

**Strategic Development Plan**

**2021-2025**

Prishtina,

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# Introduction

After the relatively successful implementation of the College Development Plan 2015-2020, the Board of Directors and the Rector of Globus College in August 2021 have decided to review the implementation of the preliminary plan and draft the Strategic Development Plan 2021-2025. For this purpose, the main team has been appointed to coordinate the drafting process of the Plan covering the main areas of planning. The main team held regular monthly meetings throughout the planning process, which participated in three workshops to gather information about this Plan. A closer working group has drafted the budgeting of activities and the action plan.

**The main stages of the plan drafting are as follows:**

1. Appointment of the working group;
2. Review of the Plan implementation 2015-2020 and data collection;
3. Defining areas of intervention and strategic objectives;
4. Assessment of the situation and data analysis;
5. Identification and description of measures;
6. Drafting the action plan and budgeting of activities;
7. Establishment of a group for monitoring the implementation of the Strategic Plan;
8. Drafting the communication plan and translating the document.

## The Strategic Development Plan 2015-2020

The review of the Plan 2015-2020 has shown that most of the objectives and measures foreseen have been achieved. Thus, investments in infrastructure, technology, employment of teaching staff (due to changes in KAA criteria) and others have been exceeded. Forecasts for the number of enrolled students, administrative staff have also been exceeded. The only point of relative stagnation has been the field of scientific research, which has come as a result of lack of support from the authorities, pressures for quality assurance in academic and infrastructural terms and relative lack of capacity in the ranks of staff. Another area that has made significant progress, but that has had greater potential is the area of ​​quality assurance.

The current plan pays special attention to this area, on the one hand, and strengthens the achievements in other areas.

## 1.2 The wider Context

After two decades of efforts to rebuild the higher education system, Kosovar education is entering a phase of genuine development. These two decades were years of compensating for the education lost during the difficult years of the last three decades. This period was characterized by almost universal participation of the population in Higher Education when (with 56 students per 1000 inhabitants) poor Kosovo reached and surpassed in terms of participation in education not only countries in the region but also the most developed European ones. Apart from the positive aspects, this period marked a focus mainly on obtaining diplomas and university qualifications in Kosovo as well as the concentration of the population to study mainly social sciences, and in particular economics and law, often without considering the market and others. The Globus College has been faced with extraordinary pressure in last period. This is because, unlike manufacturing and industry, the quality of services in Higher Education depends substantially on the clients or students. The quality of services provided in the higher education institution has little impact if the student is not motivated to study - as is the case when most students are only interested in obtaining a degree and qualification. Such an orientation has been imposed by the practices of politicization and nepotism during the employment in Kosovo public sector: the quality of the diploma has not been looked at but only the document.

Such a situation has put Globus College in front of essential challenges:

* Being between its mission for quality education and unprincipled competition from other institutions looking for students;
* Despite these difficulties, Globus College during these five years has marked an average annual growth rate of about 5 %, which is a unique development for a higher education institution in Kosovo and the region;
* Globus College has made the largest investments in the field of higher education infrastructure in Prishtina and Podujeva;
* Globus College has provided 100 % of qualified permanent staff according to the strict requirements of the Kosovo Accreditation Agency;
* Has increased the number of students by about 5 % per year;
* The quality and number of student services has significantly improved;
* In the framework of strategies for the following trends in Kosovo higher education and beyond, Globus College has started the institutional and program restructuring since 2020:
* Globus College has continued with advanced capacity building of the Institute for Economic Research "Globus" - as a non-profit organization;
* Globus College as part of the higher education system in Kosovo is entering a new development phase. At the core of this phase is that the demands of the market and clients have changed where competence is required to perform a job, especially in the professions that are most required in the country and in Europe.

## 1.3 The situation assessment

In the last five years, Globus College has gone through extremely dynamic development processes that have faced the staff with many challenges but also with achievements for which they have made the College stand out not only in the country but also in the region in terms of General International Management. The SWOT analysis instrument has been applied for the analysis of the situation, in which case the strengths and weaknesses (internal factors) have been analyzed, and the opportunities and risks, as external factors, out of the control of Globus College have been predicted to prevent or reduce the threats effect.

### 1.3.1 SWOT Analysis for public mision and Institutional Objectives

|  |  |
| --- | --- |
| **Strengths** | **Weakness** |
| * Qualified and experienced staff
* 12 years experience and goodwill
* Cooperation agreements with universities with International components
* Cooperation agreements with the business community
* Conferences, scientific / research symposia
* University programs of international character and according to market needs
 | * Minor cooperation with international universities in the field of mobility mainly as a result of pandemic Covid 19
* Relative decline in goodwill because of non-accreditation in last period,
 |
| **Opportunities** | **Threats** |
| * Internationalization of the College
* Capacity building of the academic staff
* Opportunity to cooperate with an Innovative center Kosovo for startups
* Increasing scientific and research activities
* Erasmus + Projects
 | * Huge competition in the higher education market
* The unstable political and economic environment
* Socio / economic changes
 |

The working group has analyzed the current situation according to the areas of intervention, identifying many aspects for improvement which will be transformed into specific development objectives.

The following is a brief overview of the main aspects of the assessment by the planning groups.

* **Management and administration** - In this field Globus College had to follow the rapid development of the organization with relevant changes in the organizational structure and content of administrative services. Consequently, changes have been made in the structure of the college organization depending on study programs and study level. For this reason, but also due to the relative increase in the number of students, the College has realized a delegation and decentralization of many responsibilities from high level to the Departments leaders according to study fields. Heads of departments have thus taken on more responsibilities in the personnel selection and management, as well as in the management of material and financial resources. Consequently, the number of administrative services that have been performed at the level of departments (departments) has increased, including transfers, supervision of practical work, quality management, student projects and others.
* **Digitalization of the administration:** During this period, a considerable part of the administration services have been digitized, including e-Management (planning and reporting), recording the regularity of learning (electronic recording system), management of communication in the teacher-student relationship, teacher evaluation by students, and many other issues. These solutions have enabled the release of staff from routine work in other activities that have greatly aided student performance. Continuation of the work of the Institute for Economic Research IER (IHE) Globus has enabled the continuation of the research work of the academic staff and the involvement of students in the scientific research work. Among the possibilities we should mention the positive image built by Globus College, especially in the field of General International Management, as well as the better regulation of the legal framework in the field of higher education and science in the last three years. At the same time, the working group has identified numerous risks that have continued to come from the wider context in Kosovo. The Quality Assurance Office is fully consolidated and functionalized; the responsibilities and duties of management and teachers in the QA process are precisely defined; the relevant forms are developed for all aspects of the QA (including the evaluation of students and teachers, curriculum development, accreditation, self-assessment, etc.); procedures for monitoring and support of staff, etc. have been established and implemented. All these are the basis for the further development of quality in Globus College in the strategic interventions of the period covered by this plan.
* **Assurance and staff development** - At the same time Globus College has invested heavily in staffing qualified staff (according to the strict requirements of the KAA) and in the academic and professional development of teaching staff. In this context, Globus College has managed to qualify staff according to the requirements of the Accreditation Agency and over 60% of the teaching staff with regular working status in the College. The main challenges are related to the many achievements and the dynamization of the processes that Globus College has gone through in the last five years. Thus, there have been difficulties in implementing the digitalization of various aspects of quality assurance; integration of large numbers of new teaching staff into the culture and work routines of Globus College; lack of qualified staff in Kosovo for new subjects in accordance with technological, economic and social trends. In addition to these assessments, the planning group identified a number of achievements that had served to improve their student life, administration, and academic performance. These include the possibility of access to electronic resources, support through tutorial classes, digitalization of student services, implementation of research projects with student participation, providing additional classes according to the needs identified in certain courses and others. Among the weaknesses identified both by student evaluations and in planning sessions were included: the relative lack of new literature especially in the Albanian language, the relative lack of research projects involving students, more opportunities for practical work and others. Opportunities and requirements for advancement of student services include more student activities on campus and off campus, more study visits, organization of more student projects and more. All these are addressed in the proposed measures of this Plan.
* **Teaching and research** - In these two essential areas for each institution of higher education Globus College has made considerable progress over the past ten years. In the field of science, a large number of scientific conferences of national and international character have been organized, either by the staff of Globus College or in cooperation with institutions from Albania; thematic symposia and debates were organized with local experts, ambassadors and senior officials from the country and the world; have helped dozens of teachers to attend scientific conferences and publish their papers in scientific journals; dozens of book titles and monographs have been published. In the field of teaching, the process of curriculum design has been consolidated, the working methodology with students has been advanced, materials and literature for all subjects in general have been provided, student evaluation has been advanced and other aspects that have made Globus College standout with relative advancement compared to other Institutions in the field of International General Management. On the other hand, shortcomings have been identified that need to be overcome or addressed to further advance teaching and research at Globus College. These include the lack of sufficient funds for scientific research, the lack of skills for designing and implementing scientific projects, the relative lack of skills for interactive teaching, the need to design and implement more programs of academic and professional development of staff. The literature, providing more frequent and better cases for professional practice, adapting teaching and researching market trends were among the identified aspects that require serious treatment during the future period covered by this Development Plan. Numerous opportunities open up in this sense in the further opening of the institution to European staff exchange programs (Erasmus +) and research programs.
* **Infrastructure and technology** - Globus College in the last decade, has invested heavily in teaching spaces that have been expanded to more than 2,000m2 on the Prishtina campus. Earlier, a 1000 m2 campus was built in Podujeva. At the same time, it has invested in technological equipment, laboratories and classrooms to adapt to the needs of the time. At the present stage Globus College should continue with investments in infrastructure to follow the institutional growth both in the number of students and in the expansion of the educational offer (with new programs). Globus College must continue to invest in this direction to keep pace with the rapid development of new technologies.
* **International cooperation -** In the field of international cooperation Globus College has faced many challenges, primarily external, but also significant successes have been achieved. Among the main challenges have been the stagnation in Kosovo's integration and higher education in the relevant European structures. Due to the impossibility of joining the Council of Europe, Kosovo cannot even sign the Declaration and fully join the Bologna Process and the European Higher Education Area. Delays in the European integration process have also affected the opportunity to benefit from funds from various European programs and the free movement of teachers and students. This situation has made Globus College unable to enter into many cooperation agreements with elite European institutions, while some signed agreements tend to remain only on paper. Despite these difficulties, Globus College during the past period has been distinguished among Kosovo institutions of higher education in terms of the number of scientific conferences of international character, for starting the process of mobility (exchanges) of staff and students with quality European institutions of Higher education. (France, Turkey, Albania, Macedonia etc.). In general, it is noted that the quality of international cooperation depends on both institutional capacity and staff quality. Thus, the number of participants in international conferences has increased; the number of publications in quality scientific journals has increased significantly, as well as the visits of representatives of foreign institutions to the College have increased.

# Key aspects of the Strategic Plan 2021-2025

The working group has decided that the innovative approach and the social dimension will be interrelated aspects, which will be outlined through all the measures and interventions of this strategic plan. Such an attitude has been shown to be productive in the previous Development Plan as well, as it has made Globus College to set standard and innovation trends on the one hand, and provide fairer and more enabling treatment for all those who are committed for personal development (social dimension). As part of the latter, Globus College during the last development period has awarded hundreds of scholarships, has offered literature free of charge, and has provided mentoring and material support to help student performance. During the planning process, the working group of Globus College held several core group meetings, two extended group meetings and two Steering Committee meetings to discuss and formulate the vision and mission of the organization, areas of intervention, strategic objectives, measures and targets of the Development Plan. Initially, the working group agreed on the vision and mission of the organization.

## 2.1 Vision, Mission and Values

**Vision**

The Globus College vision is to offer a quality education in the field of international economy and business in providing entirely accomplished professionals for management of international modern business in the XXI century.

**Mission**

The College of International Management “Globus” is a center of higher education in Kosovo in the fields of international economic sciences competitive with the regional countries and broader, with an experienced staff in the prestigious local and foreign universities, with a modern management which is ready to accept the challenges acquired by the modern education in providing the youth and others with a knowledge on management and entrepreneurship for international business and sufficient abilities of professional enhancement in accordance with requirements and standards of the domestic and international labor market. In addition, Globus College have been engaged in dynamic dialogue with economic and social partners to provide relevant educational and research services and cultivates a sustainable environment that enables the creativity, critical thinking, tolerance and universal values ​​of teachers and students within a framework of lifelong education in accordance with the highest standards applied in the region and beyond.

**Values**

Our task is to ensure a steady supply of successive generations of management executives for our businesses and for our society, and to aspire to a qualitatively high level of education and research. We will value creativity and innovation in the pursuit of excellence. We will be accessible and flexible to deliver a high quality student experience to the widest possible range of students: to build confidence, enhance learning, and create opportunity. We will value the skill and expertise of our staff and will support and reward their contribution to our success. We will value responsiveness and will be demand-led and customer focused. We will value partnership and will form strong and enduring collaborations where we can achieve more by working with others than we can alone.

## 2.2 Areas of intervention and Strategic Objectives

Planning teams have identified the following areas, which are then used to better structure the status assessment process.

* Management and administration,
* Quality assurance,
* Student services,
* Teaching and research,
* Infrastructure and technology,
* Cooperation and partnership.

### 2.2.1 Objectives and Activities

To realize its vision and mission, Globus College has set a series of strategic objectives for the following four-year period. The planning team has set a strategic objective for each area of ​​intervention. The following are the strategic objectives of this Development Plan:

1. Establish an efficient management and administration in support of the study and research processes
2. Provide increased support for transparent and participatory procedures of quality assurance
3. Provide student support services that provide optimal work conditions and study to improve performance.
4. To support research projects of staff and students in function of Increasing the relevance of studies
5. Strengthening Cooperation and partnerships.

### 2.2.2 Description of measures and activities according to strategic objectives

After setting strategic objectives, the planning team has identified a series of concrete measures and activities that will serve to implement the development objectives of Globus College. The planning group has identified, which are given below brief descriptions of strategies through which the implementation of these objectives is aimed.

**Strategic Objectives 1:** Establish efficient management and administration in support of academic processes and research

**Activities:**

* **Develop new policies and regulations** as well as review existing ones to track the development and expansion of Globus College, as well as to install a new culture of excellence and innovation in management, teaching and research.
* **To appoint a working group to assess the needs for new regulations** in order to follow new institutional, organizational, structural, human, and technological developments. After assessing the needs, the work plan is drafted and the dynamics of drafting, approving new regulations. Depending on the field that is regulated, the Rectorate or the Board of Directors, appoint working groups to draft the relevant regulations.
* **Advancing the digitalization of the administration -** Initially, Globus College will assess the current state of digitization of services and the satisfaction of teachers and students with these services. An important aspect of the evaluation will be the research of good digitalization practices in other higher education institutions in the country and in the world. The evaluation will be done by an independent evaluation team, which will compile a report on the degree of digitization of services. Based on the report, the plan for advancing the digitization system of administrative and student services in Globus College will be drafted. The action plan should contain a detailed description of the three or four main projects and the resources needed for their implementation. For this purpose, additional staff will be recruited in the programming sector and further professional training of existing staff. The programming unit will also engage the best students from Globus College. The most successful interns will be offered a job after graduation.
* **Review and redesign, upgrade or apply a management facilitation system at Globus College through digital technology -** In the context of digitalization of the administration, special attention will be paid to the best practices of Management. To this end, the quality of the current system, its use, strengths and challenges will be examined. Based on the results of the review, a decision will be made to redesign, upgrade the system or apply another system ready for facilitation of management at Globus College through digital technology. International best practices will be taken into account for better decision-making - especially among Globus College partners.
* **Supporting the information sector for the advancement of public relations and the improvement of the website -** Globus College will draft a special action plan to improve activities and the public relations sector. The new approach of Globus College consists of:
1. Strengthening the **Public Relations Office (PRO)**, and
2. Integration of PRO activities in the daily activities of all units. This means advancing internal communication and making better use of external communication capacities.
3. For the strengthening of the PRO office: a full-time official will be engaged, as well as interns (second or third year students) semesters. The staff of the office will be offered opportunities for continuous professional development in the country and abroad.

**Strategic Objective 2:** Provide increased support for transparent and participatory procedures of quality assurance

**Activities:**

* **Digitization of the main elements of the teaching process the student evaluation-**The Office of Information Technology (IT) in cooperation with the Quality Office, will work for:
* **continuing the digitalization** of important aspects of the learning process, including advancing the publication of syllabus (including the introduction of courses through video projections), improving the use of technology for presentations (in Power-point or Prezi), publishing literature, control and archiving of tasks and results, teacher - student communication for learning purposes, etc. The evaluation process will include the ideas of all relevant participants, but also good practices in other institutions in the country and abroad. Appropriate interventions in the system will be made based on the evaluation recommendations.
* **Starting the implementation** of the digitalization as a part of the students' assessment through online tests.
* **Online testing will not replace or eliminate testing forms** with open-ended questions, seminars, projects, essays, etc. The purpose of this form is to facilitate and dynamize the student assessment process, and consequently the teaching process. Online testing will be piloted initially in a number of subjects, to be finalized based on the pilot's assessment findings. The system is expected to be implemented from the academic year 2022-2023.
* **By 2022, all Globus College staff** will have attended at least one training program and one advanced vocational training program.
* **Diversification of the university offer with new study programs -** Each year, Globus College will use the results of market research conducted by public and independent institutions, as well as conduct market needs assessments with its own experts, to decide which new programs will be designed, results of these studies can also serve for the cessation or modification of programs in certain fields (if there is no interest or clear perspective for graduates).
* **Design, accredit and implement online study programs aimed at distance learning-**Globus College will design and accredit online study programs that will be used either for the implementation of combined learning or for forms of e-learning. This form of teaching will also serve to facilitate the inclusion of Albanian students from the diaspora and foreign students who will study at Globus College in the future. The program will be designed by the programming unit at Globus College in collaboration with various experts in selected fields. At least one online study program is available by the end of 2022.
* **The practical work component is strengthened -** Globus College proactively through the Quality Office, Industrial Board works to increase cooperation with private sector businesses and public institutions in order to increase opportunities for practical work, professional training of students and creating opportunities for employment in cooperative businesses. Currently the College has a solid number of MoUs with businesses and public institutions, but the College always aims to increase and expand cooperation in other components: staff exchange, organization of scientific research activities, project implementation, study visits, etc.

**The Strategic Objective 3:** To provide students support services that provide optimal conditions for study and work aiming to improve performance

**Activities:**

* **To increase the stock of books in English and enable online access to the library sites** with which Globus College has signed Agreements in order to support the performance of students in studies. The Globus College library staff will compile brief information, sketches and orientation guidelines to facilitate students to access and benefit from library services.
* **Library staff will also compile a guide or good practices in the use of book resources** and the avoidance of plagiarism and other forms of unethical behavior in academic work. This guide will be distributed at the beginning of each year and will be a mandatory part of at least one lecture in all College courses.
* **Organizing a Study trips (usually in the third study, but not only) to the country and abroad for better implementation of curricula -** To implement this measure, Globus College will organize study trips in the country, and in the region, respectively for all students of master programs and for most of the students of the undergraduate level. Globus College and the participants will cover travel expenses jointly. Participation in these trips will be part of the curricula obligations of students. The main purpose of the trips will be to enrich the learning experiences of students with good practices in the country and abroad for their field of study. The Management of Globus College and the Rector will approve the study trip plan at the beginning of the academic year. The dean and the Vice Rector for teaching issues in the implementation of the travel plan will approve individual or group trips. Each student benefits from the learning experiences of at least one study trip during an academic level.
* **Student life activities are organized inside and outside the campus of Globus College in order to familiarize students with the institution -** The Board of Directors of Globus College allocated funds for the activities of the Student Union. This fund covers the expenses of the activities approved by the Student Union (SU) from the Annual Work Plan. Before the beginning of each academic year (in August of each year), the Student Union proposes to the Board of Directors the annual work plan for approval. The Student Activities Fund covers the activities approved by the Plan.

**The Strategic Objective 4:** To support research projects of staff and students in function of Increasing the relevance of

**Activities:**

* **To realize a fund for research projects of the Globus College staff -** The Board of Directors of Globus College allocates **2 %** of the budget for research projects of teachers. These projects aim at advancing basic and applied research and serve to improve educational and scientific services at Globus College. Some of these tools are used to build research capacity, to cover the costs of doctoral projects, to compete in various programs and scientific funds, and for the organization of scientific conferences (for the presentation of the results of scientific research). One of the main criteria of these projects is the involvement of young researchers in the relevant economic development and especially for the business sector or SMEs.
* **The fund for research projects of Globus College students is established -** Globus College allocates **1 %** of the budget each year for the needs of student research projects. Teachers and students of Globus College compete together for the funds of this fund. The fund serves primarily to cover part of the costs of research projects for thesis (bachelor and master).
* **Increasing the fund for participation in conferences and publication of articles in the country and outside -** Globus College holds an open competition for participation in conferences and for the publication of articles in scientific journals in accordance with the relevant regulations. Requests are reviewed and approved by the rector periodically (every two months). The Rector supports participation only in those conferences and journals with proven scientific values.
* **Capacities are built for application in local and international calls for research projects -** Globus College will organize training programs for drafting research projects in general, and for drafting project proposals for international research funds. Both Globus College experts and external experts, organized by MEST or the European Commission, organize these trainings.
* **To strengthen and support The International Journal of Globus “IJBME” -** Globus College will review the composition of the Journal’s Editorial Board and strengthen the journal's secretariat. Globus College will begin publishing the online version of the journal by the end of 2021. At least two independent reviewers review all papers published in IJBME. The IJBME editorial board will continue to publish thematic issues, following the conferences organized by Globus College.
* **Funds are allocated for the organization of international scientific conferences -** Globus College will continue to organize scientific conferences with regional and international character. The Rector of Globus College approves the annual proposal of scientific conferences. The costs of the approved conferences are covered by the Globus College research fund**.**
* **To support the publishing activity of the staff -** Globus College has an Institute for Economic Research (IHE), which deals with the publication of the university book and the culminating results of scientific research in Kosovo. The rules of procedure of IHE Globus have already been drafted during the period covered by this Plan and the implementation of ambitious publishing plans is expected.

**The Strategic Objective 5:** Strengthening Cooperation and partnerships

**Activities:**

* **The Office for International Cooperation is strengthened -** After several years of operation with relative success, it has become imperative that Globus College will establish a Consolidated Office for International Cooperation such an office must fulfill several functions:
* Continuation of cooperation with international universities;
* Drafting project proposals and project management;
* Coordination of program cooperation;
* Facilitation of internal partnerships in order to carry out practical work.

For this a College will need to hire staff for the office – experts in respective fields (Projects, mobilities, partnerships) and foreign languages. Following the engagement, staff training will need to be organized.

* **Signing agreements for programs implementation for staff and students (Erasmus +) -** The Globus College has established several collaboration lines for the realization of mobility for students and staff. Over the next four years, Globus College will increase the number of collaboration programs and individual staff and student mobility. This will be achieved by increasing the capacity for sending and admitting staff and students. For example, free foreign language courses will be organized for interested students and staff, information sessions will be organized, training programs for students and staff to compete in mobility programs, leaflets and brochures for Globus College will be printed, but also for foreign institutions partnering in higher education, accommodation and food capacities will be increased, institutional support will be organized for the issuance of visas for our students and staff and others. Globus College will work to increase opportunities for competition for mobility programs, always within the framework set for Kosovo by the European Union. Target: competition in at least one ERASMUS PLUS project per year. Globus College will also work to reach bilateral agreements for the exchange of students and staff and the mutual recognition automatically of the achievements of the host institution. This will be done in particular with higher education institutions in the region (Albania, Montenegro, Macedonia, Turkey, etc.).

 Target: Signing at least one such bilateral mobility agreement per year.

* **Capacities for competition in local and international High education projects are built Target -** Globus College will establish a project management office within the Office for Collaboration and Partnerships. This office will employ at least one full-time expert. Other officials will be hired to implement the projects depending on the projects won. The training program will initially serve to build the capacity of the office staff to design and manage international projects. In the second phase, this office will organize the training of staff for drafting projects for local and international funds.
* ***Completion and functioning of the office for project management by the end of 2022 –*** *Target: Competition with at least two projects per year.*

***The Realization of the Strategic Plan 2021-2025 has a financial cost of implementation of 348,100 Euros. The realization of the budget by Objectives is as follows:***

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| **Objectives** | **Budget** |
| **Objective 1** | **25,000.00 €** |
| **Objective 2** | **57,000.00 €** |
| **Objective 3** | **81,600.00 €** |
| **Objective 4** | **139,500.00 €** |
| **Objective 5** | **45,000.00 €** |
| **Total budget 2021-25** | **348,100.00 €** |

# 3. Table of Planning Activities by Objectives:

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| **Strategic Objective 1: Establish efficient management and administration in support of academic processes and research** |
| **Project Activities** | **Responsible and support units** | **Financial Costs (EUR)** | **The main performance Indicators**  | **Implementation period** | **Expected performance result** |
| 1.1 Develop new policies and regulations as well as review existing ones to track the development and expansion of Globus College | The administrative Office and QAO (Quality Assurance Office) | n/a |  **No of Regulations**  | 2021 | Regulations are drafted and completed |
| 1.2 Advancing the digitalization of the administration | The administrative Office and QAO, Finance and Budget Office | 10,000 | Functionalization of the Administration | 2021 | The Administration is complete functionalized |
| 1.3 Review and redesign, upgrade or apply a management facilitation system at Globus College through digital technology | The administrative Office and QAO, Finance and Budget Office | 10,000 | More advanced management with digital technology | 2021 | Better and more advanced management with a digital system |
| **1.4** The information sector is supported for the advancement of public relations and the improvement of the website | The administrative Office and QAO, Management, (Dean, Rector) | 5000 | PR Office dhe Web of Globus College | 2021 | Improved PR and Updated Web site |
| **The Strategic Objective 2: Provide increased support for transparent and participatory procedures of quality assurance** |
| **Project Activities** | **Responsible and support units** | **Financial Costs (EUR)** | **The main performance Indicators**  | **Implementation period** | **Expected performance result** |
| **2.1** The main elements of the teaching process and the evaluation of students | The administrative Office and QAO (Quality Assurance Office) | 5000 | Teaching and Assessing - testing students online | 2021-2022 | Lectures and online testing Digitized  |
| **2.2**  Diversification of the university offer with new study programs | Departments and Specializations and QAO  | 12,000 | A attractive Accredited Programs  | 2022-2023 | A attractive Accredited Programs with international basis |
| **2.3** Design, accredit and implement online study programs aimed at distance learning: | Departments and Specializations, Administrative Office and QAO | 40,000 | Accredited Programs  | 2023-2024 | Online Accredited Programs with international basis |
| **2.4** The practical work component is strengthened: | Rector, Dean and QAO  | n/a | MOU and other Partnerships | 2021-2023 | Practical work done and employment of students |
| **Strategic Objective 3: To provide students support services that provide optimal conditions for study and work aiming to improve performance** |
| **Project Activities** | **Responsible and support units** | **Financial Costs (EUR)** | **The main performance Indicators**  | **Implementation period** | **Expected performance result** |
| 3.1 To increase the stock of books in English and enable online access to the library sites with which Globus College has signed Agreements in order to support the performance of students in studies | Administrative Department -Office, IT Office and QAO | 30,000 | Number of books in English and number of online access sites in the University library and other reputable libraries | 2021-2023 | Use of books and literature in English as well as online access of students to various University libraries |
| 3.2 Study trips are organized (usually in the third study, but not only) to the country and abroad for better implementation of curricula | Rector, Dean, Secretary, Administrative Department -Office, IT Office and QAO | 30,000 | Number of Study Visits in the country and abroad | 2021-2024 | Increasing a student performance with study reports and Case Analysis |
| 3.3 Student life activities are organized inside and outside the campus of Globus College in order to familiarize students with the institution;  | The student Union, Secretary, Administrative Department -Office, and QAO  | 21,600 | The number of Cultural activities | 2021-2024 | The cultural life of the students is improved |
| **Strategic Objective 4: To support research projects of staff and students in function of Increasing the study relevance**  |
| **Project Activities** | **Responsible and support units** | **Financial Costs (EUR)** | **The main performance Indicators**  | **Implementation period** | **Expected performance result** |
| 4.1 To realize a fund for research projects of the GlobusCollege staff | Rector, Dean, Secretary, Administrative Department -Office, and QAO | 2 % of the total budget  33,000 | Allocated budget amount (2 %) for research project fund | 2022-2025 | Number of research projects carried out by the staff of the College |
| 4.2 The fund for research projects of Globus College students is established  | Rector, Dean, Secretary, Administrative Department -Office, and QAO | 1 % of the total budget 16,500 | Allocated budget amount (1) for research project fund | 2022-2025 | Number of research projects carried out by students |
| 4.3 Increasing the fund for participation in conferences and publication of articles in the country and outside. | Rector, Dean, Secretary, Administrative Department -Office, and QAO | 27,000 | Number of staff participating in conferences and publications in scientific journals | 2021-2024 | Published papers in journals and international conferences |
| 4.4 Capacities are built for application in local and international calls for research projects  | Rector, Dean, Secretary, Administrative Department -Office, and QAO | 15,000 | Number of Applications in International Calls for proposals | 2021-2024 | Capacities built and trained for application in local and international calls for proposals for research projects |
| 4.5 The international journal of Globus IJBME College is strengthened and supported | The Editorial Board Rector, Dean, Secretary, and QAO | 27,000 | The Journal is indexed with new Editorial Board and Reviewers | 2021-2024 | The Journal is accepted according to the Administrative Instruction (no. 1 of 2017) for Scientific publications and publications in journals with impact factors |
| 4.6 Funds are allocated for the organization of international scientific conferences | The Organizing and Editorial Board Rector, Dean, Secretary, and QAO  | 33,000 | Annual conferences held since 2009 but now is indexed | 2021-2024 | Conference is accepted according to the Administrative Instruction (No. 1 of 2017) for Publications and scientific publications in journals with impact factors |
| 4.7 The publishing activity of the staff is supported | Rector, Dean, Secretary, and QAO | 15,000 | Publishing activity of the staff, number of publications | 2022-2023 | Higher publishing activity of the staff |
| **Strategic Objective 5: Strengthening Cooperation and partnerships**  |
| **Project Activities** | **Responsible and support units** | **Financial Costs (EUR)** | **The main performance Indicators**  | **Implementation period** | **Expected performance result** |
| 5.1 To strengthen the Office for International Cooperation | Rector, Dean, Secretary, and QAO | 15,000 | Continuation of the Cooperation with the Universities with which so far we have signed MOUs | 2021-2023 | Increase the number of MOUs signed with International Universities |
| 5.2 Signing agreements for programs implementation for staff and students (Erasmus +) | Rector, Dean, Secretary, and QAO | 10,000 | Mobility program arrangements for staff and students | 2021-2023 | Increasing the number of Mobility Program Agreements |
| 5.3 To Increase a capacities for competition in local and international High education projects | Rector, Dean, Secretary, and QAO | 10,000 | Participation in local and international projects | 2021-2023 | Increasing the number of participants in local and international projects |
| 5.4 Completion and functioning of the office for project management by the end of 2022 - Competition with at least two projects per year. | Rector, Dean, Secretary, and QAO | 10,000 | Functional office and at least one project completed per year | 2022 | Ability of the office to implement local and international projects |