in quality assurance processes;</i> 6. <i>Number of internal and external parties participating in quality assurance processes.</i>
RESULT 3.2:	<i>Review of regulations, regular instruments and the structure of the quality assurance system, with the aim of advancing quality assurance</i>
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. <i>Number of internal documents reviewed for quality assurance and assessment;</i>

	<ol style="list-style-type: none"> 2. Number of internal instruments reviewed for quality assurance and assessment; 3. Review of quality assurance arrangements as appropriate.
<i>RESULT 3.3:</i>	<i>Expanding the scope of quality assurance</i>
<i>RESULT INDICATOR:</i>	<ol style="list-style-type: none"> 1. Design and implementation of the questionnaire for the evaluation of scientific and artistic research work; 2. Design and implementation of the questionnaire for the assessment of international cooperation and internationalization; 3. Design and realization of the questionnaire for the evaluation of the students' practical work; 4. Design and realization of the questionnaire for the evaluation of the study programs; 5. The passing rate of students for each program, evaluated; 6. Design and implementation of the questionnaire for the assessment of infrastructure, IT and online electronic systems.
<i>RESULT 3.4:</i>	<i>Advancing and promoting a sustainable quality assurance culture</i>
<i>RESULT INDICATOR:</i>	<ol style="list-style-type: none"> 1. The number of meetings/workshops for the awareness/sensitization of students, for the importance of quality assurance; 2. The number of workshop meetings, for the awareness/sensitization of the academic staff, for the importance of quality assurance; 3. The number of meetings and workshops held with academic staff for quality supervision of study programs; 4. The number of meetings and workshops held with students for the review of study programs; 5. The number of meetings held with administrative staff for the improvement of administrative services; 6. Distributed informative materials on the importance of quality assurance.
<i>RESULT 3.5:</i>	<i>Advancement of digital infrastructure for quality assurance procedures</i>
<i>RESULT INDICATOR :</i>	<ol style="list-style-type: none"> 1. Increasing access and transparency of the faculty through the redesign of the website; 2. Publication of information and data on quality assurance processes and assessments; 3. Number of digitized internal quality assurance instruments; 4. Created electronic platform, which includes all quality assurance procedures and processes.
<i>RESULT 3.6:</i>	<i>Networking and networking and exchange of professional experiences for quality assurance</i>

<i>RESULT INDICATOR:</i>	<ol style="list-style-type: none"> 1. Number of collaborations and exchange of professional experiences for quality assurance, with local, regional and international organizations/projects; 2. Number of collaborations and exchange of professional experiences for quality assurance with local and regional universities;
	<ol style="list-style-type: none"> 3. Number of collaborations and exchange of professional experiences for quality assurance with international faculties.
<i>RESULT 3.7:</i>	<i>Successful institutional and study program reaccreditation</i>
<i>RESULT INDICATOR:</i>	<ol style="list-style-type: none"> 1. Realization of the internal self-assessment at the institutional level for the purpose of re-accreditation of the programs; 2. Realization of internal self-assessments at the level of study programs for re-accreditation purposes.

1.4. STRATEGIC PRIORITY 4 – Science, research and art

STRATEGIC PRIORITY 4: Increasing research-scientific and artistic activity

The growth of research-scientific activity has a key role in the performance of the Faculty of Agribusiness (FAG). Considering it as the fourth field in the faculty's strategic plan, research-scientific activity is treated with special care and given a high priority. After an in-depth analysis of this field and with the aim of fulfilling the vision and mission of FAG, the growth of research-scientific activity has been identified as a necessary strategic priority.

In this context, research-scientific activity is seen as a very important field that affects the performance and operation of FAG. This strategic priority aims to strengthen the quality of higher education, promote competition and cultivate critical, creative and innovative thinking in our institution. The advancement of this field not only accelerates the development of our institution, but also distinguishes it from other institutions of higher education. Improving research-scientific activity serves as a means to deepen the quality of teaching and to create an academic environment rich in opportunities for students and staff. This also strengthens FAG's reputation in the field of agribusiness and rewards the hard work of staff and students engaged in various research projects.

With this strategic plan, the Faculty of Agribusiness hopes to become an important reference in the world of higher education, cultivating an environment prepared for today's and future challenges and contributing to the innovation and development of the agribusiness field.

Increasing the intensity of scientific research in the Faculty of Agribusiness will involve academic staff, students, interest groups and other relevant groups. In order to achieve these goals, FAG and the Office for Scientific Research will develop a deep cooperation in several key areas such as:

- **Quality and quantity of scientific publications in FAG:** The focus will be on advancing and increasing knowledge in the field of Agribusiness through the quality and quantity of scientific publications. It is intended to contribute to the development and innovation of this sector.

- **Increasing research capacities:** FAG will work on continuously increasing the research capacities of its academic staff and students. This aims to improve research and studies related to challenges and opportunities in the field of agribusiness.
- **Ensuring quality and academic integrity:** The development of effective mechanisms and procedures for quality assurance in scientific works specific to Agribusiness will focus on the verification of authenticity. This aims to promote academic integrity and recognize the genuine contribution of research in the field.

The Faculty of Agribusiness (FAG) aims to influence economic and social development at the local and national level by adding value through increased scientific research and active participation in various projects. The focus of FAG is to strengthen the connection between research, education and the wider society, deepening cooperation with local and international universities. With an interdisciplinary approach, FAG aims to address society's complex challenges and contribute to social development through creative ideas and synergy created through multidisciplinary.

The Faculty of Agribusiness (FAG) is committed to advancing research-scientific activity by providing the necessary technical and infrastructural support. In the first year of the strategic plan, FAG aims to identify and address infrastructure deficiencies that may affect the realization of research activities. To strengthen the connection between research, education and society, FAG aims to be a part of a scientific journal and a student journal together with other faculties of UHZ.

To improve access and efficiency in research, FAG plans to obtain the necessary licenses for software programs and equip the laboratories with the necessary equipment. In an effort to optimize success, FAG will support academic professionals in their development through support instruments provided by the Office for Scientific Research. FAG aims to strengthen the range of research activities by stimulating collaborations with other national and international institutes, as well as local businesses. Through the Institute for Science and Art, FAG aims to initiate scientific research projects with an impact on the academic community and the business sector. This interdisciplinary focus aims to create an environment where scientific, social and cultural research develops with quality and creates value.

FAG aims to intensify the activity of research-scientific activity through continuous and systematic promotion and stimulation in this field. Therefore, in order to fulfill the strategic priority for research-scientific activity, FAG aims to achieve the following results;

- Outcome 4.1: Improvement of infrastructure for scientific research
- Result 4.2: Promotion of research-scientific activity
- Result 4.3: Increase in the number of scientific research and publications
- Outcome 4.4: Correlation of scientific research results with the labor market

Result 4.1:	Improving the infrastructure for scientific research
Result indicators:	<ol style="list-style-type: none"> 1. Identification of deficiencies infrastructure: 2. Infrastructure investments and improvements: 3. Creation of necessary laboratories and equipment: 4. Creation of platforms for joint research: 5. Efficient use of advanced technology and software:

Result 4.2.	Promotion of research-scientific activity
Outcome indicators	<ol style="list-style-type: none"> 1. Research projects: 2. International and local cooperation: 3. Scientific publications and conferences: 4. Price breakdown: 5. Organization of scientific activities: trainings, seminars, workshops, symposia, round tables, scientific conferences 6. Increasing the level of student participation in research:
Result 4.3.:	Increasing the number of scientific research and publications
Result indicators:	<ol style="list-style-type: none"> 1. Number of research projects: 2. Number of scientific publications in recognized journals: 3. Participation in international scientific conferences: 4. The number of academic staff participation in scientific activities: trainings, seminars, workshops, symposia, round tables 5. Realization of research work in cooperation with national universities 6. Realization of research work in cooperation with international universities 7. Carrying out research work in collaboration with internal colleagues 8. Realization of research work in collaboration with students 9. Realization of applied research 10. The inclusion of scientific works in the syllabus
Result 4.4.:	Linking the results of scientific research with the labor market
Result indicators:	<ol style="list-style-type: none"> 1. Report of student involvement in joint projects with industry: 2. Feedback from companies and employers: 3. Building links with agribusiness companies and organizations: 4. Report of graduates developing their own businesses: 5. Involvement of students in training and internship in the agribusiness industry: 6. Creation of forums and events for interaction with the industry:

1.5. STRATEGIC PRIORITY 5 – Internationalization

STRATEGIC PRIORITY 5: International and inter-institutional cooperation

The Faculty of Agribusiness enjoys a strong presence in inter-institutional and international cooperation. It is currently involved in several inter-institutional and international research projects and is actively continuing to expand this collaboration. The growth of this cooperation aims to directly affect many aspects of academic, administrative and research development. The Faculty of Agribusiness aims to deepen international cooperation by participating in applications for projects of international schemes, such as "Erasmus+," "HORIZON," "Jean Monet," KUSA, projects funded by the Ministry of Education, Science, Technology, and Innovation, of Kosovo (MEST), etc., as members or project leaders. The aim is also to expand the network of the number of universities and institutions with which it will cooperate, to develop new internationally recognized educational programs, necessary for the local and international market, to strengthen the academic position at the international level, to increase diversity and to improve quality, organizing international scientific and academic events, as well as developing joint inter-institutional and international projects. Currently, the Faculty of Agribusiness is a partner in two international and inter-institutional projects, "Bugi ERASMUS+ Urban Agriculture", "STEPS ERASMUS+", as well as the bearer of a research project funded by MEST, in cooperation with the University of Pristina and the Food Institute in Skopje . The Faculty of Agribusiness aims to increase the number of international collaborations for scientific research, inter-institutional collaboration, exchange and implementation of projects. This increase corresponds to the strategic objectives of scientific research and organizational capacities for implementation. The Faculty of Agribusiness is significantly expanding the network of collaborators, but also the quality and content of collaborations. Increasing the number of projects of the European funding schemes for scientific research and mobility represents an additional goal. In addition to international cooperation, the Faculty of Agribusiness attaches special importance to the realization of cooperation with industry and local institutions. The new mission and vision of UHZ, which also corresponds to that of the Faculty of Agribusiness, focuses on profiling and entrepreneurship. Cooperation with the business industry will bring this mission and vision to life. Also, the Faculty of Agribusiness is focused and considers cooperation with the community to be important. The profiling of the institution is closely related to the cooperation with the industry. This faculty will strengthen cooperation with local institutions and businesses in order to provide opportunities for practical work for students, but also to link and harmonize study programs with the needs and demands of the labor market. The aim of the Faculty of Agribusiness, like the whole of Haxhi Zeka University, is to expand the participation of students in practical work in its programs, especially those related to work practice, as well as to adjust the ratio of theoretical learning to that practical for the benefit of increasing the percentage of practical work in relation to theoretical knowledge. This goal is now also being realized through cooperation with the IOWA state project, funded by USAID, "Private sector partnerships to strengthen higher education", which will be implemented in the next five years in the Faculty of Agribusiness and in local inter-institutional cooperation, as well. The institutional internationalization of the Faculty of Agribusiness foresees activities that will increase the visibility of the institution both inside and outside the country. In

2022, UHZ has organized the first summer university, which will be annual, where the Faculty of Agribusiness has offered courses in collaboration with international professors. In addition to the study purpose, the summer university also aims at the socialization, cooperation and exchange of students and professors from different countries of the world. In January 2023, UHZ will organize the first winter University, where the Faculty of Agribusiness will also participate. International scientific conferences will be annual and will serve to increase internal scientific cooperation and between students of the Faculty of Agribusiness with other local and international participants. Study visits of staff and students will internationalize the institution even more. Trainings to increase the capacities for writing international projects will be the main priority of UHZ and the Faculty of Agribusiness, as well. This will simultaneously improve conditions for students, academic staff and infrastructure.

The achievement of the objective of this area will be supported by the following results:

RESULT 5.1.:	Increasing international cooperation and international projects
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Number of contributions to international projects: Number of staff and student contributions to international projects, including participation in international funding applications. 2. Number of new agreements with universities and international institutions: Number of new or renewed agreements for cooperation with universities and other international institutions. 3. Number of participations in international events: Participation in conferences, seminars, and other international events to follow developments in the academic and scientific field. 4. Number of joint inter-institutional projects: Number of projects developed together with universities and other international institutions. 5. Number of exchange/mobility students: Number of students participating in international exchange programs for a given period. 6. Number of courses offered with international participation: Number of courses offered in collaboration with other international universities. 7. Number of scientific articles of international collaboration: Number of scientific articles published together with international colleagues in prestigious scientific journals. 8. Increasing the number of international scientific conferences: Increasing the number of international scientific conferences organized by the faculty. 9. Increasing international visibility on social networks: Increasing presence and influence on social networking platforms to convey the successes and developments of the faculty internationally.

	10. Compilation of annual reports of international cooperation: Compilation and presentation of annual reports containing the results and developments of international cooperation.
RESULT 5.2.:	Projects benefited as a member or leader of inter-institutional and international schemes.
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Number of projects benefited: Number of projects in which the faculty has benefited as a member or leader. 2. Value of funding for benefited projects: Value of funding that has been provided by benefited projects, including resources from inter-institutional and international schemes. 3. Number of partners in benefited projects: Number of partner institutions and universities in benefited projects. 4. Number of scientific publications from benefited projects: Number of scientific articles that have been produced and published as a result of benefited projects. 5. Number of students involved in projects: The number of students who are actively involved in the projects benefited to have a practical and research experience. 6. Number of events organized as part of the projects: Number of seminars, workshops and other events that were organized as part of the benefited projects. 7. Capacity building of staff and students: Improving the knowledge and skills of staff and students through active participation in benefit projects. 8. Positive feedback from partners and participants: Measured by the positive feedback provided by partners and participants in projects, including evaluation of cooperation and achievements. 9. Compilation of annual project reports: Compilation and presentation of annual reports containing the results and impact of the benefited projects. 10. Impact of projects on faculty development: Determining the impact of projects on faculty development in academic, research and administrative aspects.
RESULT 5.3.:	Advancement of cooperation with businesses
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Number of new agreements with businesses: Number of new agreements signed for cooperation with local companies and businesses. 2. Number of joint projects with businesses: Number of joint projects and initiatives developed with the cooperation of businesses.

	<ol style="list-style-type: none"> 3. The value of financial contributions from businesses: The value of financial contributions that have been provided by businesses for projects and activities of the faculty. 4. Number of students in work practice in businesses: Number of students involved in work practice programs in different companies and businesses. 5. Number of joint training programs: Number of training programs and workshops organized together with businesses to develop specific skills. 6. Impact on curriculum development: Determining the impact of cooperation with businesses on the development and improvement of the curriculum of study programs. 7. Number of events organized with the participation of businesses: Number of conferences, seminars and other events where businesses have participated as co-organizers or participants. 8. Positive feedback from businesses: Measured by the positive feedback provided by businesses regarding their cooperation and contribution to the faculty's projects and activities. 9. Creation of new business networks: Creation of new and strengthened networks with local businesses and relevant industry sectors. 10. The number of students who secure jobs after completing their studies: The number of students who secure jobs in the businesses and companies with which the faculty has cooperated.
RESULT 5.4.:	Increasing national and international scientific activities
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Number of scientific articles published: Number of scientific articles published in national and international scientific journals. 2. Number of scientific conferences attended by staff and students: Number of national and international scientific conferences in which staff and students have participated. 3. Number of research projects undertaken: Number of research projects undertaken in various scientific fields, including funding from national and international sources. 4. Number of scientific collaborations with other institutions: Number of agreements and scientific collaborations with universities and other national and international institutions. 5. The number of scientific conference proceedings organized by the faculty: The number of scientific conferences organized by the faculty, including the participation of scientific personalities from inside and outside the country.

	<ol style="list-style-type: none"> 6. Number of publications in scientific media: Number of publications in scientific media, including interviews and articles of scientific staff in specialized media. 7. Percentage of scientific projects with international participation: The percentage of research and scientific projects involving international collaboration compared to those with local participation. 8. Number of students participating in scientific activities: Number of students participating in scientific research projects and activities. 9. Number of publications in foreign languages: The number of scientific articles published in foreign languages, an indicator of the international presentation of scientific works. 10. Number of projects financed by international funds: Number of research and scientific projects financed by international funds, as part of international competitions and programs.
RESULT 5.5 .:	Increasing the capacities of the staff for writing international projects
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Number of trainings for writing international projects: Number of trainings and work and workshops offered to improve the skills of staff for writing international projects. 2. Percentage of staff involved in training: Percentage of staff who have actively participated in training and other activities for the development of international project writing skills. 3. Number of projects written by staff: Number of projects that have been developed and presented by staff as a result of improved international project writing knowledge. 4. Percentage of successful projects: Percentage of projects that are successful in obtaining international funding after improving project writing skills. 5. Number of new applications for international funding: Number of new applications for international funding by staff as a result of improved knowledge of project writing. 6. Number of participations in seminars and trainings: Number of staff participations in seminars, conferences, and trainings for writing international projects. 7. Impact of new knowledge on current projects: Determining the impact of new knowledge acquired in training on current projects developed by personnel. 8. Number of scientific articles: The number of scientific articles and other publications of the staff, as a result of using the knowledge gained in the project writing training.

	9. Increasing the ability to create international partnerships: Assessing the ability of staff to identify and create international partnerships for writing projects.
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1.6. STRATEGIC PRIORITY 6 – Students

STRATEGIC PRIORITY 6: Greater student motivation, satisfaction and activism

In education, motivation is defined as something that encourages students to study, determines the direction, intensity and duration of learning. Motivation is one of the main determinants of any student's success. Self-motivation and motivation are extremely important for achieving goals and enjoying studying. Individual differences among students are large and motivated by various factors.

This strategic plan was drafted at the end of 2023, which the Faculty of Agribusiness "Haxhi Zeka" in Peja will use as a basic document for the development of the three-year period 2023-2026. Therefore, students are the main beneficiaries of the process of acquisition and transfer of functional knowledge. This interest group consists of regular local and international students. The diversity, the large number of students, the number of programs and the needs of the market for qualified people add to the challenges for continuous development to keep pace and meet the needs of the Kosovar economy.

Simply, students represent the main party or nucleus of interest for the development of the faculty. Expectations: The synthesis of the results of the analysis of the situation shows that, in contrast to the previous two years, especially the last one, the last year 2023 had a slight increase in students for all three programs at the Bachelor - Bsc level. Whereas, for the Master - Ma level, the requirements are greater than the possibility or the number allowed in the accreditation.

The commitment of the academic staff in promoting programs in high schools in Peje and other municipalities in the region at the end of the school year has led to the number of young students deciding to study at this Faculty. Likewise, the motivation, satisfaction and greater student activism of the Alumni (graduate students who continue to enjoy the services of the Faculty of Education) in connecting the bridges of cooperation, has increased the credibility with this faculty.

Purpose and Objectives:

The main objective of the Faculty is to train professionals of different levels (bachelor and master) capable of facing development challenges in the fields of technological, agricultural and ecological sciences.

Another major objective is the better preparation of students in the aforementioned fields, which will be realized through the increase in the quality of theoretical and practical training in enterprises and scientific research institutes.

The Faculty of Agribusiness aims to offer university studies in different cycles and in accordance with the Strategy of "Haxhi Zeka" Peja University, based on research and innovation as well as closely related to practice in application, to prepare Bachelor, Engineer and well-formed Masters.

The Faculty aims to develop applicable scientific research in continuous coordination with Universities and Institutes (Agricultural Institute in Peja) and those in cooperation (IOWA) and with the needs of implementing operators in the economy, society and Entrepreneurs.

The faculty also aims to carry out various development projects, which can focus on construction, necessary infrastructure equipment, laboratories and certain spaces in the service of the academic process, recreation, sports activity or the life of students, staff where the activity takes place. It cannot be overlooked that Agribusiness, over the last few years, has worked tirelessly to strengthen and expand the institution, following the trends in the development of higher education in the region, Europe and the USA, as evidenced by the intensive work of the staff. academic and administrative within the IOWA project on 'Private Sector Partnership Activities to Strengthen Higher Education'. Recommendations: It is recommended that the management of the faculty together with the office for careers in the future do the research over the years in the upper secondary schools in the municipalities of the region of Peja on the current number of students and the fluctuation trends. Also, within the framework of this activity, promote the programs, employment opportunities and those of continuing postgraduate studies within the university, within the state and abroad, after the completion of studies at both levels.

The achievement of the objective of this area will be supported by the following results:

RESULT 6.1.:	Increasing motivation for greater engagement in learning, etc.
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. The degree and level of student motivation for learning, scientific research, membership in student organizations, student activism, 2. The strategy with an action plan that the Faculty must undertake, in order to increase the motivation of students in all university segments, 3. Positive environment inside and outside the university.
RESULT 6.2.:	Increasing student satisfaction with services and student life
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Successful student activities, 2. Activities undertaken by students for students, 3. Activities for increasing the capacities of student councils.
RESULT 6.3.:	Increasing student satisfaction with university processes
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Confidence in the quality of studies and faculty services; 2. Positive perception of faculty performance; 3. Internal and external mobility of students; 4. Request for registration of students in the faculty; 5. Evaluation of the study program; 6. Evaluation of the course program; 7. Assessment of practical work.
RESULT 6.4.:	Increased employment of graduate students

RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Report on the follow-ups initiated and carried out with the graduates; 2. Report on the employment of graduates; 3. Report on supporting activities for graduate employment, carried out by the Career Office, etc.
RESULT 6.5.:	Increasing students' interest in registration.
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Promotion of the faculty and the program offer; 2. Offer for self-profiling through the integrated curriculum, 3. Good connection with institutions and business organizations for practical work and internships, etc.
RESULT 6. 6	Empowering the student organization
RESULT INDICATOR:	<ol style="list-style-type: none"> 1. Increasing the number of student organizations; 2. Increasing programmatic competitiveness; 3. Dialogue between teachers and students.

1.7. STRATEGIC PRIORITY 7 – Entrepreneurship

STRATEGIC PRIORITY 7: Development of the functional relationship between the faculty and stakeholders

Entrepreneurship is one of the most important areas of the globalized society of the XXI century. Being an entrepreneur is one of the most sought-after skills in the labor market, as well as one of the most frequent generators of new businesses and therefore new jobs. In an economy like that of the Republic of Kosovo with human capital (where approximately 27% of the population is aged between 15 and 29 years old, provoking the entrepreneurial spirit is a prerequisite to support this category of young people, and therefore it will to generate the economy. In order to initiate the entrepreneurial spirit among young people, it is necessary to incorporate entrepreneurship into the study offer of FAG. Taking into consideration the study programs that are currently offered by FAG, the increase in the presence of entrepreneurship as a result of learning for all students will undoubtedly increase student self-employment. This strategic priority in the long term will also contribute to economic and social well-being in the region of Peja.

FAG promotes entrepreneurship and all activities and services in implementation will be reviewed and evaluated in order to improve, update and adapt them to FAG's entrepreneurial concept.

The creation of support programs will be preceded by the identification of the courses of action. More specifically, the industrial councils, in cooperation with the staff of the academic unit, student representatives, representatives from local businesses and other stakeholders, will make the necessary analyzes and assessments on the requirements and different forms of support.

Support may include, but will not be limited to:

- ✚ Creation of work regulations (communication strategy, work plan, organizational chart);
- ✚ Empowerment of advisory bodies for businesses;
- ✚ Market research and the provision of professional programs to improve the skills gap and labor market requirements, approving the recommendations in the senate;
- ✚ Development and accreditation of level 5 professional programs, providing training for the persons (current FAG staff) who will be included in the professional programs. Continuous communication with agricultural and food businesses, updating the study program plan based on the requirements of the labor market. Capacity building in entrepreneurship - services that can be provided by FAG to transfer knowledge on basic concepts of entrepreneurship and their applicability in practice.
- ✚ Raising capacities for management = provision of services by FAG through experts in the fields of management that support agriculture and food, ensuring standardized methods that will be offered certain services for agriculture and food, such as: testing in faculty laboratories , support in agriculture and food and market research;
- ✚ Involvement of students in a practical way in the provision of services (research, practical work, project management) under the management of the relevant person.

Collaboration with stakeholders is vital to the strategic and day-to-day journey of FAG. Stakeholders are one of the biggest contributors that support FAG in developing policies, implementing them, monitoring work, institutional functioning and achieving desirable results.

A healthy and sustainable collaboration with stakeholders will ensure FAG smooth processes within the faculty, as well as answers to the needs of the stakeholders as a responsibility to the community.

According to the Statistics Agency of Kosovo (ASK), 62% of the total population in Kosovo lives in rural areas, the activity in these areas continues to be agriculture. This sector is playing an important role in the Republic of Kosovo, contributing 6.9% to the Gross Domestic Product (GDP). With these demographics, the Faculty of Agribusiness aims to equip students with entrepreneurial skills directly related to the dominant agricultural activities in the Dukagjin region. Therefore, the Faculty of Agribusiness at Haxhi Zeka University in Peja has a deep commitment to the development of an innovative and entrepreneurial environment. In the agricultural context of Kosovo, the integration of entrepreneurship in the academic structure serves as a catalyst for sustainable development, economic growth and the creation of a vibrant community in the agribusiness sector. The mission and vision of Haxhi Zeka University (UHZ) are fully aligned with those of the Faculty of Agribusiness (FAG), focusing on profiling and entrepreneurship in accordance with market requirements. Cooperation with the business sector will further strengthen this mission and vision. Currently, the Faculty of Agribusiness has reached cooperation agreements with some of the main businesses in this field, such as; Stone Castle, Grupi Apetit, Birra Peja, Me-Agro, Rugova, Konsoni, Agroelita, Abi Milk, Sharri, Pestova, Vita, Eko Wine, Korporata Devolli, Bylmeti and others.

The Faculty of Agribusiness is committed to active participation in the community and strengthening ties with local institutions and businesses in order to provide practical and employment opportunities for students. Our initiative aims not only to advance students' theoretical and practical skills, but also to stimulate their employment opportunities and contribute to the economic and social development of the

Peja region, especially in the fields of agroecology, environmental sciences, plant production technology and food technology.

This goal is further strengthened through our collaboration with IOWA's USAID-funded Private Sector Partnerships to Strengthen Higher Education project, which will be implemented over the next five years. In addition, UHZ, through the Regional Economic Forum, aims to create an opportunity for Haxhi Zeka University to return to the center of entrepreneurship in the region of Peja. This section of the strategic plan explains the clear objectives, strategies and goals for the development of entrepreneurship within the Faculty of Agribusiness.

The achievement of the objective of this area will be supported by the following results:

Result 7.1.:	Establishment and operation of the Business Support Center (BSC) within the Faculty of Agribusiness to enhance support services for agribusinesses and students.
Result indicator:	<ol style="list-style-type: none"> 1. Market research and agricultural programs; <i>to identify trends and opportunities in the agribusiness industry as well as updating curricula to match market demands and introducing new professional programs or modules.</i> 2. Strengthening Capacities in Agricultural Enterprises; Organization of training sessions, seminars and workshops that respond to the needs of students and agribusiness professionals. Collaboration with experts in the field for capacity building initiatives in agricultural enterprises. 3. Cooperation and Development of Services or Products; Strengthening cooperation with industry partners for the development of new services or products. Making use of FAG's laboratory equipment for the practical needs of agribusinesses. 4. Number of services offered to businesses. 5. Increasing the number of students engaged in providing services.
Result 7.2.:	Increasing sustainable partnerships with agribusinesses
Result indicator:	<ol style="list-style-type: none"> 1. Continuous communication with stakeholders in agriculture 2. The number of collaborations with stakeholders and the strengthening of partnerships with FAG and the private sector, 3. Number of agreements stakeholders, Office for Career Development and FAG for practical work, 4. The number of mentoring in practical work professor, student and stakeholders 5. Number of stakeholders involved in projects won by FAG 6. Number of scientific papers in collaboration with stakeholders 7. Creation of a database of interested participants.
Result 7.3.:	<i>Encouraging students to create new businesses</i>

Result indicator:	<ol style="list-style-type: none"> 1. Number of services and trainings from experts in the field. 2. Acquired number of business plans organized by QPB. 3. Creating meetings from graduate students to new students about practical experience and employment. 4. Alumni engagement and success stories.
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1.8. STRATEGIC PRIORITY 8 – Infrastructure

STRATEGIC PRIORITY 8: Creation of a modern student campus according to contemporary standards

In order to adapt to the modern academic era and to promote the effective teaching and learning process, the faculty of Agribusiness in Peja constantly aims at improving the infrastructure and transforming the learning environment into an educational, dynamic environment, which is characterized by an open atmosphere and which encourages the initiative and creativity of students.

FAG will continuously improve its overall infrastructure, ensuring that the premises are adapted to the needs of the faculty, therefore it will make the necessary renovations and increase the level of maintenance of the existing facilities. Such commitment will be aimed at further improving the basic conditions for effective learning, which can have a positive effect on the results, performance and satisfaction level of students. In the next 4-year period, FAG will have an improved infrastructure, suitable for the needs of each academic unit and sufficient to fulfill the capacities of the faculty.

It is planned to develop all the procedures foreseen from the contracting of the foreman, the supervision of the project to the functionalization of the new facility of the faculty.

In the wake of FAG's commitments to improve the infrastructure, adaptation, renovation and maintenance of existing facilities will also be done. We intend to soon identify the needs and requests for renovations of the existing facilities and then also carry out the works in the renovation of the facilities, which would enable the adaptation of the existing spaces. Also, routine maintenance will be carried out and various actions will be taken, in order to avoid degradation or damage to the spaces, in order to improve the damages (small repairs), mainly cleaning, repairs and preventive measures for the purpose of maintenance in a desirable condition for the use of existing facilities and optional spaces.

FAG is committed to providing all the necessary conditions for a quality education that increases the level of competitiveness of its students. Therefore, in the next period, FAG will use all its capacities to improve the systems and infrastructure of information technology in order to meet the basic standards, which lead to the increase of the efficiency and effectiveness of the provision of services, the quality of teaching and learning and the experience of studies in the institution. Advanced student electoral services will be a daily faculty practice.

The Faculty of Agribusiness is an academic unit at "Haxhi Zeka" University in Peja that offers quality and professional teaching and learning in agriculture, environment and food sciences that contribute to regional economic development and beyond.

The strategic priority of the Faculty of Agribusiness is to create a modern student campus according to contemporary standards to adapt to modern academic conditions and to promote the effective teaching and learning process. This campus should include 5 classrooms for teaching, 5 laboratories for separate exercises

for each direction (environment, production and food), two research laboratories for academic achievement, which should be equipped with advanced equipment, and also have 2 rooms for regular and committed professor and assistant. Also, it is planned to create an e-library, which will be enriched with different literature and will enable staff and students to access literature remotely. The advancement and maintenance of the anti-plagiarism system is another activity, which is planned to be realized and which enables the advancement of information systems. In addition to these, it is intended to invest in the advancement of the IT infrastructure, through the purchase of advanced equipment that facilitates the work of the staff and enables the development of a modern learning process. In the wake of the commitments of Agribusiness to improve the infrastructure, adaptation, renovation and maintenance of the existing facility will also be done.

The achievement of the objective of this area will be supported by the following results:

Result 8.1.:	Creation of workspaces for staff and students
Result indicator :	<ol style="list-style-type: none"> 1. 5 classrooms for teaching 2. 4 well-equipped laboratories for exercises (environment, production and food). 3. 2 research laboratories 4. 2 rooms for regular and engaged professors and assistants. 5. Increasing the number of students engaged in providing services. 6. Equipment with advanced apparatus, reagents and glassware for laboratories 1, 2, 3, 4. 7. Improvement of working conditions. Including the purchase of new equipment (Computer, laptop, desktop printer).
Result 8.2.:	Advancement of information technology systems and infrastructure according to standards
Result indicator :	<ol style="list-style-type: none"> 1. System Update (SEMS, request management, website); 2. Creation and maintenance of E-library; 3. Advancement of the anti-plagiarism system 4. Advancement of IT infrastructure (Hardware and Software) 5. Providing Internet access throughout the faculty
Result 8.3.:	Improving the conditions for practical and research work for students and academic staff
Result indicator :	<ol style="list-style-type: none"> 1. Reconstruction of the greenhouse and orchard 2. Infrastructure for student affairs officer 3. Increasing the library spaces (reading room, electronic room and book storage space); 4. 2 rooms for regular and engaged professors and assistants. 5. Increasing the number of students engaged in providing services.
Result 8.3.:	Growth and development of library services
Result indicator :	<ol style="list-style-type: none"> 1. Increasing the book fund (All procedures up to the supply of books), 2. provision of books from donations and various projects;

	<p>3. Increasing the library spaces (reading room, electronic room and book storage space);</p> <p>4. Continuation and increase of agreements for the use of approaches in electronic libraries.</p> <p>5. Creation of a database with interested participants.</p>
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IV. IMPLEMENTATION, MONITORING AND REPORTING

FAG has created special mechanisms for supervision and implementation of the strategic priorities of the plan. These mechanisms of the FAG are regulated by the regulation "Commission for the supervision of the implementation of the strategic plan of the university "Haxhi Zeka" in Peja". FAG is committed to accountability and transparency. Each activity of this strategic plan will be subject to accountability mechanisms.

1. Mechanisms for implementation

The Committee for the Supervision of the Implementation of the Strategic Plan as an internal body leads the initiation and supervision of the activities of this plan. The committee will meet regularly on a monthly basis and will be responsible for developing monthly action plans as provided for in this plan. Action plans of the strategic plan will be an integral part of the work plans of the dean, the faculty council, the rector, the senate and the Governing Council. FAG will make sure that the implementation of the Strategic Plan is a process that finds application in everyday life and is felt as such by everyone in FAG. The Strategic Plan is not just a document, more than that, it is a work activity for everyone.

The Committee for the Supervision of the Implementation of the Strategic Plan is led by the chairman, who is one of the members of the Faculty Council. Part of this commission is also: a representative from the rectorate, respectively a vice-rector, the dean of the academic unit, a representative of the students and a representative from the non-majority community (teaching in the Bosnian language). The mandate of this commission is 5 years.

The duties and responsibilities of this committee are:

- Drafting of annual implementation plans;
- Drafting of the annual financial expenses of the implementation activities according to the budget limits foreseen by the strategy and the Medium Term Expenditure Framework (MEF);
- Implementation and supervision of projects arising from the strategic area ;
- Gathering information about any project before implementation ; _ _ _
- Request for reports on the completion of projects and relevant steps ;
- Reviewing and taking additional measures to ensure the implementation of the strategic plan;
- Drafting of requests and projects addressed to donors for the provision of relevant funds for the implementation of the strategy;
- The proposal to take adequate measures in case of subjective responsibility for the eventual non-implementation of the projects and programs foreseen by the strategy .

The commission meets at least once a month in a regular meeting . Through the chairman , he reports every three months to the Governing Council about the implementation of the strategic plan.

1.1. Monitoring and reporting

Monitoring is a continuous process, which assures FAG and stakeholders of achieving the objectives set in this strategic plan. In order to distribute as much information as possible to all parties about the achievement and progress of the objectives of the Strategic Plan 2023-2026, the Progress Report is drawn up, which is presented to the board every 3 months and published on the UHZ website by the unit as well. academic each beginning year for the previous year. Monitoring really assesses whether the planned activity is being carried out within the defined period and within the defined budget. In order to carry out the monitoring, the commission must cooperate with the management of UHZ: the Governing Council, the rector, the vice-rectors, the head of the academic unit, the General Secretary and the directors of the administration. The Commission may request information, documents and data for the review of the activities carried out. All bodies and structures of UHZ and FAG are obliged to provide the required support to the commission regarding the implementation of the Strategic Plan. The chairman of the committee connects the committee with the governing bodies of the university, the academic unit, the administration and other institutions, involved in the implementation of this plan. Meanwhile, for the fulfillment of the tasks related to the implementation of the Strategic Plan, the commission submits the detailed annual report to the Governing Council. Furthermore, this progress report will be published on the UHZ website every year. Based on this report, the success of the implementation of these objectives is also evaluated. In other words, the achievements of each activity are evaluated, if it is giving the expected effect.

V. Strategy budget

The 2023-2026 Strategic Plan of the FAG at "Haxhi Zeka" University foresees that for the four-year period of implementation there will be a total budget of €12,006,897.52, for the five academic units, of which €2,401,379.5 for FAG, of which €9,607,547.52 is expected to be covered by the regular budget of the UHZ, for FAG 1,921,509.5, while €2,400,350.00 is expected to be covered by various donors, for FAG 480,070.00. The following is the general budget for four years of this strategic plan, divided by fields, by years and by funding sources (expressed in Euros), while in the appendix there is a detailed budget action plan for each activity.

Field	Source Of Funding	Vit				TOTAL
		2023	2024	2025	2026	
Internal management	The budget of UHZ	46,000.00	74,460.00	72,460.00	72,460.00	265,380.00
	Donors	3,000.00	2,000.00	2,000.00	2,000.00	9,000.00
	TOTAL	49,000.00	76,460.00	74,460.00	74,460.00	274,380.00
Teaching and learning	The budget of UHZ	136,567.92	170,329.60	204,930.24	136,969.76	648,797.52

	Donors	0.00	0.00	0.00	0.00	0.00
	TOTAL	136,567.92	170,329.60	204,930.24	136,969.76	648,797.52
Quality assurance	The budget of UHZ	22,200.00	35,600.00	79,400.00	14,700.00	151,900.00
	Donors	0.00	0.00	0.00	0.00	0.00
	TOTAL	22,200.00	35,600.00	79,400.00	14,700.00	151,900.00
Science, research and art	The budget of UHZ	83,500.00	83,500.00	83,500.00	83,500.00	334,000.00
	Donors	15,000.00	15,000.00	15,000.00	15,000.00	60,000.00
	TOTAL	98,500.00	98,500.00	98,500.00	98,500.00	394,000.00
Internationalization	The budget of UHZ	182,750.00	196,500.00	406,750.00	421,750.00	1,207,750.00
	Donors	556,250.00	616,400.00	457,000.00	491,100.00	2,120,750.00
	TOTAL	739,000.00	812,900.00	863,750.00	912,850.00	3,328,500.00
Students	The budget of UHZ	79,500.00	89,600.00	90,100.00	91,100.00	350,300.00
	Donors	30,900.00	58,900.00	58,900.00	58,900.00	207,600.00
	TOTAL	110,400.00	148,500.00	149,000.00	150,000.00	556,900.00
Entrepreneurship	The budget of UHZ	4,800.00	2,800.00	2,500.00	2,500.00	12,600.00
	Donors	3,000.00	0.00	0.00	0.00	3,000.00
	TOTAL	7,800.00	2,800.00	2,500.00	2,500.00	15,600.00
Infrastructure	The budget of UHZ	2,089,080.00	1,589,580.00	1,534,080.00	1,424,080.00	6,636,820.00
	Donors	0.00	0.00	0.00	0.00	0.00
	TOTAL	2,089,080.00	1,589,580.00	1,534,080.00	1,424,080.00	6,636,820.00
Total budget for all areas	The budget of UHZ	2,644,397.92	2,242,369.60	2,473,720.24	2,247,059.76	9,607,547.52
	Donors	608,150.00	692,300.00	532,900.00	567,000.00	2,400,350.00
	TOTAL	3,252,547.92	2,934,669.60	3,006,620.24	2,814,059.76	12,006,897.52

VI. CONCLUSIONS

This strategic plan defines our journey as an institution for the coming years. FAG aims to be a leading entrepreneurial university faculty in Kosovo - we will achieve this not only based on the drawn up plan, but also on the dedication of the community within the faculty and UHZ.

FAG near UHZ is performing well. We are proud of FAG's successes, but we want more. The faculty should be the epicenter of the generation of agriculture, environment and food, economic development in the Dukagjin region. FAG has obligations to the local community. Students capable of the labor market, is our responsibility. Increased quality in teaching is our duty.

Higher education is undergoing changes, we are aware of this and this plan is a response to this dynamic. The success in implementing this plan is not only the success of FAG, UHZ, but of the entire Dukagjin region.

VII. APPENDIX 1: ACTION PLAN

See the table in Excel.

No.	Field	Strategic objectives	Budget from UHZ	Budget from Donors	Total Budget
1	Internal Management	Responsibility, efficiency, consistency, communication and cooperation	265380 - 39088	9000 - 2000	274380 - 37088
2	Education	Advancement in the quality of teaching and learning	648797.52 - 117739.50	0.00	648797.52 - 117739.50
3	Quality assurance	Consolidated system: Continuous quality improvement within the university	151900 - 23040.00	0.00	151900 - 23040.00
4	Science, Research and Art	Increasing research-scientific and artistic activity	334000 - 63100	60000 - 15000	394000 - 48100
5	Internationalization	International and inter-institutional cooperation	1207750 - 765670.00	2120750 - 149270.00	3328500 - 616400.00
6	Students	Greater student motivation, satisfaction and activism	350300 - 107280.00	207600 - 48380.00	556900 - 58900.00
7	Entrepreneurship	Development of the functional relationship between the university and stakeholders	12600 - 3120.00	0.00	15600 - 3120.00
8	Infrastructure	Creation of a modern student campus according to contemporary standards	6636820 - 1347284.00	0.00	6636820 - 1347284.00

No.	Outcome	Outcome indicators	Action/Activity	Implementation period	2023-	Source Of Funding	Staff/Responsible	Product (Output)
					2026			
STRATEGIC PRIORITY 1: Internal management								
11		Improving the decision-making system and internal acts in order to strengthen the management functions while maintaining the functionality of the integrated faculty and reducing centralized decision-making.	Revised statute or new statute	TM (2-3) 2023	-	/	Rectorate-Deanery	Revised or new Statute
			Innovative structure for the management of the academic unit	TM (2-3) 2023	-	/	Rectorate-Deanery	Innovative management structure
			Drafting of regulations for the description of management jobs	Q2 (2023)	-	/	Rectorate-Deanery	Draft regulation
			Drafting of the regulation for the description of jobs for administrative personnel based on structural changes	Q2 (2023)	-	/	Rectorate-Deanery	Draft regulation
			Drafting of regulations for academic staff performance	Q3 (2023)	-	/	Rectorate-Deanery	Draft regulation

			Drafting of the regulation package for the responsibility regarding the security and safety of the environment and the facility of FAG	Q1 (2023)	-	/	Rectorate-Deanery	Regulations for the responsibility related to the assurance and safety of the environment and the facility in FAG
			Creation of mechanisms for monitoring the fulfillment of tasks and activities	Q3 (2023)	-	/	Rectorate-Deanery	The existence of mechanisms for monitoring the fulfillment of tasks and activities
			Drafting of the program for integrated budget planning and distribution in all categories according to KAS	TM (1-2) (2023)	-	/	IT	The designed program
1 . 2		Rationalization of resources according to priorities for development	Improving the planning of needs and priorities in accordance with the	TM(2-3) (2024)	-	/	Rectorate-Deanery	Improved planning

			needs of the development of FAGs					
			Report on the load of FAG facilities with students and classes	TM(1 and 3) (2023-2026)	-	/	Rectorate-Deanery	Submitted report
			Plan of amortization of tools and equipment and their replacement	Q1 (2023 - 2026)	-	/	Rectorate-Deanery	Amortization plan compiled
			The plan for the most efficient use of FAG facilities by the academic unit	Q3 (2023 - 2026)	-	/	Rectorate-Deanery	Implementation plan report
			Plan of digitalization of learning tools	TM (1-4) (2023 - 2026)	-	/	Rectorate-Deanery	The plan compiled
			Review of the plan for the faculty campus	Q2 (2025)	-	/	Rectorate-Deanery	Revised Plan

			Coordination of activities with the Budget Department, within MEST and MF, the Department for Contracting and Financing of Programs from EU Funds, and the Budget Inspection for the development of financial management and control methodology	TM(1-4) (2023-2026)	-	/	Rectorate-Dean's Office, Finance Office	List of coordinated activities
1 . 3		Advancement of processes for integrated financial management and monitoring	Organization of meetings with managers of users of public funds, managers/coordinators for financial management and control and internal auditors	TM(1-4) (2023-2026)	-	/	Dean's Office, Finance Office	

			Participation in joint seminars and workshops with the Sector for the contracting and financing of programs from MEST funds in order to exchange experiences in the field of development and control of financial management and internal audit in the use of funds	TM(1-4) (2023-2026)	-	/	Rectorate-Dean's Office, Finance Office	Evidence of participation in seminars; participation reports and the effect of FAG seminars
		The strategy of creating an integrated curricular framework in FAG	Engagement of experts for the design of curricular policies and strategy	Q2 (2023)		UHZ DONORS	Vice dean for learning	Curriculum policy and strategy completed
			Regulations for the implementation of the curriculum framework	Q3 (2023)	-	/	Rector	Draft regulation

			Training of professional groups for the preparation of curriculum documents	TM(1-2) (2024)	-	/	Center for Excellence	Trained personnel
			Guidelines for the implementation of the curriculum framework;	Q4 (2023)	-	/	Rector	Guide Complete
			Creation and presentation of the integrated university curriculum framework;	Q3 (2023)	-	/	Rector	Created curriculum framework
			Creation and presentation of the curricular program framework;	Q3/2023	-	/	Rector	Created software framework
			Creation and presentation of the module for the subject curricular framework	Q3/2023	-	/	Rectorate-Deanery	Created subject framework
			Regulation of SEMS for the choice of subjects and the internal	Q4 (2023)	-	/	Rectorate-Deanery	SEMS adjusted and adapted according to needs

			transfer of credits;					
			Report on the level of student mobility within the faculty;	TM(1-4) (2023-2026)	-	/	Rectorate-Deanery	Completed report
			Guidelines for monitoring the curricular framework and addressing potential shortcomings;	Q4/2023	-	/	Rectorate-Deanery	Guide Complete
			Planning the implementation of phases for the integrated curriculum in the faculty;	Q3/2023	-	/	Rectorate-Deanery	Planning for integrated curriculum Completed
			Training of administrative staff to support the implementation of the framework;	Q3/2023	-	/	Rectorate-Deanery	Training report
			The academic unit has started to	Q4/2023	-	/	Rectorate-Deanery	The functioning of the

			function according to the planned curricular framework					curriculum framework
			Analysis of academic personnel in terms of profiling, academic and scientific vocation, structure, etc., and comparison with needs and plans	Q1/2023	-	/	Rectorate-Deanery	Analysis completed
	Human resource management (personnel)	Matrix of needs for academic personnel based on the curriculum framework	Overview of the needs and surpluses of human resources by academic call in accordance with the needs in FAG;	Q2/2023	-	/	deanery	Summary of needs and surpluses completed
			Review and update of the matrix for academic staff depending on program changes	Q2/2023	-	/	deanery	Revised and updated matrix for academic staff

			Analysis of administrative personnel depending on competences and skills and comparison with needs and plans	Q2/2023	-	/	Rectorate-Deanery	Analysis completed
		Matrix of needs for administrative personnel based on the curricular framework	Review and update of the matrix for administrative personnel depending on the changes in the faculty;	Q3/2023	-	/	Rectorate-Deanery	Revised and updated matrix for administrative staff
			Creation of special policies for the recruitment of administrative personnel for offices in the field of international relations, quality assurance, ECTS transfer, and IT - digital marketing	Q1/2024	7,488.00	UHZ	Rectorate-Deanery	Created policies

			Time management guide for administrative staff	Q1/2024	-	/	deanery	Complete guide
			Analysis of funding methods (internal or with projects) for advanced professional training	Q2/2023-Q4/2026	1,000.00	UHZ	Rectorate-Deanery	Analysis completed; selected methods and conducted trainings
		Continuous advancement of academic and administrative staff through professional training	Administrative staff training program in the field of digital skills	Q3/2023	-	/	Rectorate-Deanery	Compiled training program
			The study diagnosed the existing level of communication through a survey in the faculty and in the entire university	Q2/2023	-	/	Public relations office	The study carried out
	Promotion and communication with the public	Communication (Internal) within the university	Creation of permanent channels for meetings, email notifications, intranet, information and similar,	Q2/2024	-	/	IT	Communication channels implemented

			to increase trust in management					
			Use of all communication channels (physical and online)	Q2/2024- Q4/2026	-	/	IT	Selected communication channels
			Creation of official communication channels	Q2/2024	500.00	UHZ	IT	Official channels created
			Improving internal institutional communication Top Down & Bottom Up	Q1/2023	-	/	IT	Improved communication
			Setting the calendar of meetings between the FAG manager and all employees of the academic and administrative unit at least 4 times a year	Q1/2023	-	/	Rectorate- Deanery	Fixed calendar
			Publication of the manual for	Q3/2024	-	/	Rectorate- Deanery	Published manual

			the "future teacher"					
			Empowerment of the Department for communication with the public	Q1/2023	-	/	Public relations office	Consolidated Department
		Communication outside the faculty	Proactive (strategic) approach - targeted, planned, strategic, directed and managed approach to which media are actively used to achieve faculty goals	Q2/2023	-	/	Public relations office	Intensified media communication achieved
			Relations with the media	Q2/2023- Q4/2026	-	/	Public relations office	Intensification of cooperation with the media
			Investing in faculty promotional marketing	Q2/2023 - Q4/2026	4,000.00	UHZ	Public relations office	Promotions in various communication channels (including the UHZ website)
			University presentation essays	TM(1-4) (2023-2026)	-	/	Public relations office	Publication of writings

			Writing press releases, research, reporting	Q3/2024- Q4/2026	500.00	UHZ	Public relations office	Publication of articles, notices, researches, etc.
			Creation of the communication channel for two-way communication between UHZ and the interested parties which means that the university listens to the views, opinions and receives the reactions of their public	Q4/2023	-	/	Public relations office	Communication channel created
			Creation of communication channels for interested parties, customers, students, competitors, investors, donors	Q4/2023	-	/	Public relations office	Communication channel created

			Use of Internet portals, electronic newsletters, reports, advertising emails, activities in social networks and the like	Q2/2023- Q4/2026	1,600.00	UHZ	Public relations office	News about FAG and UHZ on portals, internet, newspapers, etc.
			Participation of FAG in humanitarian activities and activities	Q3/2023- Q4/2026	-	/	Academic Units, Public Relations Office	Activities and their publication
			Participation of FAG in activities organized by local and central government, NGOs	Q1/2026- Q4/2026	-	/	Academic Unit, Public Relations Office	Activities and their publication
			Popularization of the Faculty and study programs carried out at the Faculty	Q1/2024- Q4/2026	-	/	deanery	Popular study programs
			International and national scientific and artistic events	TM(1-4) (2023-2026)	12,000.00	UHZ	Office for Scientific Research, Office for	Organized events

							International Cooperation	
		Faculty reputation	Creating greater presence and visibility of scientific and artistic work in the public	Q2/2023- Q4/2026	-	/	IT, Office for Scientific Research ,	Publication of scientific and artistic work for the public
			Affirmation of scientists and scientific-research and artistic work through the promotion of concrete examples	Q2/2023- Q4/2026	-	/	IT, Office for Scientific Research ,	Concrete examples promoted
			Further improvement of cooperation with the agricultural, environmental and food sector in order to promote science	Q2/2023- Q4/2026	-	/	Office for Scientific Research , Office for International Cooperation	Cooperation agreements with the agricultural, environmental and food sector
			Mobilization of FAG	Q2/2024-	1,800.00	UHZ	Office for	Academic staff Involved

			academic staff for consultations and involvement in expert groups in improving the economic environment in Kosovo	Q4/2026	1,200.00	ERASMUS	International Cooperation	in expert groups
			Mobilization of students for involvement in student activities developed outside the faculty	Q2/2023-Q4/2026	-	/	Office for International Cooperation	Students involved in student activities outside the faculty; list of participants; photos/videos of activities
			Fostering a sense of belonging and identification with FAG;	Q2/2025-Q4/2026	-	/	deanery	Activities carried out with FAG students and staff
			Promotion of positive examples of both academic and administrative staff, success stories on the FAG and UHZ web,	TM(1-4) (2023-2026)	-	/	Public relations office	Concrete examples promoted

			local media, etc.					
		Internal promotion	Promotion of meritocratic values of the staff	Q1/2024-Q4/2026	-	/	Public relations office	Values promoted on the Web of FAG and UHZ; rewards.
			Promotion of internal capacities with the aim of increasing inter-faculty cooperation	TM(3-4)(2024)-TM(1-4)(2025-2026)	-	/	deanery	Activities published for the promotion of internal capacities
			Promotion of academic values and culture	TM(1-4) (2023-2026)	-	/	deanery	The activities carried out for the promotion of academic values
			Greater promotion of scientific publications, participation in scientific conferences	TM(1-4) (2023-2026)	-	/	Office for public relations , Office for scientific research	Publication and promotion of scientific work

			Promotion of published books	Q1 (2024)	-	/	Office for public relations , Office for scientific research	Promoted books
			Promoting mobility	TM(1-4) (2023-2026)	-	/	Office for International Cooperation	Mobility calls
			Internal marketing (includes training and motivating university employees to meet student needs)	Q4 (2023)	-	UHZ	Public relations office	Marketing Done
			The use of social networks for the promotion of achievements and the warning of innovations	TM(1-4) (2023-2026)	-	/	Public relations office	News; announcements; exams on the social networks of FAG and UHZ

			The creation of a periodic newsletter together with the students Periodical newsletter (4 times a year) with content about work, successes, news and activities which will be sent electronically to the general public	TM(1-4) (2023-2026)	-	/	Public relations office	Periodical bulletin published
			Creation of the widest system of lobbying - advocacy(<i>with distinguished professors, distinguished workers, distinguished scientist, aluminum, distinguished athletes, distinguished artists, etc.</i>)	Q4 (2024) - Q(1-4)(2025-2026)	-	/	Public relations office	The implemented system

		External promotion	Cooperation with student and youth organizations outside FAG	TM(1-4) (2024-2026)	500.00	UHZ	Student Parliament, Career Office	Realized collaborations
			Development and improvement of relations with businesses, the local community, NGOs, state institutions, etc.	TM(1-4) (2023-2026)	-	/	deanery	Activities carried out
			Cooperation in the Conference of Rectors of the country, region and beyond	TM(1-4) (2023-2026)	-	/	Rector	The collaborations realized
			Cooperation with the Directorates of Education at the municipal level in the Dukagjin region	TM(2-4)2023-TM(1-4)(2024-2026)	-	/	Rector	The collaborations realized
			Cooperation with print and electronic media	TM(1-4) (2023-2026)	-	/	Public relations office	The collaborations realized

		Affirmation of visual identity and "brand"	Q1 (2025)	-	/	Public relations office	Affirmed Identity
		Holding regular events (conferences, tables, anniversaries, concerts)	TM(1-4) (2023-2026)	-	/	Rector	Conferences, tables, anniversaries, concerts performed
		Presentation of FAG's achievements to the public	TM(1-4) (2023-2026)	-	/	Public relations office	Media and web presentation of FAG for achievements
		Graduation ceremonies for bachelor and master	Q2 (2023-2026)	8,000.00	UHZ	Public relations office	Ceremonies performed
		External marketing (represents the usual work of a higher education institution to create prices, distribute and promote services to students)	TM(2-4) (2024)-TM(1-4)(2025-2026)	500.00	UHZ	Public relations office	Publication in the media
	Total Budget			39,088.00			
	Total Budget from UHZ			37,088.00			

	Total Budget from Donors				2,000.00			
No.	Outcome	Outcome indicators	Action/Activity	Implementation period	2023-2026	Source Of Funding	Staff/Responsible	Product (Output)

STRATEGIC PRIORITY 2: Secondary education								
	Restructured and redeveloped study programs in function of the development of students' competencies	Review of existing programs in basic and master studies;	Review of the existing Bachelor and Master programs in the Faculty of Agribusiness; preparation for reaccreditation of existing programs.	2024 - 2026 programs in Reaccreditation Sustainable food production systems' Environmental management, 3 bach	24,160.00	UHZ	Faculty of Agribusiness, Quality Office	of Accredited Master's program

				elor' s, 1 accr edita tion				
		Engagin g with industry , employ ers and external stakeho lders to improve student outcom es;	Contin uous meetin gs with industr y and interest ed parties to create the opport unity for quality learnin g (invited from industr y to which they explain in a practic	Q2 - June	200 .00	UHZ	The dean of the unit, the vice- dean of the unit and the vice- rector for teaching, student affairs and scientific research	Programs harmoniz ed with the labor market

			al way the operation in certain businesses)					
		Academic personnel profiled according to the needs of UHZ.	Increasing the number of activities/trainings for existing staff for profiling	Q1/2025	-	/	Rector	Profiled staff
			Review of syllabi from the Agribusiness Academic Unit and their adaptation to changes in the market and society	Q2 - June 2023 - 2026	-	/	Office of Academic Affairs and Excellence in Teaching	Syllabus revised and adapted for market and society

	New study programs adapted to market demands	Drafting of new programs in basic and master studies;	Meetings of the working group (academic staff; industry; alumni; students) for the design of new bachelor's and master's programs	2024 - 1	300.00	UHZ	Rectorate, Academic Unit	
		Joint programs of UHZ faculties;	Preparation for application with joint programs between the faculties of UHZ - Faculty of Business	2025 -	-	/	Rectorate, Academic Unit	

		s + Faculty of Touris m; Faculty of Busines s + Faculty of Agribus iness.					
	Joint progra ms with internat ional universi ties;	Applica tion with interna tional univers ities (ERAM US+; HORIZ ON..) for joint progra ms with interna tional univers ities	2025 - 2026	-	/	Academic Units, Quality Office, Office for International Cooperation	Applicati on with internati onal universiti es
	Doctora l studies at the Faculty of Busines s;	Draftin g and prepar ation for a PhD progra m in	2025	-	/	Academic Units, Quality Office	Applying for a PhD program

			the business faculty					
		Professional programs according to market requirements;	Design and preparation for professional programs according to market requirements	2023 .00	-	/	Academic Units, Quality Office	Professional program of tourist guides
		Increasing the number of academic staff with proper preparation for study programs;	Planning to increase the number of academic staff with appropriate preparation for study programs according to the		57,711.86	UHZ	Academic Units, Office for Human Resources, Proctor for Education	Increasing academic staff
				2024 - 2 new professionals				

			needs of academic units					
		Provision of innovative technology for teaching and learning ;	Provision of innovative technology for teaching and learning / Computers for each classroom / Smart boards / Hybrid classrooms	2023 - 2026	-	/	IT office; Vice Chancellor for Infrastructure	Halls equipped with innovative technology
	Professional development of teachers for contemporary teaching	Cooperation with relevant institutions to increase the possibility and quality of teaching;	Cooperation with institutes (agricultural institute) and other relevant organizations	2023 - 2026	-	/	Rectorate; Academic unit	Drafted program

	hing and learning methodologies		for the use of laboratories and other equipment for increasing the quality of learning and teaching.					
		Trainings on contemporary teaching methods;	The Center for Excellence makes annual planning for the organization of trainings on contemporary teaching methods	2023 - 2026	-	/	Center for Excellence	Training planning
		Supporting young academics	Based on the requests from	2023 - 2026	-	/	KD; Rectorate; Academic unit	

		ic staff for the completion of doctoral studies;	the academic units and the academic staff, UHZ will support the staff to complete their doctoral studies.					
		Academic staff support for registration of postdoctoral programs.	Based on requests from academic units and academic staff, UHZ will support staff to pursue post-doctoral studies.	2023 - 2026	-	/	KD; Rectorate; Academic unit	

	100 % of the academic staff have completed the individual development plan	The number of individual development plans by teachers;	Each member of the academic staff completes the plan for academic development according to the requirements presented in the relevant form.	Q3 (2023-2026)	-	/	Vice Chancellor for Education; Academic units	Number of plans developed
		The number of academic advancements per academic unit; - Faculty of Agribusiness	Competition for staff advancement 11.	2023	19,467	UHZ	academic units; Faculty of Agribusiness	Number of advanced personnel
				- 26	.65			

		Promotion of scientific research of teachers in relevant fields of study;	UHZ will continue to promote the scientific research work of academic staff and students through the website and social networks	2023 - 2026	-	/	In the future, the Faculty of Agribusiness through the website and social networks will promote the scientific research work of the academic staff and students	Promotion of the work of students and academic staff
		The link between teaching and research.	For certain subjects, UHZ will organize activities related to theoretical learning and practice	2023 - 2026	-	/	Prorector for learning; Academic units; career office	Number of plans developed

			e with organizations/ businesses with which UHZ has a Cooperation Agreement.					
	Collaborative and motivating culture and spirit for students	Strengthening the "peer to peer" system for increasing the passability of students;	Competition for students for the organization of peer to peer learning; Student selection for peer to peer learning; organization of additional lessons for subject	2023 - 2026	-	/	Vice-rector for education; Academic unit	Increasing the pass rate in subjects where students are lagging

			s where student s are lagging					
		Improv ement for 50% of the profess or/stud ent ratio;	Improvi ng the ratio of teacher s - student s to 1 teacher - 25 student s throug h the recruit ment of new acade mic staff	2023 - 2026	-	/	Vice Chancellor for Education; Academic units	Increasin g the recruitm ent of academic staff
		Expandi ng coopera tion with industry and employ ers, in order to increas e the	Regular meetin gs with industr y and employ ers	2023 - 2026	2,0 00. 00	UHZ	Rectorate; Academic unit; Career office; Business support office	

		practical work of students and their learning results;						
		Academic counseling;	Academic counseling professor - student ; academic advising handbook	2023 - 2026	-	/	Academic unit	Handbook for academic advising
		Involvement of students in the design/revision of the course program;	During the design and redesign of the programs, the involvement of students in the revision of the syllabuses for all revised	2023 - 2026	-	/	Academic unit, quality office	Revised Syllabus

			or new programs					
		The number of scholarships for students at both levels of study in order to motivate current students and attract new students;	On an annual basis (November) the distribution of scholarships for excellent students in the Agribusiness academic units	Q4 (2023 - 2026)	-	/		Student scholarships
		Cooperation with the parliament and student organizations in the direction of the advancement of	Regular meetings with parliament and student organizations in order to improve the	2023	-	/	Vice Chancellor for Education; Academic units; Parliament of students	Improved teaching process

		learning ;	teaching and learning process					
		Student mobility between UHZ faculties through the offer to attend lectures offered in other faculties, as well as recognition of received credits;	Organization of lessons for certain common subjects and mobility of students between faculties	2023 - 2026	-	/	Academic units; Office for international cooperation	Mobility of students between faculties
		Measures to develop soft skills needed for students.	Soft skills training for student needs	2023 - 2026	2,000.	00	Career office	Students trained in soft skills

	Center for excellence	Number of professional staff engaged in QE management/administration;	Personnel who are committed to the realization of QE activities	2023 - 2026	-	/	Center of Excellence	
		Number of training programs for academic and administrative staff;	Organization of 3 training programs for academic and administrative personnel	2023 - 2026	3,000.00	UHZ	Rector	Trained staff
		Regulation for the establishment of the Center for Lifelong Learning.	Drafting of regulations for lifelong learning	Q2 (2023)	-	/	Office for learning	Regulation for lifelong learning
		Creation of the Department for	Creation of the department	Q2 (2024)	-	/	Center of excellence	Department for lifelong learning

		Lifelong Learning.	within QE for lifelong learning					
		The regulation for "Learning and Education of Adults" and the functioning of the Department for Learning and Education of Adults.	The drafting of the regulation for learning and education of adults and the creation of the department for learning and education of adults within the QE	Q2 (2024)	-	/	Center of excellence	Regulation and department of adult education and learning
	Excellence in teaching and learning	Excellence in teaching and learning	Preparation for reporting and monitoring of academic performance in acad	2023 - 2026	-	/	Academic Unit	

			mic units.					
			Funding of university textbooks	2023 - 2026	4,000.00	UHZ	Rector	University texts
			Giving rewards, acknowledgments and evaluations for joint teacher - student activities.	2023 - 2026	2,000.00	UHZ	Rector	
			Organization of trainings and activities aimed at the creative and contemporary way of	2023 - 2026	2,000.00	UHZ	QE; Rector	Training

			learnin g					
			Creatio n of opport unities throug h UHZ project s and funds for the develo pment of acade mic person nel for profess ional progra ms	2023 - 2026	500 .00	UHZ	Rector	Trained staff
	Supp ort for stud ents with speci al need s	Support for student s with special needs	Regulat ions for simplifi ed proced ures for registra tion of student s with special needs		-	/		

			Creation of appropriate conditions (literature; space; teaching, etc.) for students with special needs	Q3 (2023-2026)	400.00	UHZ	Rector	Adaptable conditions for persons with special needs
			Realization of annual meetings with organizations and civil society for inclusiveness of marginalized groups in study programs	2023 - 2026	-	/	Rector	Greater inclusion of marginalized groups in study programs

	Total Budget				117,739.50			
	Total Budget from UHZ				117,739.50			
	Total Budget from Donors				0.00			
No.	outcome	Outcome indicators	Action/Activity	Implementation period	2023-2026	Source Of Funding	Staff/Responsible	Product (Output)

STRATEGIC PRIORITY 3: Quality								
	Complete structure and continuous capacity building for Quality Assurance and	Academic, administrative staff and students who contribute to quality assurance processes, trained;	Training for academic, administrative staff and students who contribute to quality assurance processes	Q2 (2023-2026)	400.00	UHZ	Council for quality management and assessment; Quality Assurance and Evalu	Academic, administrative staff and students who contribute to quality assurance processes, trained

	Evaluation						ation Office	
		Higher participation of students in quality assurance processes;	Increasing student participation in quality assurance processes	Q1 (2023-2026)	0.00	UHZ	Council for quality management and assessment; Commissions for Quality Assurance; Office for quality assurance and evaluation; Student Parliament	Higher participation of students in quality assurance processes

		Trained students depending on the responsibilities attributed to them, or the contributions they make;	Training for students depending on the responsibilities attributed to them, or the contributions they are expected to make	Q2 (2023 and 2025)	100.00	UHZ	Council for quality management and assessment; Quality Assurance and Evaluation Office	Trained students depending on the responsibilities attributed to them, or the contributions they make
		Higher participation of students in quality assurance processes;	Increasing student participation in quality assurance processes	Q1 (2023-2026)	0.00	/	Council for quality management and assessment; Commissions for Quality Assurance; Office for quality	Higher participation of students in quality assurance processes

							assurance and evaluation; Student Parliament	
		Higher participation of internal and external parties in quality assurance processes.	Increasing the participation of internal and external parties in quality assurance processes	2023 - 2026	0.00	/	Council for Quality Management and Assessment; Commissions for Quality Assurance; Quality Assurance and Evaluation Office	Higher participation of internal and external parties in quality assurance processes

	Regulations, regulatory instruments, and structure of the quality assurance system revised, with the aim of advancing quality assurance	Revised internal regulation for quality assurance and assessment;	Revision of the Regulation on the Quality Assurance and Assessment System	2024	0.00	/	the Senat e; Council for Quality Management and Evaluation	Regulation on the Quality Assurance and Assessment System, revised
			Review of the Regulation on Study Programs	2024	0.00	/	the Senat e; The relevant commission	Regulation for Study Programs, revised
			Review of the Guide to Programs of Study	2024	0.00	/	the Senat e; The relevant commission	Guide to Programs of Study, revised
	Expanding the scope of quality assurance	Design and realization of the questionnaire for the evaluation of the study programs;	Design and realization of the questionnaire for the evaluation of the study programs	2024 (Q1), 2026 (Q3)	0.00	/	Council for quality management and evaluation	Questionnaire for evaluation of study programs, designed

		The passing rate of students for each program, evaluated;	Passability of students for each program, evaluated	2023 , 2024 , 2025 , 2026	0.00	/	Council for quality management and evaluation; Commission for quality assurance and evaluation in academic units; Office for Quality Assurance and Evaluation	slowing down the passability of students for each program, realized
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	Advancing and promoting a sustainable quality assurance culture	The number of organized meetings, workshops, for the awareness/sensitization of students, for the importance of quality assurance;	Organization of meetings, workshops, for the awareness/sensitization of students, for the importance of quality assurance	2023, 2024, 2025, 2026	100.00	UHZ	Council for Quality Management and Evaluation; Commissions for Quality Assurance at the level of academic units; Quality Assurance and Evaluation Office	Meetings, workshops, for the awareness/sensitization of students, for the importance of quality assurance
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		The number of organized meetings, workshops, for the awareness/sensitization of the academic staff, for the importance of quality assurance;	Organization of meetings, workshops, for the awareness/sensitization of the academic staff, for the importance of quality assurance	2023, 2024, 2025, 2026	100.00	UHZ	Council for Quality Management and Evaluation; Commissions for Quality Assurance at the level of academic units; Quality Assurance and Evaluation Office	Meetings, workshops, for the awareness/sensitization of the academic staff, for the importance of quality assurance
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		The number of organized meetings, workshops, for the awareness/sensitization of the administrative staff, for the importance of quality assurance;	Organization of meetings, workshops, for the awareness/sensitization of the administrative staff, for the importance of quality assurance	2023, 2024, 2025, 2026	100.00	UHZ	Council for quality management; Commissions for quality assurance at the level of academic units; Quality Assurance and Evaluation Office	Meetings, workshops, for the awareness/sensitization of the administrative staff, for the importance of quality assurance
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		Material s, flyers, brochure s on the importa nce of quality assuranc e, distribut ed.	Distributi on of materials , flyers, brochure s on the importan ce of quality assuranc e	2023 , 2024 , 2025 , 2026	200. 00	UHZ	Counc il for qualit y mana geme nt and assess ment; Com missi ons for qualit y assur ance at the level of acade mic units; Office for qualit y assur ance and evalu ation; Stude nt Parlia ment	Materials, flyers, brochures on the importanc e of quality assurance, distributed
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	Advancement of digital infrastructure for quality assurance procedures	Increasing the access and transparency of the university through the redesign of the website;	Redesign of the quality assurance website, with relevant tabs for different dimensions of activities	2023	0.00	/	IT office ; Quality Assurance and Evaluation Office	redesigned website
		Publication of information and data on quality assurance processes and assessments;	Enrichment of the website with quality assurance information, such as: results, awareness brochures, legal acts, manuals, etc.	2023 , 2024 , 2025 , 2026	0.00	/	Quality Assurance and Evaluation Office	Information and published notices
		Number of digitized internal quality assurance	Complete digitization of internal instruments	2024	0.00	/	Contracting company; IT	Full digitization of internal instruments

		e instru ments;	nts (questio naires) for quality assessm ent				office ; Qualit y Assur ance and Evalu ation Office	
	Netw orkin g and netw orkin g and excha nge of profe ssiona l experi ences for qualit y assur ance	Number of collabor ations and exchang e of professio nal experien ces for quality assuranc e, with local, regional and internati onal organizat ions/pr jects;	Exchang e of professio nal experien ces for quality assuranc e, with local, regional and internati onal organizat ions/proj ects	2023 , 2024 , 2026	0.00	UHZ	Vice Chanc ellor for Intern ation al Coop eratio n and Qualit y Impro veme nt	Exchange of profession al experien ces for quality assurance, with organizatio ns/projects
		Publicati on of informat ion and data on quality assuranc e	Enrichm ent of the website with quality assuranc e	2023 , 2024 , 2025 , 2026	0.00	/	Qualit y Assur ance and Evalu ation Office	Informatio n and published notices

		processes and assessments;	information, such as: results, awareness brochures, legal acts, manuals, etc.					
		Realization of the internal self-assessment at the institutional level for the purposes of institutional re-accreditation;	Institutional reaccreditation - Application for reaccreditation, collection of data, collection of inputs from students, staff, industry, graduates, evaluation of the achievement of objectives from the strategic plan - work	2023	2,200.00	UHZ	Rectorate; Vice Chancellor for International Cooperation and Quality Improvement; Office for Quality Assurance and Evaluation	Successful institutional reaccreditation

			plans, integration of evaluation results in documentation for reaccreditation, drafting self-evaluation report, preparation of accompanying documents of the self-evaluation report					
		Number of collaborations and exchange of professional experiences for quality assurance with local and regional	Exchange of professional experiences for quality assurance with local and regional universities	2023 , 2024	0.00	UHZ	Vice Chancellor for International Cooperation and Quality Improvement	Exchange of professional experiences for quality assurance with local and regional universities

		universities;						
		Realization of internal self-assessments at the level of study programs for re-accreditation purposes.	Reaccreditation of study programs - Application for reaccreditation of study programs, data collection, input collection from students, staff, industry, graduates, evaluation of the achievement of objectives from the strategic plan - work plans, integration of	2023 , 2024 , 2025	19,840.00	UHZ	Academic units, Faculty of Agribusiness	Reaccredited programs, two Master's level

			evaluation results in the documentation for re-accreditation, drawing up the self-assessment report, preparing the supporting documents of the self-assessment report					
	Total Budget				23,040.00			
	Total Budget from UHZ				23,040.00			
	Total Budget from Donors				0.00			
No.	outcome	Outcome indicators	Action/Activity	Implementation	2023-	Source Of Funding	Staff/Responsible	Product (Output)

				period	2026			
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STRATEGIC PRIORITY 4: Science and Research								
	Improving the infrastructure for scientific research	Creation and publication of the scientific journal	Creation and publication of the scientific journal	TM (3-4) (2023-2026) June & December	5,00 0.00	UHZ	Rectorate Office for Scientific Research KD	Published volumes
	and artistic creativity	Identification of infrastructural deficiencies:	Evidence of deficiencies and challenges in the existing infrastructure for scientific research	TM (3-4) (2024) June & December	0.00	UHZ	FAG	
		Infrastructure investments and improvements:	Investments and interventions in the infrastructure for scientific research in FAG	2024 - 2026		UHZ	FAG/ UHZ	

		Creation of laboratories with necessary equipment:	The number of new laboratories and equipment purchased to meet the specific needs of scientific research in the field of agribusiness.	Every year 2023 - 2026 June & December	20,000.00	/	UHZ/Donor	
		Creation of platforms for joint research:	Increasing the number of joint research projects and initiatives with partners from the private and academic sectors	Every year 2023 - 2026	1,000.00	/	Rectorate Academic Units IT Office	Use of databases
		Efficient use of technology and advanced software	Use of technology and software to optimize research	Every year 2023 - 2026	0.00	/	Office for Scientific Research Academic	Use of software

			processes and data analysis				mic Units IT Office	
		Creation and publication of the student newspaper	Creation and publication of the student newspaper	Creation 2023 Publication every year 2023 - 2026 May - June	1,00 0.00	UHZ	Recto r Stude nt Parlia ment	Published volumes
		Access to international databases	Access to international databases	Every year 2023 - 2026	1,00 0.00	/	Recto rate Acade mic Units IT Office	Use of databases
		Completing laboratories with necessary equipment	Completing laboratories with necessary equipment	Q3(2023-2026)	8,00 0.00	UHZ	Recto rate Office of procu reme nt Acade mic units	Purchase of equipment
					2,00 0.00	donor s		

		Financial support for publishing university books	Financial support for publishing university books	Every year in November - December 2023 - 2026	1,00 0.00	UHZ	Vice Chancellor for Teaching, Student Affairs and Scientific Research Publications Council Academic Units	The number of university books financed by UHZ
		Financial support for scientific papers published in WOS and SCOPUS	Financial support for scientific papers published in WOS and SCOPUS	TM(1-4) (2023 - 2026)	4,00 0.00	UHZ	Office for Scientific Research Group for Scientific Research	The number of scientific works supported
		Financial support for participation in	Financial support for participation in	TM(1-4) (2023 - 2026)	2,00 0.00	UHZ	Office for Scientific Research	Number of international scientific conferences supported

		international scientific conferences	international scientific conferences				Research Group for Scientific Research	
	Promotion of scientific and artistic research activity	Research projects	Increasing the number of research projects initiated and implemented by academic staff and students at FAG.	2024 - 2026	6,000.00	UHZ/donor	Office for Scientific Research Group for Scientific Research	Number of prizes awarded
		"Researcher of the Year" Award	"Researcher of the Year" Award	Q4 (2023-2026)	500.00	UHZ	Office for Scientific Research Group for Scientific Research	Number of prizes awarded
		Increasing the level of student participation	Involvement of students in	Every year	/	/	FAG	Number of students included

		tion in research	scientific research					
		Organization of scientific activities : trainings , seminars , workshops, symposia, round tables, scientific conferences	Organization of scientific activities : trainings, seminars , workshops, symposia , round tables, scientific conferences	Every year 2024 - 2026	0.00	/	Rectorate Office for Scientific Research Academic units	Number of organized activities
		International and local cooperation	Increasing the number of new partnerships and collaborations with academic and research institutions	2024 - 2026		UHZ	Office for Scientific Research Group for Scientific Research	The number of scientific works supported
		The Paper of the year	Paper of the Year" award	Q4 (2023-2026)	800.00	UHZ	Office for Scientific	Number of prizes awarded

							Research Group for Scientific Research	
		The Paper of the year	Paper of the Year" award	Q4 (2023-2026)	800.00	UHZ	Office for Scientific Research Group for Scientific Research	Number of prizes awarded
		Scientific publications and conferences	Financial support for publications and participation in international scientific conferences	TM(1-4) (2024 - 2026)	2,000.00	UHZ	Office for Scientific Research Group for Scientific Research	Number of international scientific conferences supported
		Increase of own funds for research work	Increase of own funds for research work	Every year 2023	0.00	UHZ	Rectorate/ Deanery Instit	Realized own funds

				- 2026			ute for Science and Arts	
	Functionalization of the Institute for Science	Increasing cooperation with national and international institutes	Increasing cooperation with national and international institutes	Every year 2023 - 2026	0.00	UHZ	Rectorate/ Deanery Institute for Science and Arts	Number of collaborations with national and international institutes
		Increasing cooperation with local businesses in the implementation of applied research	Increasing cooperation with local businesses in the implementation of applied research	Every year 2023 - 2026	0.00	/	Rectorate/ Deanery Institute for Science and Arts Local businesses	Number of collaborations with local businesses
		Increasing cooperation with local business	Increasing cooperation with local business	Every year 2023 - 2026	0.00	/	Rectorate/ Deanery Institute	Number of collaborations with local businesses

		es in the realization of research projects	es in the realization of research projects				for Science and Arts Local businesses	
		Number of scientific papers published by academic staff	Number of scientific papers published by academic staff	Every year in June - December 2023 - 2026	0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ
		The number of scientific works of academic staff financed by UHZ	The number of scientific works of academic staff financed by UHZ	Every year in March, June, September, November 2023 - 2026	0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ
		The number of academic staff	The number of academic staff	Every year in	0.00	/	Office for Scientific	The database published on the official

		participation in international scientific conferences	participation in international scientific conferences	June & December 2023 - 2026			Research Academic staff	website of UHZ
	Increasing the number of scientific researches	The number of academic staff participation in international scientific conferences	The number of academic staff participation in international scientific conferences	Every year in June & December 2023 - 2026	0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ
		Number of research projects:	Number of scientific papers published by academic staff	Every year in June - December 2024 - 2027	0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ
		Number of university books published by academic staff	Number of university books published by academic staff	Every year in June - December 2023	0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ

				- 2026				
		The number of scientific works of academic staff financed by UHZ	The number of scientific works of academic staff financed by UHZ	Every year in March, June, September, November 2024 - 2027	0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ
		The number of academic staff participation in scientific activities : trainings , seminars , workshops, symposia, round tables	The number of academic staff participation in scientific activities : trainings, seminars , workshops, symposia , round tables	Every year in June & December 2024 - 2027	0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ

		Realization of research work in cooperation with international universities	Realization of research work in cooperation with international universities	Every year in June & December 2024 - 2027	0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ
		Realization of research work in cooperation with national universities	Realization of research work in cooperation with national universities	Every year in June & December 2024 - 2027	0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ
		Carrying out research work in collaboration with internal colleagues	Carrying out research work in collaboration with internal colleagues	Every year in June & December 2024 - 2027	2,00 0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ
		Realization of research	Realization of research	Every year	2,00 0.00	/	Office for Scientific	The database published on the

		work in collaboration with students	work in collaboration with students	in June & December 2024 - 2027			ific Research Academic staff Students	official website of UHZ
		Involvement of students in training and internship in the agribusiness industry	Increasing the percentage of students benefiting from practical experience in the agribusiness industry.	2024 - 2027		/	FAG/Industry	The database published on the official website of UHZ
		Realization of applied research	Realization of applied research	Every year in June & December 2024 - 2027	2,000.00	/	Academic staff	The database published on the official website of UHZ
	Linking the results of scientific research	Report of student involvement in joint projects	Increasing the percentage of students who have	2024 - 2027	/	/	FAG/Industrial Board	Number of students included

	ch with the labor market	with industry	benefited from the experience of being involved in practical projects					
		Feedback from companies and employers:	Employers' assessment of the qualities and skills of graduate applicants.	2024 - 2027		/	FAG/Industrial Board	The database published on the official website of UHZ
		Building links with agribusiness companies and organizations:	Creating new connections and deepening cooperation with agribusiness companies and organizations	2024 - 2027		/	FAG/Industrial Board	The database published on the official website of UHZ
		Report of graduate students development	The percentage of students graduated	2024 - 2027		/	Alumni	The database published on the official

		ng their own businesses	ng from FAG who open their own businesses in the field of agribusiness					website of UHZ
		The inclusion of scientific works in the syllabus	The inclusion of scientific works in the syllabus	Every year in February & October 2024 - 2027	0.00	/	Office for Scientific Research Academic staff	The database published on the official website of UHZ
		Creation of forums and events for interaction with the industry	Creation of forums, conferences and events organized by FAG to improve communication with the agribusiness industry	2024 - 2027	2,000.00	/	FAG/ Career Center	The database published on the official website of UHZ

		Total Budget			63,100.00			
		Total Budget from UHZ			48,100.00			
		Total Budget from Donors			15,000.00			
No.	outcome	Outcome indicators	Action/Activity	Implementation period		Source Of Funding	Staff/Responsible	Product (Output)
					2023-2026			
STRATEGIC PRIORITY 5: Internationalization								
	Strengthening and increasing strategic international and inter-institutional cooperation for a quality	The number of collaborations and projects realized in the function of developing an international educational environment	The number of collaborations and projects realized in the function of developing an international educational environment	2023 - 2026	16,000.00	UHZ-FAG	BN office	Internationalization of UHZ
					112,500.00	European, American and international funds, as well as national ones		

	educational environment	The number of international collaborations in the realization of scientific research, inter-institutional cooperation, exchange, implementation of projects	The number of international collaborations in the realization of scientific research, inter-institutional cooperation, exchange, implementation of projects	2023 - 2026	51,000.00	Erasmus+, IPA, Horizon, USAID, Heras+, Alled2, MASHTI, etc.	BN office	Internationalization of UHZ
	Increasing international cooperation and international projects	Number of mobilities (exchange) of academic staff and students	Number of mobilities (exchange) of academic staff and students	2023 - 2026	19,500.00	UHZ-FAG	BN office	increasing the mobility of staff and students
					24,300.00	Erasmus+, USAID; etc.		
		The number of projects submitted	The number of projects submitted	2023 - 2026	6,750.00	UHZ funds	BN office	New projects

		d for applicati on	d for applicati on					
	Projec ts benefi ted as a mem ber or leader of intern ationa l sche	The number of successf ul projects acquired for impleme ntation	The number of successf ul projects acquired for impleme ntation	2023 - 2026	146,000.00	USAI D, Eras mus+, HORIZON, Jean Mone t, IPA, MAS HTI, etc.	BN office	Projects in implement ation
	mes Eras mus+, HORIZON, Jean Mone t, etc.	The number of collabor ations with local business es in the realizatio n of research projects	The number of collabor ations with local business es in the realizatio n of research projects	2023 - 2026	5,000.00	UHZ-FAG	BN office	Increasing research projects with the business community
	Adva ncem ent of coope ration with local busin esses				1,720.00	Dono rs busin esses		
		The number of collabor ations with local business es in carrying out	The number of collabor ations with local business es in carrying out	2023 - 2026	3,000.00	UHZ-FAG	BN office	Strengthen ing services to the community
					800.00	Dono rs busin esses		

		activities in the community	activities in the community					
		Organization of the International Summer University	Organization of the International Summer University	2023 - 2026	40,000.00	UHZ	The BN office in collaboration with the office for scientific research and information office	Development of English language courses for international students
	Increasing national and international scientific and artistic activities	Organization of international scientific conferences	Organization of international scientific conferences	2023 - 2026	111,000.00	UHZ	Office for research in cooperation with ZBN and information office	Increasing international scientific activities and networking
		Organization	Organization	2023 - 2026	10,000.00	UHZ	The career	Increased student activities

		tion of national and international, sports, cultural and social activities of UHZ students	tion of national and international, sports, cultural and social activities of UHZ students		2,00 0.00	donor s	office in cooperation with ZBN and the vice-rector for education, students and science	and networking
		Participation of students in national and international competitions	Participation of students in national and international competitions	2023 - 2026	6,50 0.00	UHZ- FAG	The career office in cooperation with ZBN and the vice-rector for education, students and science	Increased student activities and networking
					1,20 0.00	donor s		

		Conducting academic and administrative staff study visits to universities inside and outside the country	Conducting academic and administrative staff study visits to universities inside and outside the country	2023 - 2026	17,400.00	UHZ-FAG	ZBN office	Increased staff mobility
					4,000.00	Won projects, donors		
		International visiting professors	International visiting professors	2023 - 2026	16,000.00	UHZ-FAG	ZBN office	Internationalization of UHZ
					160,000.00	Won projects, donors, CEEP US		
		Number of academic and administrative staff for international cooperation and project cycle management	Number of academic and administrative staff for international cooperation and project cycle management	2023 - 2026	4,400.00	UHZ-FAG	ZBN, , FAG	Raising capacities for project writing
	Increasing the capacities of the staff for writing intern				1,100.00	Donors, projects,	Academic Unit, Human resources office	

	ational projects	The number of projects applied as a coordinator or as part of consortia	The number of projects applied as a coordinator or as part of consortia	2023 - 2026	4,200.00	UHZ-FAG	ZBN office	Projects won
					1,300.00	DONORS		
		Total Budget				765,670.00		
		Total Budget from UHZ			149,270.00			
		Total Budget from Donors			616,400.00			
	No.	Outcomes indicators	Action/Activity	Implementation period		Source Of Funding	Staff/Responsible	Product (Output)
STRATEGIC PRIORITY 6: Students					2023-2026			

	STRATEGIC PRIORITY 6: Students							
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	Increasing motivation for greater engagement in learning	Degree and level of student motivation for learning, research, scientific, membership in student organizations, student activism	Engaging a mixed group of experts to prepare a broad and in-depth survey in all academic units to see how motivated students are to study, take more science and other activities	Q2 (2023)	-	/	Rectorate-Deanery	
			University Scholarships	Q4 (2023 - 2026)	40,000.00	UHZ	Governing Council	scholarships
			Involvement of students in scientific research	Q1, Q2, Q4 (2023 - 2026)	-	/	Office for Scientific Research	Increasing the joint works of professors with students
			Membership in student organizations	Q1 (2025)	400.00	UHZ	Parliament of	Membership in student organizations

							studies	
			organization of the student conference	Q3 (2023 - 2026)	2,400.00	UHZ	Parliament of studies	Student conference
			study visits	Q1, Q2, Q4 (2023 - 2026)	4,000.00	UHZ	Academic units; Student Parliament	Study visits
			Student sports competitions	Q2, Q3 (2023 - 2026)	160.00	UHZ	Parliament of studies	Participation in scholarship competitions
					800.00	Municipality of Peja		
			Student quizzes within the University	Q1, Q2, Q3, Q4	100.00	DONORS		
			International competitions related to the fields of study at UHZ	2023-2026	-	/	Academic Units, Parliament of Studies	Participation in international competitions

		Drafting of questionnaires (surveys) ;	Drafting of questionnaires, development of conversations, surveys to obtain information about the motivation and satisfaction of students	Q3 (2023 - 2026)	-	/	ZZHK; NJA, FAG; Office of Academic Development	Questionnaires designed
			Identification of interactive factors for motivation	Q4 (2023 - 2026)	-	/	ZZHK; ONE; Office of Academic Development	
		The strategy with specific measures that UHZ should undertake in order to increase	Obtaining and processing results from questionnaires and surveys on the	Q4 (2023 - 2026)	-	/		

		the motivation of students in all segments of the Faculty.	level, degree, causes and problems affecting student demotivation					
			Conducting teacher training on modalities and techniques that influence the greatest motivation of students	Q1 (2024)	-	/	Excellency's office	Trained staff
			Holding the most personal trainings of the administration for the implementation of motivational models	Q1 (2024)	-	/	General Secretary; Personal office	Trained staff

			in their work in relation to students					
			Conducting trainings with students by external specialists that influence student motivation	Q2 (2024)	600.00	UHZ	ZZHK; ONE; Parliament of students	Trained students
			Creation of activities with a motivational character (clubs, competitions, free activities, graduations, graduations, study excursions (inside and	2023-2026	-	/	Parliament of Students	

			outside Kosovo), sports teams, etc., etc.					
			Evaluation with ECTS in cases where such activities are related to the study program	Q1 (2024)	-	/	Academic Development Office ; Vice-rector for teaching, student affairs and scientific research	
			CREATION OF A MANUAL WHICH IS DEDICATED TO ACADEMIC AND ADMINISTRATIVE STAFF FOR THE MEASURES AND DUTIES	Q2(2023)	-	UHZ	Vice Chancellor for Education, General Secretary, Office for Academic Development	Manual created

			THEY MUST PERFORM WITH THE PURPOSE OF STUDENT MOTIVATION				nt, Office for Student Affairs; Parliament of students	
			Creating a strategy for student motivation	Q2/2023	-	/	Vice Chancellor for Education, General Secretary, Office for Academic Development, Office for Student Affairs; Parliament of students	Strategy created

	Increasing student satisfaction with services	Student office activities	Organizes, prepares and leads the registration work of new students	Q3 (2023 - 2026)	-	/	Office for student affairs	The easiest and most practical process
	and student life		Creates the report of admitted and non-admitted students	Q3 - Q4 (2023 - 2026)	-	/	Office for student affairs	The ratio of accepted students and those not accepted
			Issuance of certificates related to student registration and student status	TM(1-4) (2023 - 2026)	-	/	Office for student affairs	Certificates issued
			Manages and prepares statistics for the total number of students at all levels of studies	TM(1-4) (2023 - 2026)	-	/	Office for student affairs	Report on student statistics

			Prepares diplomas , verifies and maintains the book of entry for students with diplomas	TM(1-4) (2023 - 2026)	-	/	Office for student affairs	Obtaining the diploma quickly and without errors.
			Preparing and publishing information for students	TM(1-4) (2023 - 2026)	-	/	Office for student affairs	Quick information for students.
			Prepare the annual report on the number of active students in the Faculty of Agribusiness academic unit	Q4 (2023 - 2026)	-	/	Office for student affairs	Report on the number of active students
		Activities undertaken by students for students ;	Tutorial system	TM(2 and 4) (2023 - 2026)	3,200.00	UHZ-FAG	Vice Chancellor for Education; Academic	Raising the pass rate of students

							mic unit Faculty of Agrib business	
			Study clubs	TM(1- 4) 2023- 2026	2,00 0.00	UHZ	Stude nt Parlia ment	Student clubs
			CONTIN UOUS MEETIN GS	2023- 2026	-	/	Stude nt Parlia ment	
			Receptio n and socializat ion of current students with new students	Q4 (2023 - 2026)	-	/	Stude nt Parlia ment	Informatio n and Confidence for young students
			The Parliame nt of Studies organize s the student magazin e	Q4 (2023 - 2026)	160. 00	UHZ- FAG	Stude nt Parlia ment	Published magazine
			Organiza tion of the student conferen ce	Q4 (2023 - 2026)	2,00 0.00	UHZ- FAG	Stude nt Parlia ment	Student conference

			Tables, seminars, workshops	TM(1-4)	400.00	UHZ-FAG	SP, KS, NJA, ZZHK	Mobility and experience
		Activities for increasing the capacities of the student	Trainings about increasing student responsibility	Q1 (2024)	-	/	Rectorate-Deanery	
		parliament and student councils;	planning student activities with all inclusiveness	TM 2 (2023 - 2026)	-	/	Student Parliament; Vice-rector for education; Academic unit FAG	
			Organization of student activities at the level of parliament and student council	(2023 - 2026)	-	/	Student Parliament; Vice-rector for education; Academic unit FAG	

	Increasing student satisfaction in university processes	Trust in the quality of studies and FAG services	Ongoing interviews with alumni and businesses and institutions about the connection of programs with the labor market	TM(1-4) 2023-26	800.00	UHZ	ZC,ZZ HK Alumni Association	The necessary reform of study programs
			Continuous meetings from the administration for students from the IT Office and the Information Office.	2023-2026	-	/	Academic units	
			Increasing transparency through social networks, electronic media	2023-2026	-	/	Public Relations Office, IT Office; Academic Unit	

			and instruments within NJA, FAG.					
			Continuous advice from the academic staff for students	2023-2026	-	/	FAG academic units.	Meetings relayed
			Career office advice for students	TM(1-4) 2023-26	-	/	CDO	Capacity building for mobility and the labor market
		P positive perception of faculty performance	The number of surveys conducted with students on the quality of lectures;	2023-2026	-	/	Quality office; Academic units	
		Indoor and outdoor activities for students	Optional subjects from other faculties at UHZ	Q4(2023)	-	/	Vice Chancellor for Education; Academic Development	

							Office ; Quality office	
			Study Visit	2023-2026	-	/	Student Parliament; Vice-rector for education; FAG academic units	
			International Mobility	2023-2026	-	/		
			Participation in international projects	2023-2026	-	/		
			Workshop	2023-2026	-	/		
			fairs	TM(1-4) 2023-26	2,00 0.00	UHZ	ZZHK, NJA, ZI	Practice and employment
			Training	TM(1-4) 2023-26	2,00 0.00	UHZ	ZZHK, NJA, PS Expert	Raising both individual and group capacities
			Voluntary work	TM(1-4)	-	/	PS, KS,	Community and

				2023-26			Alumni, ZZHK	environmental service
	Evaluation of the study program	Survey of employed students		2023-2026	-	/	CDO	
		questionnaire distributed to the industry		2023-2026	-	/	CDO	
		Report from meetings with industrial boards and alumni		2023-2026	-	/	Rectorate; ZZHK; Academic units, FAG	
		Syllabus assessment	Refreshing the syllabus every year		2023-2026	-	/	Academic units, FAG.
	Assessment of practical work	Drafting of the practical work plan based on the syllabus		2023-2026	-	/	Academic unit, FAG.	
		Continuous monitoring of the carrier of the subject		2023-2026	-	/	The carrier of the disease	

			Progress of practical work	2023-2026	-	/	The carrier of the disease	
			Creation of a database of students who are in practical work and who have completed the practical work	2023-2031	-	/	CDO	Base date
	Increased employment of graduate students	Report on the tracking initiated and carried out with graduates;	Direct visits with graduates	TM(1-4)2023-26	800.00	UHZ	ZZHK, NJA, ZI, KS	Statistical report
			Questionnaire via email to find out in which direction he has his degree or is he working in the fields in which he	TM(1-4)2023-26	-	/	ZZHK, NJA, ZI, KS	Statistical report

			has his degree					
			Graduate tracking research to assess current status and create graduate employability database	TM(1-4) 2023-26	1,000.00	UHZ	ZZHK, Alumni-UHZ, FAG.	Database creation and maintenance
		Graduate Employment Report	Drawing up annual reports on the number of employees after graduation and placing them in the database	Q4 (2023 - 2026)	-	/	CDO	Updating the database
		Report on support activities for employ	Trainings, internships, etc., which will be	TM(1-4)2023-26	2,800.00	UHZ	ZZHK, Alumni-UHZ-FAG	Raising human capacities and the number of employees

		ment, carried out by the career office with graduates;	carried out by ZZHK in support of capacity building for employment of graduates.					from Alumni
			In cooperation with the employment agency, the MES will encourage graduates to register as unemployed, in order to receive the necessary job offers offered by the labor market. In this	TM (1-4)2023-26	-	UHZ-FAG-Employment Authority	ZZHK, employment agency, Alumni	Increasing the number of graduates trained and employed

			case, graduates can also benefit from additional training offered by employment centers.					
			Since FAG is also oriented towards entrepreneurship, it will encourage graduates who have innovative entrepreneurial ideas to develop them together with the business support center, ZDHC	TM(1-4)2023-26	-	/	ZZHK, Businesses Alumni-UNHZ	new startups and self-employment

			and business es.					
			Graduates engage in voluntary work as well as in various projects that can be won by local institutions and foreign donors. In this way, experience benefits, but volunteer work is also evaluated with work experience.	TM(1-4)2023-26	-	/	ZZHK, Alumni-UNHZ-PS-FAG	Credibility of UHZ, FAG, Alumni Association and appreciation in society

		Alumni – the role of UHZ graduate students	The agreement with the Alumni Association, alumni expertise, volunteer work and donations help UHZ, FAG in promotion and development.	TM(1-4) (2023 - 2026)	-	/	Alumni-UNHZ, ZZHK, FAG.	Support of UHZ in reformation and development
		Counselors for career guidance services	Professional training of counselors for career guidance	TM(1-4) (2023 - 2026)	1,300.00	GIZ-Business	GIZ	Raising the human capacities of ZZHK
	Office for careers in function of students		Information about job competitions	TM(1-4) (2023 - 2026)	-	/	ZZHK, ZI	Employment opportunities
			Advertisements for practical work	TM(1-4) (2023 - 2026)	-	/	ZZHK, ZI	Practical opportunity

		Scholarships	TM(1-4) (2023 - 2026)	-	/	ZZHK, ZI	Mobility and studies abroad
	Employment and internship counseling services	Compilation of CV	TM(1-4) (2023 - 2026)	-	/	CDO	Employable student
		Compilation of the cover letter	TM(1-4) (2023 - 2026)	-	/	CDO	Employable student
		job interview	TM(1-4) (2023 - 2026)	-	/	CDO	Employable student
		Engagement in projects with NGOs	TM(1-4) (2023 - 2026)	1,06 0.00	NGO	ZZHK-NGO	Seasonal employment and internships
		Connecting students with employers	Career fair	Q2 (2023 - 2026)	1,60 0.00	UHZ	
	6,40 0.00				Business-Donor	ZZHK, Alumni-UNHZ, Zi	Employment and internships
	Agribusiness Fair		Q4 (2024 - 2026)	1,50 0.00	UHZ		
				15,0 00.0 0	Business-Donor	ZZHK, Alumni-UNHZ, Zi	Employment and internships

			School for career and entrepreneurship	Q3 (2023 - 2026)	12,000.00	Business-Donor		
			Continuous meetings with the business sector	TM(1-4) (2023 - 2026)	400.00	UHZ	ZZHK, ZI	Deepening of Cooperation
			Study visits in the industry	TM(1-4) (2023 - 2026)	800.00	UHZ	ZZHK, NJA, ZI, KS	Gaining practical experiences
			Development of professional practices	Q4 (2023 - 2026)	-	/	NJA-ZZHK	Professional experience
		Encouraging student employment	Interaction between businesses and students through the e-career platform	TM(1-4) (2023 - 2026)	-	/	ZZHK, ZI, Business	Interaction, practice and employment
			Sharing experiences from successful Alumni with students	TM(1-4) (2023 - 2026)	-	/	ZI, ZZHK and Alumni-UNHZ	Promotion of successful alumni through the UHZ website as well as

								physical presentation of alumni to students
			Concrete offers from businesses during the study period	TM(1,2,4) (2023 - 2026)	-	/	Businesses, ZZHK	Scholarships and support for employment and self-employment
		Encouraging entrepreneurial activities	Professional training to draw up business plans	TM(1-4) (2023 - 2026)	-	/	ZZHK-UNHZ Alumni	Increase of capacities for employment
		Providing services for soft skills	ZZHK will continue to offer training and expert lectures on soft skills such as: time management, stress management, communication skills, personal	TM(1-4) (2023 - 2026)	-	/	ZZHK, PS	Extracurricular knowledge

			productivity, emotional intelligence, etc.					
			The systematic visit by the FAG team to the schools of RD in order to inform the graduates with the study programs, but also creates mutual recognition by eliminating many prejudices and barriers that may exist in the absence of	TM(1-2) (2023 - 2026)	400.00	UHZ-FAG	Academic unit, Office for student affairs, ZZHK, Parliament and Student councils	

			communication.					
			The organization of continuous visits for graduates at FAG, according to the education profiles of the graduates offered by the latter with FAG	TM(1-2) (2023 - 2026)	-	/	Academic Unit FAG, Office for Student Affairs, ZZHK, Parliament and Student Councils	
		Offer for self-profiling through the faculty's integrated curriculum	The faculty will offer an integrated curricular framework which will help students	2023-2026	-	/	Rectorate-Deanery	

			for a better self-profiling					
		Good connection with institutions and business organizations for practical work and internship	Joint visits of students and graduates to the businesses of the Dukagjin region with the aim of early connection of this triangle and the increase of cooperation agreements between UHZ FAG - businesses - DKA	TM (2 and 4) (2023 - 2026)	1,200.00	DKA-Business	CDO	Practice and professionalization
	Empowering the student	The growth of student organizations	Campaign to raise awareness and motivate students	2023-2026	-	/	Student Parliament; General	

	organi zation		to develop greater pluralism by founding and becomin g part of student organiza tions				Secret ary; Vice Chanc ellor for Educa tion; Acade mic units	
			Their engagem ent accordin g to the concepts of active citizensh ip gathered in Non- Govern mental Organiza tions, impartial and totally out of political influence , with the aim of represen ting and addressi ng students	2023- 2026	-	/	Stude nt Parlia ment; Gener al Secret ary; Vice Chanc ellor for Educa tion; Acade mic units	

			as best as possible.					
		Increasing programmatic competitiveness	Preparation of materials for student organization models and the role that student organizations have for the faculty.	2023-2026	-	/	Student Parliament; General Secretary; Vice Chancellor for Education; Academic units, faculty of Agribusiness	
			Training students for the preparation of election programs, organiza	2023-2026	-	/	Student Parliament; General Secretary; Vice	

			tion of election campaigns as well as democratization and cooperation after the elections .				Chancellor for Education; Academic units	
			Drafting of annual work plans by SP and SC in academic units	2023-2026	-	/	Student Parliament; General Secretary; Vice Chancellor for Education; Academic units	
STRATEGIC PRIORITY 7:Entrepreneurship			Student representation at the national level in the Union of Students	2023-2026	-	/	Student Parliament; General Secretary; Vice Chanc	

			of Kosovo				ellor for Education; Academic units	
		Total Budget			107,280.00			
		Total Budget from UHZ			48,380.00			
		Total Budget from Donors			58,900.00			
	No.	Outcome indicators	Action/Activity	Implementation period	2023-2026	Source Of Funding	Staff/Responsible	Product (Output)

STRATEGIC PRIORITY 7: Entrepreneurship							
Establishing a business support center to increase support services for businesses and students	Establishing a business support center to increase support services for businesses and students	Determining the staff and their duties;	Q4 (2023)	-	/	Director of the Center for Business Support	Fully staffed center
		Creation of work regulations (communication strategy, work plan,	Q1 (2023)	-	/	Director of the Center for Business Support	Work ethics

		organizational chart...)					
		Empowerment of advisory bodies for businesses;	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	Empowered advisory bodies
		Market research and creation of recommendations based on labor market requirements , approval of recommendations by the senate;	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	
		Development and accreditation of level 5 programs;	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	Level 5 programs
		Continuous communication with businesses;	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	Communication with businesses
		Training for the people (current staff of FAG-UHZ)	TM(1 or 2) 2023- 2025	1,000. 00	UHZ	Director of the Center for	Trained staff

		who will be included in the professional programs;			DONORS	Business Support	
		Updating the subjects in the study programs based on the demands of the labor market.	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	Used materials
		Utilization of expertise from external collaborators for raising the necessary capacities without financial implication.	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	
Creating new and sustainable collaborations with stakeholders and the community	Creating new and sustainable collaborations with stakeholders and the community	Defining the services that FAG-UHZ will offer based on the capacities it possesses;	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	
		Providing standardized methods that will be used to provide certain services (e.g. services that require	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	

		laboratory procedures);					
		Provision of FAG spaces and equipment for interested parties	TM(1-4) 2023-2025	-	/	Director of the Center for Business Support	Provision of FAG spaces and equipment for interested parties
		Providing services for businesses (human resources, business plans, marketing strategies, market research...)	TM(1-4) 2023-2025	-	/	Director of the Center for Business Support	Providing services for businesses (human resources, business plans, marketing strategies, market research...)
		Involvement of students in a practical way in the provision of services under the management of the respective person.	TM(1-4) 2023-2025	-	/	Director of the Center for Business Support	
		The creation of the mapping of the interested parties by	TM(1-4) 2023-2025	-	/	Director of the Center for Business Support	Creation of the database

		cooperating QPB with KK (data base)					
		Further development of the e-career platform including more interactivity between business offers and student requests;	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	Further development of the e-career platform including more interactivity between business offers and student requests;
		Raising soft skills among students;	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	Raising soft skills among students;
		Providing placement for student employment	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	Employed students
		Close connection and cooperation between the Career Center (QK) and the Business Support Center (QPB)	TM(1-4) 2023- 2025	-	/	Director of the Center for Business Support	

Increasing the entrepreneurial capacities of students for the establishment of new businesses	Increasing the entrepreneurial capacities of students for the establishment of new businesses	Organization of the week of entrepreneurship and innovation	TM(1-4) 2023-2025	520.00	UHZ	KK and KPK	Entrepreneurship week yesterday innovation
		Raising the capacities of students in the establishment of their START-UPS;	TM(1-4) 2023-2025	-	/	KK and KPK	Raising the capacities of students in the establishment of their START-UPS;
		The support of two innovative ideas which are evaluated by the jury members during the innovation week.	TM(1-4) 2023-2025	1,600.00	UHZ	KK and KPK	Two innovative ideas
		Providing mentoring and advice to students who will start their own businesses	TM(1-4) 2023-2025	-	/	KK and KPK	
Total Budget				3,120.00			
Total Budget from UHZ				3,120.00			
Total Budget from Donors				0.00			

outcome	Outcome indicators	Action/ Activity	Implementatio n period	2023-2026	Source Of Funding	Staff/Responsible	Product (Output)

STRATEGIC PRIORITY 8: Infrastructure							
Construction of new facilities and their operation	Initiation and completion of works of the Faculty of Agribusiness (Inventory, technical controls, network testing).	Regular supervision of constructions, situation reports	August 2024-December 2026	20,000.00	UHZ	supervisory body, contract manager	
		Acceptance of future works by the relevant commissions	2024-2026	1,000,000.00	UHZ	Commission	
	Continuous maintenance of buildings and green spaces	Continuous maintenance of internal and external spaces of FAG	2023-2026	60,000.00	UHZ	manager, research unit FAG	
		the quality	2023-2026	-	/	Contract Manager	

		level of maintenance is in relation to established standards					
	Creation of spaces for three organizational units: Institute for Science and Arts, Center for Business Support and Center of Excellence and space for the FAG-UHZ Archive	Engagement of EO, Performance of Works and Functionalization of the acreage	Q1 (2024)	10,000.00	UHZ	Archive office	
		Preparation of Standards	Q4 (2023)	-	/	services directory	
FAG facilities	Providing a safe	Insurance	2023-2024	16,600.00	UHZ	contract manager	

secured and protected from risks inside and outside the facility	environment for the people who work and act in this Institution	supervision					
		Maintenance of detectors /alarms	in continuation	15,600.00	UHZ	responsible staff	
		The regulation approved by the Governing Council of UHZ for the Standards of insurance services, etc.	Q1 (2023)	-	/	legal advisors and the Governing Council	
		Supervision of contracts	in continuation			contract managers	
		All procedures up to the writing of new contracts after the expiration of existing contracts	Renewal of contracts for physical insurance	45,000.00	UHZ	Research unit FAG.	

Advancement of information technology systems and infrastructure according to standards	System Update (SEMS, request management, website);	Updating the System upon signing the new contract (SEMS, requirements management, adding modules);	2023-2025	49,200.00	UHZ	IT office, EO, contract manager	Updated SEMS
		Creation of the new website and its management	Q1 (2023)	2,000.00	UHZ	IT office, EO, Manager, Finance, Procurement, ZKA,	new website
		Installation of modules: "E-sustainability"; summer university; student exchange; CV of academic staff and scientific publications;	TM1 installation (2023) and ongoing maintenance		5,824.00	UHZ	IT office, EO, Manager, finance, Vice Chancellor

		phone app,					
	Creation and maintenance of E-library;	Drafting of Requests and carrying out all Procedures for the Creation and maintenance of the E-library;	creation in 2023, ongoing maintenance	2,900.00	UHZ	responsible staff, EO, IT, Library, contract manager	Creation of E-library;
	Advancement of anti-plagiarism system (negotiation of new maintenance contract);	Advancement of anti-plagiarism system (negotiation of new maintenance contract)	Q1 (2023-2026)	8,000.00	UHZ	IT, procurement, EO, contract manager	Advanced system
	Advancement of IT infrastructure (Hardware and Software	Purchase of new equipment (Computer, laptop, projector	2023-2026	40,000.00	UHZ	Research unit, IT, procurement, finance,	Advanced IT infrastructure

	e) Purchase of new equipment (Computer, laptop, projector, smartboard...);	, smartboard...)					
	Server room setup and maintenance.	Drafting of Requests and carrying out all Procedures for the creation and operation of the server room	2023-2026	12,000.00	UHZ	IT. EO, PROCUREMENT	Server room and maintenance.
Growth and development of library services	Increasing the book fund	Increasing the book fund (All procedures up to the supply of books), provision of books from donations and	2023-2026	60,000.00	Personal / Donations	Library/ Procurement- Finance	Increasing the book fund

		various projects					
Growth and development of library services	Provision of books from donations and various projects	2023-2026	-	Donations	Library/ Office for international cooperation	Increasing the book fund	
	Reading room	2023-2026	-	/	Library/ Infrastructure/ UHZ Management	Increase of reading rooms, electronics and space for placing books	
Increasing the library spaces	Electronic hall						
	Space for placing books						
	Continuation of approaches to electronic libraries	2023-2026	160.00	Personal / Donations	library		
Electronic libraries	Ensuring new access within the framework of cooperation agreements	2023-2026	-	/	Library/ Office for international cooperation/ for teaching, student affairs and scientific research		
			-	-			

	Library networking	Increasing cooperation with other Libraries in the advancement of library services	2023-2026				
Total Budget				1,347,284.00			
Total Budget from UHZ				1,347,284.00			
Total Budget from Donors				0.00			