



ISPE COLLEGE

**STRATEGIC PLAN**  
**2016-2019**

Pristina, 2015  
ISPE College  
Strategic Plan 2016-2019

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This document was approved in the ISPE Council Meeting on 04/11/2015.

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## 1. INTRODUCTION

ISPE College, as a private higher education institution, since its establishment in 2009 has undertaken important achievements, setting itself apart from other alike institutions in Kosovo. Due to the necessity to plan a long term development for ISPE College, a decision was taken to develop a four-year Strategic Plan for 2016-2019 period. For this reason, ISPE College has appointed a workgroup composed of Academic Department and Administration representatives who have steered the process of developing this Strategic Plan. Thus, ISPE College Management was attentive to include in this workgroup members from the academic staff, administrative staff and management, since, noting that strategic planning is a multidimensional process, inclusion of representatives from the entire institutional organizational chain guarantees comprehensiveness and development of a Strategic Plan that is understandable on paper, yet applicable at a high scale. Since its establishment, this workgroup has favored the idea of a planning process that ensures wide participation of staff and students in all stages of Strategic Plan development. This is done with the intention of creating a consensus between stakeholders regarding College's development perspectives, as well as ensuring quality and sustainability of the document.

Initially, there was an analysis of existing relevant documents, such as: ISPE College Self Evaluation Report for 2014; Recommendation of Experts appointed by the Kosovo Accreditation Agency; regulations and administrative procedures of the Ministry of Education, Science, Technology of the Republic of Kosovo as well as the Plan for Strategic Development of ISPE College published on 2010. Apart from these documents, a detailed analysis was performed for strategic national documents such as: the Strategy for the Development of Higher Education in Kosovo 2005-2015; the Education Strategic Plan in Kosovo 2011-2016; National Program of Science of the Republic of Kosovo as well as the Strategy for improving the professional practice in Kosovo -2013-2020. At the same time, and with a distinct emphasis, every letter depicted in this document is well synchronized with the principles and criteria of the Bologna Process along with trends and developments that are currently active in the European Higher Education Area.

On the other hand, the workgroup appointed especially for this reason has underwent deep analyses aimed at identifying potential strengths and weaknesses of the institution, as well as potential opportunities and threats that might arise in the future. The analysis is based on the above mentioned reports, documents and corresponding data provided by ISPE College. During the analysis process, five principal fields were identified for ISPE's activities' development: 1) Study Programs, 2) Scientific & Research Work 3) Human Resources, 4) International Cooperation as well as 5) Quality Assurance. The Strategic Plan workgroup has undergone deep analyses in each of these fields.

The process ended with the identification and settlement of strategic objectives for ISPE College for 2016-2019 period, which include:

1. Contemporary study programs, comparable to other institution in the region and abroad which are conformant to the demands of the labor market;
2. Scientific and Research work to become an integral part of daily activities at ISPE College aimed at developing scientific and research capacities as well as advancing study programs;
3. Development and engagement of qualitative staff for the needs of ISPE College;
4. Establishment and advancement of cooperation at international level;
5. Development of a functional system for Quality Assurance at ISPE College.

## 2. Institutional Profile

ISPE College as a private higher education institution, was established on 2009. Since its establishment, ISPE College has acted in accordance to the license issued by the Ministry of Education, Science and Technology (MEST) of the Republic

of Kosovo, thus fulfilling all criteria and conditions set by MEST. Since its establishment, ISPE College has undergone accreditation by Kosovo Accreditation Agency on both institutional and program level.

ISPE College is established upon principles of human values, providing equal opportunities with no discrimination, driven by education, academic excellence and quality. Pillars upon which ISPE College mission is built are: professional academic programs, qualified academic and administrative staff, selected local and international literature, special programs and lectures, intensive courses and cooperation with world-renowned Universities.

As specified in its Statute, ISPE College is a private provider of higher education in Kosovo for lecturing and scientific & research work. Statute is the highest legal document of the College. ISPE College Council is the highest governing body of the institution, and is composed of nine (9) members. Pertaining to daily management, the highest governing body of the College is the Director who reports to the ISPE College Council. The Director is responsible for the overall management of the College on daily basis. Apart from this, ISPE College has a Secretary General, who assists the Director and monitors ISPE College activities and the personnel in overall.

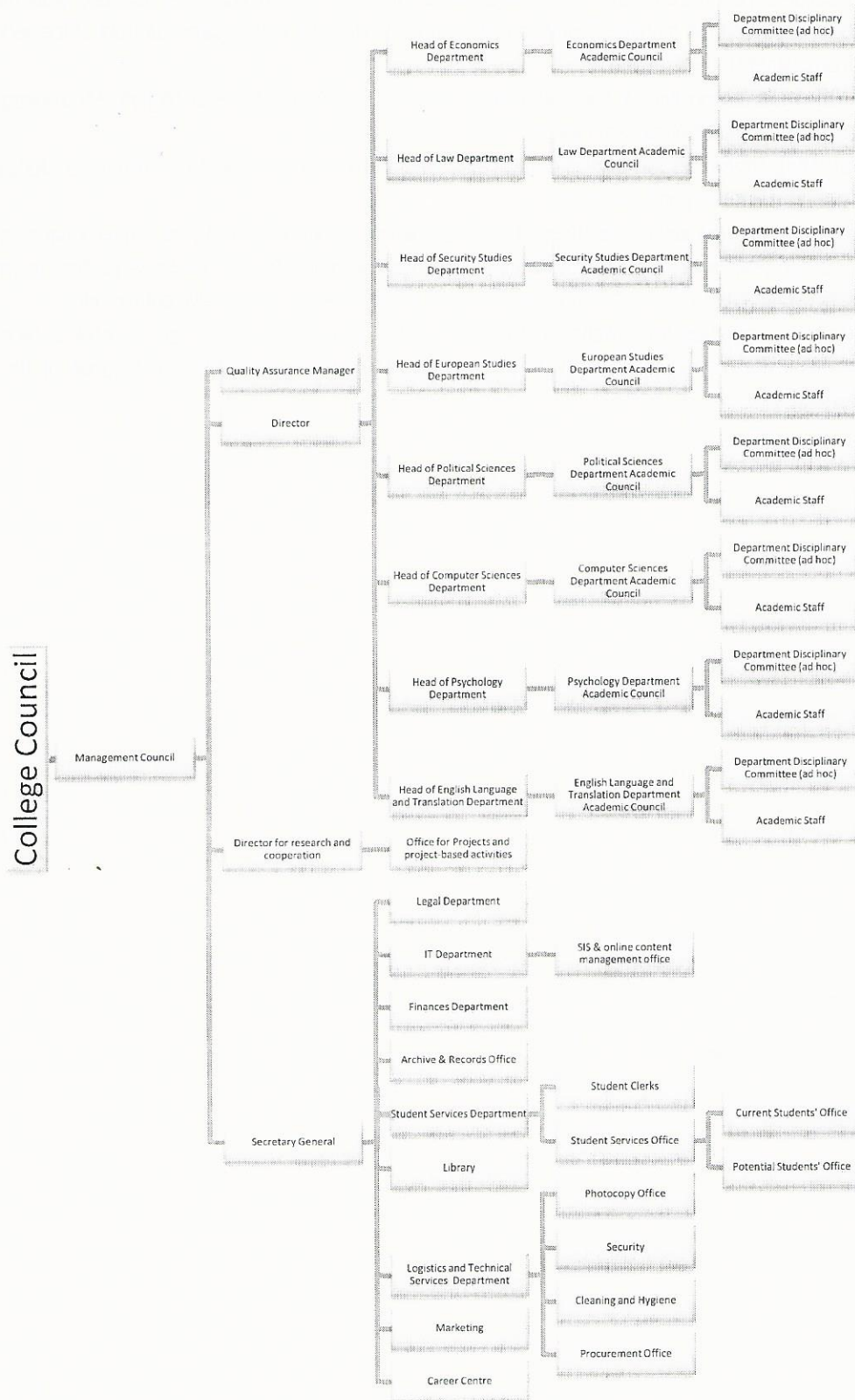
ISPE College has five academic departments: European Studies Department (BA and MA Programs), Economics Department (BA), Security Studies Department (BA and MA), Legal Department (BA) and Political Sciences Department (BA). Each of these departments has its own head, who plans and manages all activities related to the department. ISPE College as of now offers study programs at Bachelor and Master level.

The Organizational Chart (Organogram) of ISPE College is comprised of different offices, which support the overall functioning and management of the institution. In the section below, a brief overview of the main offices of ISPE College are listed, along with their basic function:

- **Office of the Director:** is responsible for the overall daily functioning and organization of the institution
- **Office of the Secretary-General:** assists the Director in the proper functioning of the institution, by managing administrative personnel, and serving as an aide and cross-departmental hub within the institution.
- **Office of Study Program Departments:** are in charge of proper functioning of respective study programs, staffing, discipline, academic counseling, and execution of institutional mission objectives for academic and quality aspects.
- **Quality Assurance Office:** reports to the ISPE College Council, and is in charge of the Accreditation Process, optimization and efficacy creation within the institution, standardization of processes and TQM development.
- **Projects and Project-based Activities:** is responsible for defining, developing and upholding effective project management standards at ISPE College.
- **European Students' Organization (ESO):** ESO represents, promotes and strongly supports students of the ISPE College through different activities and events. The European Students' Organization is a critical ISPE College body, as it represents the voice of students and constantly follows the functioning, processes and performance improvement of this academic institution.
- **Office of Research and Cooperation:** serves as a bridge between ISPE College and other partner institutions, manages and coordinates activities through various projects. At the same time, the Office for Research and Cooperation has an important task to inform the public and stakeholders on the work of ISPE College and related activities.
- **Library:** Students can loan necessary literature from the College's Library as well as are able to use the Reading Spaces and Computer Rooms at the Library.
- **Finances Office:** is responsible for the institutional financial management.

- **Student Services Office:** students, through this office are informed on student-related activities (schedule, consultation hours, transcripts and other activities tailored to their needs). The SSO is critical into establishing the link between the students' demands and academic staff, as well as serve as front office service providers, accumulating student feedback.
- **IT Office:** is responsible for the maintenance of the IT system within the institution, which guarantees that all equipment at ISPE College are functional and at users' disposal.
- **Marketing Office:** responsibilities of this office are focused on promoting ISPE College, its study programs and is pivotal in enrolling new students.
- **Career Centre:** the aim of this office is to help and advise students towards their professional development. This office also periodically organizes a series of trainings with students on such fields as: how to write a resume, how to write a motivation letter, training regarding job-interviews, career development etc.
- **Office for Logistics and Technical Services:** is the support mechanism of the internal functioning of the institution. Its responsibilities include procurement of non-IT equipment, maintenance of the building and security.

# ISPE College Organizational Chart





### 3. VISION AND MISSION

ISPE College offers a wide range of contemporary studies and is committed to uphold and cultivate European standards in all of its accredited academic programs from Kosovo Accreditation Agency.

ISPE College Mission is to be a leading institution in the region pertaining to quality in accordance with European and International standards. Such mission is accompanied by its corresponding aims to prepare new student generations to become competent, creative, contemporary and independent in their professions, ultimately to be able to face with the global challenges of the 21<sup>st</sup> century, through contributing in regional development and international community.

According to policies set in complete compliance to the overall mission of Higher Education in Kosovo, as well as Bologna Declaration, ISPE College provides comparable, compatible and coherent studies with European higher education institutions.

ISPE College continuously seeks to:

- Offer qualitative academic services;
- Maintain specialized academic staff for proper implementation of curricula;
- Establish cooperation with Universities or other Higher Education Institutions in Kosovo and abroad, utilizing common interests such as student exchange, staff and curricula exchange as well as offering prime study conditions that facilitate students' coursework;
- Create and prepare proper human capacities kapacitete within Kosovar society who would be ready and able to take on the labor market.

ISPE College is strongly committed in its strategic aim to become a prestigious institution in the higher education system in Kosovo as well as in the region. At the same time, ISPE College constantly works to ensure suitable working conditions, friendly work and study environment focused at personal growth and ensures academic freedom for students and staff, which are balanced to strict demands and criteria regarding quality assurance. ISPE College vision is not solely focused in offering qualitative education, comparable and competitive with similar institutions abroad, but also attributes special attention to relevant research activities conducted in Kosovo and in the region in target study fields. The Vision reflects in its core the principle to equip students with professional and workable knowledge. It does not only include theoretical knowledge, but also practical skills and competencies' development as well as their responsible and professional applicability in relevant workplace.

### 4. OBJECTIVES AND ACTIONS

Based on conducted analysis for the needs of this strategy, there are five identified strategic objectives which pave the path to accomplish the mission of ISPE College. Identified objectives are:

- 1<sup>st</sup> Objective: Study Programs
  - Contemporary and comparable study programs with other institutions in the region and abroad that respond to the necessities and demands of the labor market.
- 2<sup>nd</sup> Objective: Scientific and Research Work
  - Scientific and research work is to become an integral part of daily activities at ISPE College aimed at developing scientific and research capacities as well as advancement of study programs.
- 3<sup>rd</sup> Objective: Human Resources

- Development and engagement of well qualified staff who is dedicated to the needs of ISPE College.
- **4<sup>th</sup> Objective: International Cooperation**
  - Establishment and development of international cooperation to achieve common interests.
- **5<sup>th</sup> Objective: Quality Assurance Systems**
  - Development of a functional system for quality assurance.

It should be noted that these objectives are a result of comprehensive analysis of all institutional strategic documents, national level documents as well as principles, demands and criteria applicable to the European Higher Education Area. Objectives are in coordination with these documents and reflect their insight. For each of the strategic objectives, the workgroup has devised specific Actions that will be used for their implementation. On the other hand, expected results in the form of success indicators are properly matched to every Action, so that the Council can follow progress made towards Objectives' implementation.

In the tables below, there are five strategic objectives of ISPE College, as well as Actions and results related to it.

#### 4.1 Study Programs:

<b>1<sup>st</sup> Objective:</b>	<b>Contemporary and comparable study programs with other institutions in the region and abroad that respond to the necessities and demands of the labor market.</b>
<b>Description</b>	Study Programs represent the offer of a Higher Education Institution that establishes its institutional identity. The quality and comprehensiveness of offered study programs defines the reputation of an academic institution, through clear specification regarding whether these programs are comparable to other Higher Education Institutions in the region as well as European Higher Education Area. There are no specific international standards for study programs, but there are explicit requirements in the Bologna Declaration that programs are to be comparable so that student mobility and employment is facilitated. For a small country, such as Kosovo, where labor market absorbing capacities are limited, it is important that qualifications awarded to students fulfill market demands within the country, in the region and abroad.
<b>Aims</b>	<ul style="list-style-type: none"> <li>● Sustainability and continuity of study programs at both levels, Bachelor and Master, including the development of new study programs, in accordance to the labor market;</li> <li>● Study programs are based on the competencies and expected teaching results, according to international standards;</li> <li>● Facilitation and efficiency of ECTS Credit transfer within the Higher Education Institutions in Kosovo and abroad, as well as facilitation of student and graduate mobility in the region and abroad;</li> <li>● Employment of ISPE College graduates is comparable with the employment of graduates from other higher education institution in Kosovo in overall.</li> </ul>

<b>Action 1.1:</b>	<b>Setting procedures for development of study programs and information / personnel training activities</b>
<b>Description</b>	Aimed at assuring a coherent process of curricula development, it is necessary to define a clear procedure for study program development, a procedure that serves towards a comprehensive

	<p>process of consultancy which evades parallelisms and repetition of identical or similar programs within the institution. The procedure is to be developed by the Quality Assurance Office, based on international best practices attained through various trainings by foreign expert partners of our institution as well as current practices at ISPE College.</p> <p>In addition to this, the Quality Assurance Office will organize informational sessions for all ISPE lecturers and will distribute materials that contain instructions for process management. These instructions should define the formats of principal documents such as: study plan, syllabi, credit calculation, new teaching and evaluation methods etc.</p>
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<b>Action 1.2:</b>	<b>Review of study programs at all levels</b>
<b>Description</b>	<p>ISPE College is constantly reviewing existing study programs, aimed at adjusting them with the demands of the labor market, most recent standards and instructions of the EU. As a result of this process, Bachelor and Master Programs are completely scrutinized. Apart from this, ISPE College has developed another new Master program in Security Studies.</p> <p>For a time period until 2016 there will be a deep critical analysis of all study programs offered at ISPE College along with the development of a dynamic review plan of existing programs of both study levels (Bachelor and Master) and approval of new study programs.</p> <p>New study programs will be based on competencies; will have clear teaching results as defined by each module and will be comparable to programs from all EU countries, similar to current study programs at ISPE College. New study programs will be developed in coordination with employers (various firms) and partner institutions in the region and abroad.</p> <p>ISPE College study programs will be reviewed periodically. This will be done especially for elective modules at Bachelor and Master levels.</p>

<b>Action 1.3:</b>	<b>Full implementation of ECTS Credits system, teaching results and competencies</b>
<b>Description</b>	<p>Clear and functional ECTS Credit system, teaching results and competencies will create more space for students to select courses, choices of study places and academic recognition amidst higher education institutions in Kosovo and abroad, as well as it will provide opportunities for orientation and/or reorientation through their career development. In addition to this, such components will equip students with skills, knowledge and abilities to be better prepared for the labor market.</p>

#### 4.2 Scientific and Research Work

<b>2<sup>nd</sup> Objective:</b>	<p>Scientific and research work is to become an integral part of daily activities at ISPE College aimed at developing scientific and research capacities as well as advancement of study programs.</p>
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Description	<p>Scientific and Research work is a constant activity for all academic institutions aimed at being competitive with local institutions and abroad – up to the European Higher Education Area. Linkages between scientific and research activities with study programs, especially at Master level, is what distinguishes a committed higher education institution from a school that offers advanced knowledge for a specific field. For this reason, research and scientific &amp; research work at ISPE College represent an absolute priority which will be paid special attention in the near future.</p>
Aims	<ul style="list-style-type: none"> <li>• Increase of publications in peer-reviewed publications in international scientific journals;</li> <li>• Creation of opportunities for publication of ISPE College Journal twice per annum;</li> <li>• Staff training to develop project proposals for scientific work and for establishment of cooperation with other institutions;</li> <li>• Increase of international cooperation in scientific research area;</li> <li>• Academic personnel to have access into a number of prestigious scientific journals databases.</li> <li>• Academic personnel are contractually bound to publish at least 2 scientific papers annually.</li> </ul>

Action 2.1:	<p><b>Providing support for publishing papers into peer-reviewed international scientific journals</b></p>
Description	<p>Academic Staff will be offered institutional support to publish Scientific Papers in international peer-reviewed Scientific Journals, including necessary funding to cover participation and publication fee, if applicable. In addition to this, ISPE College will be committed to publish its own journal, which would publish not only ISPE College's academic personnel papers, but also of other interested academicians from other academic institutions in Kosovo.</p> <p>ISPE College will organize a Scientific Conference on annual basis aimed at promoting its academic staff to present their scientific work results. The conference is to become traditional in nature, thus organized on set period annually.</p>

Action 2.2:	<p><b>Encouragement for participation in research projects</b></p>
Description	<p>Through Research and Cooperation Office, Academic Units Offices, Quality Assurance Office, ISPE College will collect information for applications on research projects, in such fields and study disciplines in which ISPE College offers study programs. This information will be then distributed to all departments and academic staff at ISPE College.</p> <p>Research and Cooperation Office, Academic Units Offices and Quality Assurance Office will be directly responsible for identifying potential calls for applications and development of project-proposals. Surely, these offices will be supported by other ISPE College bodies. ISPE will support</p>

	<p>the project development for projects that would be financed from both local and international sources.</p> <p>ISPE College will support academic staff participation in various trainings aimed at preparing them to write project-proposals for application in various EU funded research programs, and also aimed at increasing the cooperation potential of ISPE with other research institutions abroad. These trainings will be mainly organized for staff working at the Office for Research and Cooperation, Academic Units Offices and Quality Assurance Office. Nevertheless, the entire academic staff will be included into these trainings.</p> <p>Whenever ISPE College is focused in implementing a research project (as a partner or applicant) in cooperation with other institutions, it will instill maximum effort to provide optimal conditions for strengthening inter-institutional coordination, including funds provisioning for co-financing if requested and if applicable.</p>
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<b>Action 2.3:</b>	<b>Access to electronic journal databases</b>
<b>Description</b>	<p>The College already has access into some electronic journal databases. Nevertheless, during academic year 2016/2017 ISPE College will secure access in prestigious scientific journals at international level in the field of European Studies, Diplomacy, Economics, Security etc.</p> <p>Office for Research and Cooperation, Academic Units' Office and Quality Assurance Office will identify electronic scientific journal databases and will prepare budgetary specifications for subscription. Opinion regarding this issue will be considered also from the academic staff, because they know best the scientific development trends in their respective study fields and are aware of relevant journals.</p> <p>These journals will be at the disposal of all academic staff and students of ISPE College.</p>

#### 4.3 Human Resources

<b>3<sup>rd</sup> Objective:</b>	<b>Development and engagement of well qualified staff who is dedicated to the needs of ISPE College</b>
<b>Description</b>	<p>Human Resources are the greatest asset of an academic institution, thus a special attention should be given to its development and improvement. ISPE College should possess sufficient staff with clearly specified duties, so it can operate properly at all levels. On the other hand, they should provide optimal work and offer necessary support to solve institutional problems. Professional development represents an important form of institutional care. Actually, professional development should be defined as a continued obligation of the institution towards its staff and vice versa.</p>
<b>Aims</b>	<ul style="list-style-type: none"> <li>• Properly prepared staff for implementation of novel and modern research, teaching and evaluation methods;</li> <li>• Qualitative and efficient support and administrative services;</li> </ul>

	<ul style="list-style-type: none"> <li>• Provision of optimal opportunities for training and qualification of new academic staff;</li> <li>• Provision of opportunities for academic staff mobility.</li> <li>• Promotion and motivation of staff for scientific and research work.</li> </ul>
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<b>Action 3.1:</b>	<b>Advance, improvement and qualification/training of staff</b>
<b>Description</b>	<p>For the new academic staff at ISPE College, especially those engaged in fields that face staff deficiency, in accordance to the Statute and other regulations, ISPE will facilitate continued studies (Master, Doctorate and/or post-Doctoral), allowing them to study without quitting their jobs.</p> <p>Apart from this, staff would be encouraged to participate in various mobility schemes which allow for short-term study visits in various institutions abroad. Towards this end, ISPE College will use all its agreements with higher education institutions on EU and worldwide. Also, ISPE will contribute towards travel and boarding expenses for all personnel that are to participate in conferences and other activities.</p>

<b>Action 3.2:</b>	<b>Academic Staff Training</b>
<b>Description</b>	<p>Aimed at improving teaching quality, ISPE College will organize seminars and trainings for the academic staff regarding contemporary teaching, evaluation, learning results' methods etc. Apart from this, ISPE will support the staff to participate in similar trainings organized by other institutions.</p> <p>Apart from this, it is critical for ISPE College to organize trainings and informative sessions on other topics according to academic personnel's interests aimed at improving their academic performance during teaching activities.</p>

<b>Action 3.3:</b>	<b>Managerial and administrative staff training</b>
<b>Description</b>	<p>Focused on improving managerial quality and performance at ISPE College, training sessions will be organized for the managerial staff as well as for the administrative staff. Managerial staff trainings will be focused on topics regarding skills and abilities that any institutional management must possess in the XXI century, in order to be able to compete with other institutions qualitatively and functionally.</p> <p>On the other hand, administrative staff will be trained regarding new techniques and approaches towards administration, new techniques and approaches towards academic personnel, students and other stakeholders.</p> <p>Both these categories will be trained in regard to the role and importance of quality assurance in private higher education institutions and development of curricula in accordance to the demands and necessities of the labor market..</p>

#### 4.4 International Cooperation

4 <sup>th</sup> Objective:	Establishment and development of international cooperation to achieve common interests.
Description	ISPE College sees international cooperation as an important aspect of its overall advancement and development of teaching and learning processes as well as scientific research within the institution. In order to have an active role in international environment, ISPE College is committed to participate in various activities as well as implement to the best of its abilities the cooperation agreements it has signed with numerous Universities abroad. Nevertheless, ISPE is open to signing new cooperation agreements with Universities and other academic institutions of relevant study fields, worldwide.
Aims	<ul style="list-style-type: none"> <li>• Majority of ISPE's academic staff will be involved in international projects;</li> <li>• Each department will provide at least two visiting professors in their respective study program per semester;</li> <li>• ISPE College provides financial and logistical support for implementation of international academic cooperation activities;</li> <li>• ISPE College students and academic staff will participate in summer schools organized in the region and abroad.</li> <li>• ISPE will intensively work to become a part of international programs such as ERASMUS+.</li> </ul>

Action 4.1:	Establishment of strategic alliances with international institutions interested in cooperation with ISPE College.
Description	Aware that every common project contributes towards development of teaching and scientific activities within the institution, ISPE College will continue to implement existing agreements of international cooperation, as well as signing new agreements and programs. In order to maximize cooperation results, ISPE College is focused on 304 European and regional institutions and has settled strategic partnership relations for the implementation of various activities. Clearest projection of such alliances is the common application for research funds and common implementation of projects.

Action 4.2:	Organization of trainings and provision of technical assistance for the development of project-proposals
Description	Research and Cooperation Office, Academic Units' Office as well as the Quality Assurance Office will be directly engaged in international project compilation and/or management. Also, ISPE College will organize trainings for members of these offices regarding project proposal development. Apart from this, ISPE College will organize trainings for the development of project proposals for the academic personnel so they can build capacities at a departmental level to plan

	their respective scientific research work. For these trainings, support would be provided through various donors, whereas persons showing skills and abilities regarding project proposal development will be included at a larger scale so they can benefit from such actions.
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<b>Action 4.3:</b>	<b>Distribution of information regarding international cooperation opportunities</b>
<b>Description</b>	Office for Research and Cooperation at ISPE College will distribute information regarding international cooperation opportunities for ISPE College staff development. The first step is to prepare a comprehensive list of emails where all information and materials are to be sent regarding various international cooperation opportunities. Information will be published in ISPE College's website and also will be communicated to stakeholders in face to face meetings. In addition to this, at least four times a year, an informative bulletin of 2-4 pages will be prepared dedicated for scientific research activities at ISPE College and will be distributed through email.

#### 4.5 Quality Assurance Systems

<b>5<sup>th</sup> Objective:</b>	<b>Development of a functional system for quality assurance</b>
<b>Description</b>	Quality Assurance based on the most recent education standards is also a new process for traditional universities in Europe. This process was introduced in Kosovo in 2001. ISPE College already has a Quality Assurance Office ISPE, whose role, among others is to define quality assurance criteria and constantly pursue standards for self-evaluation simultaneously, implementations of instructions and criteria from external institutions such as: Kosovo Accreditation Agency (KAA), Ministry of Education, Science and Technology, National Qualification Authority and European Society for Quality Assurance in Higher Education (ENQA).
<b>Aims</b>	<ul style="list-style-type: none"> <li>• Taking action to guarantee quality assurance;</li> <li>• Empowerment of the quality assurance unit;</li> <li>• Inclusiveness of ISPE College management, professors, students and administration in the quality assurance process;</li> <li>• Organization of trainings regarding the role and importance of the quality assurance system in the teaching and learning process.</li> </ul>

<b>Action 5.1:</b>	<b>Organization of trainings for professors, management, administration and students regarding the quality assurance process</b>
<b>Description</b>	The Office for Research and Cooperation, Academic Units' Office, as well as the Quality Assurance Office will organize training sessions with the management, administrative staff, academic staff and students. The aim of these trainings is to explain to them their role and



	importance in the quality assurance process. In addition to this, these training sessions will be used to renew the evaluation forms that are to be used during the academic year.
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<b>Action 5.2:</b>	<b>Student informing regarding the schedule and study format</b>
<b>Description</b>	<p>ISPE College will organize "informative days" for high school students aimed at enrolling them. On these days, potential students will have the opportunity to visit the ISPE College building, where they will hear organized presentations regarding study programs offered by ISPE College.</p> <p>There will be published leaflets that will contain the entire necessary information for each department and study program at Bachelor and Master level. These leaflets will contain: aims of study programs, expected results, employment perspectives, ECTS credits, evaluation methodology, tuition fees and other activities at ISPE College. Seeking to rationalize the process, leaflets contain this information will be published in ISPE College's website.</p> <p>At the beginning of every academic year, a meeting will be organized with first year students, in which they will be informed regarding study format, study program contents, procedures etc.</p>

## 5. EXPECTED RESULTS

Successful implementation of this Strategic Plan will bring these results:

- **Study Programs developed in accordance to the Bologna Process and in harmony with the necessities and demands of the labor market.**

Activities:

- Definition of procedures for study program development and related staff information/training;
- Study program review at all levels;
- Full implementation of the ECTS credit system, results and study competencies.

- **Scientific and Research work as an integral part of daily activities at ISPE College, as well as developed scientific and research capacities.**

Activities:

- Offering support for publishing in scientific journals;
- Encouraging participation in research projects;
- Development of Master programs and their linkage to research;
- Provision of access into electronic journal databases.

- **Developed human capacities.**

Activities:

- Staff advancement, improvement and qualification/training;
- Academic Staff training;
- Managerial and administrative staff training.

- **Enhanced international cooperation.**

Activities:

- Establishment of strategic partnerships with international institutions interested into cooperating with the ISPE College;
- Organization of trainings and provision of technical assistance for development of project proposals;
- Distribution of opportunities for international cooperation.

- **Developed Sustainable Quality Assurance System.**

Activities:

- Organization of trainings with professors, management, administration and students regarding the quality assurance process;
- Information of students regarding study format.

## 6. RISKS

Strategic implementation faces risks that might cause delays or failures in meeting any of the objectives foreseen in this Strategic Plan. Nevertheless, ISPE College will undertake necessary and sufficient actions to minimize risks so that the document would be fully implemented as planned. Most prominent risks for successful implementation of this strategy are as follows:

- Risk: Lack of profiled experts for development and implementation of contemporary programs, as well as a lack of credible information regarding labor market needs in Kosovo.

Action: Employment of tried and proven experts to review existing programs and development of new programs in accordance to the Bologna Process, as well as conducting surveys regarding the labor market needs in Kosovo, the region and further abroad.

- Risk: Lack of interest from academic staff for conducting research activities.

Action: Financial motivation for the academic staff that conducts scientific work, as well as subsidies and financial support for participation in international scientific conferences and publication in local and international scientific journals.

- Risk: Lack of profiled experts in Kosovo and lack of interest to work for private higher education institutions.

Action: Financial stimulation for employing top experts; scholarships for human capacities' development; organization of trainings for professional capacity building of current staff.

- Risk: Lack of interest from local and international partners to cooperate with higher education institutions in Kosovo.

Action: Establishment of strategic alliances, and common development and implementation of international projects.

## 7. ORGANIZATIONAL CONSIDERATIONS

Upon development and approval of this Strategic Plan, only the inception stage was concluded as the implementation of this Strategic Plan requires several specific and sustainable steps to be taken, such as:

- Strategic Plan 2016-2019 will be communicated to the students and academic staff of the ISPE College.
- Implementation progress should be followed constantly and reported periodically.
- The plan has to be adjusted to situational contexts that cannot be foreseen in a timely fashion. This requires re-planning and preparation of new implementation plans. For this reason, the review of the Strategic Plan will be conducted in the beginning of each academic year, during which the implementation project for the upcoming academic year will be developed.
- Implementation of the Strategic Plan 2016-2019 should be evaluated by judging successes and failures, but also challenges that are faced during the implementation of this plan. Evaluation should draw conclusions whether actions, duties and objectives are being implemented as planned in this strategic document.