



**Faculty of Agriculture and Veterinary of the University of  
Prishtina “Hasan Prishtina”**

# **Strategic Plan 2018 – 2022**

**Prishtina, October 2018**

# Strategic Plan 2018 – 2022

## Faculty of Agriculture and Veterinary of the University of Pristina “Hasan Prishtina”

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## **Acronyms**

|             |  |
|-------------|--|
| <b>UP</b>   | - University of Pristina                     |
| <b>FAV</b>  | - Faculty of Agriculture and Veterinary      |
| <b>BSc</b>  | - Bachelor of Science                        |
| <b>MSc</b>  | - Master of Science                          |
| <b>DVM</b>  | - Doctor of Veterinary Medicine              |
| <b>IAV</b>  | - Institute of Agriculture and Veterinary    |
| <b>ORSP</b> | - Office for Research and Sponsored Projects |
| <b>CTE</b>  | - Center for Teaching Excellence             |
| <b>CDC</b>  | - Career Development Center                  |
| <b>SRI</b>  | - Scientific Research Initiative             |
| <b>IAB</b>  | - Industry Advisory Board                    |
| <b>ESMS</b> | - Electronic Student Management System       |

## **Faculty Background**

The Faculty of Agriculture was founded on August 26, 1973 by a decision of the Assembly of the University of Prishtina, as a result of the increasing needs for educated people with superior qualifications, which would result in faster development of agriculture in Kosovo. In 2001 the department of plant protection was established. In 2006 the Faculty of Agriculture was renamed to Faculty of Agriculture and Veterinary, which was approved by the Senate of University of Prishtina.

Some two to three decades back, within the Faculty of Agriculture in Prishtina, several regional institutes and organizations were integrated, including Peja Biotechnical Institute (Peja), Livestock and Veterinary Institute (Prishtina), Agricultural Nursery (Peja), Institute for Economy and Development (Fushë Kosova) and Community Service Joint Working (Prishtina).

This integration allowed and encouraged market oriented applied research, which consequently increased the ecosystem's interest, in the Faculty of Agriculture, at the time, leading to an increasing number of new students, year after year.

A total of 1326 students have graduated so far from all departments and study programs at the Faculty of Agriculture through curricula taught in Albanian. In 2001, Senate of the University of Prishtina approved lesson plans based on the Bologna Declaration for Bachelor and master's Degree. Based on the need for the development and advancement of scientific knowledge to new generations, Faculty Council and his academic staff proposed renaming the Faculty of Agriculture to Faculty of Agriculture and Veterinary.

The proposal was approved by the Senate of UP and Ministry of Education, Science and Technology in 2006 issues for amending Decision no. 883/01-B, on 01 December 2006. In the academic year 2007/08 at the Faculty of Agriculture and Veterinary, 761 students studied in undergraduate programs, while the Faculty also planned to start master studies of 10 students per programs: Field Crop-Vegetables, Livestock, Pomology-Viticulture and Agroeconomics.

More than forty full time teachers and assistants are currently involved in the teaching process, 20 additional academic staff from other Faculties within University of Prishtina, and about 30 external teaching staff. Implementation of this curriculum

began in the academic year 2007/08, whereas previous bachelor and master curricula were published in the statement of 2005/06.

The Faculty of Agriculture and Veterinary (FAV) is comprised in the following departments:

1. Agrieconomy
2. Veterinary Medicine
3. Biotechnology in Zootechny
4. Field crops and Vegetables
5. Plant Protection
6. Pomology and Viticulture
7. Food Technology

FAV offers the following study programs:

1. Agriculture economics (BSc)
2. Agriculture and Food Economics (MSc)
3. Veterinary Medicine (DVM)
4. Business Management in Zootechny (BSc)
5. Applied Science in Zootechny (MSc)
6. Plant Production (BSc)
7. Field crops and Vegetables (MSc)
8. Plant Protection - Phytomedicine (MSc)
9. Pomology and Viticulture (MSc)
10. Food Technology with Biotechnology (BSc)
11. Food science (MSc, pending accreditation)

## **Situation Assessment**

As the faculty has been committed to offer better academic programs, there has been a downtrend of interest in some of the faculty study programs like Business Management in Zootechny (BSc) while some other programs have seen substantial increase in admission applications like Food Technology with Biotechnology (BSc).

This changing trend in FAV programs is seen as a signal of a changing market in Kosovo and market needs reflect in the interest for various academic programs. So far, there has been no impactful research on how to tackle discontinuation of academic programs that FAV offers based on changing market needs.

The increase of demand for master study programs has been evident on the last couple of years. As Kosovo's economy grows, the need for agriculture and veterinary expertise has increased substantially; yet, FAV has been unable to fully meet market needs with the current capacities, be that human or physical capacities.

This was assessed by conducting focus groups with students, professors, and private sector stakeholders, as well as through online surveys.

The current master programs cannot fulfill Kosovo's market needs and new master programs are necessary in order for FAV to be able to compete with regional and global universities.

The lack of resources such as lab equipment, insufficient faculty staff, physical infrastructure and legal autonomy has limited FAV in their efforts to improve the status quo. These and similar issues were the main discussion topics during a two-day workshop held on January 2018.

This strategic plan is also in accordance with the "University of Pristina Strategic Plan 2017 - 2019" which in many parts compliments it while offering a unique opportunity to set an example of successful coordination between the UP's central management and Faculty efforts.

Within Horizon 2020, food security and sustainable agriculture are seen with high priority for the challenges that our society faces. Sustainable food production is necessary for small agriculture sectors like the one Kosovo has. New food

production processes will present an opportunity for future research investment interest.

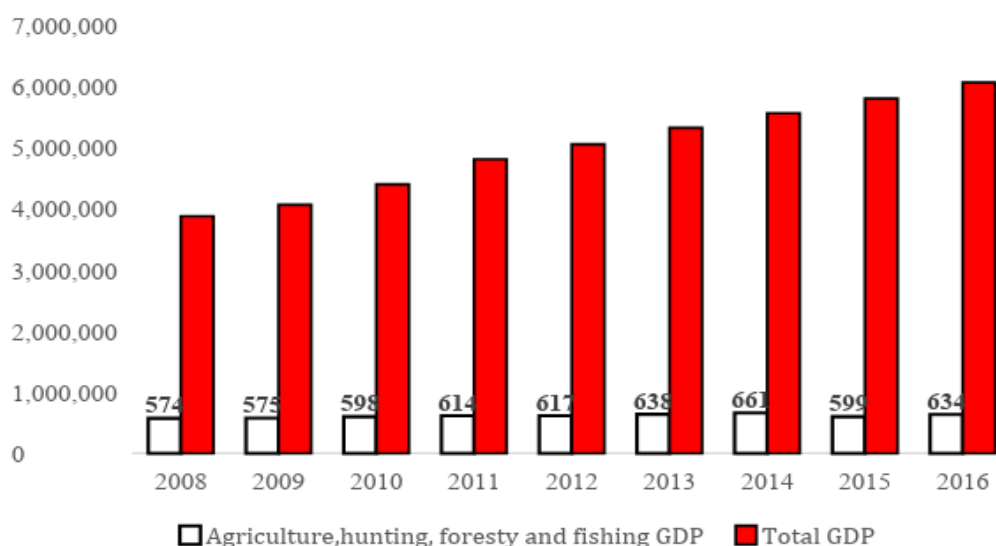
FAV will lead these initiatives and should be able to provide solutions to environmental challenges and successfully respond to Kosovo’s need for clean, sustainable and environmentally friendly agriculture practices.

### Market analysis

Kosovo is known as one of the most rural countries in the Southern-Eastern Europe, with 60% of population living in rural areas. The majority of these people are engaged in some kind of agricultural activity, while agriculture employs around 30% of the total workforce, mainly informally.

Besides its contribution to employment, agriculture is an important contributor to the country's GDP. In 2016, agriculture contributed 10.4%<sup>1</sup> to country's GDP, while during a nine-year span (2008-16), this sector has contributed an annual average of approximately €612 million to the total GDP of Kosovo.

**Figure 3.0 - Contribution of agriculture to Gross Domestic Product in € 2008-2016 (in 000)**



In 2015, crop production was the largest contributor in the agriculture sector with €342 million value of production, followed by the livestock with €279 million production and agricultural services and secondary activities with €19 million and €8

<sup>1</sup> KAS - Gross Domestic Product 2008-2016



million, respectively. This value of contribution was realized in a total agriculture utilized area of over 413 thousand hectares, utilized by 130,775<sup>2</sup> agriculture households. The 2014 Census showed also that these agriculture households bred 261,689 cattle, 183,584 sheep and 28,430 goats. However, compared to other Western Balkan countries, farm size remains small in Kosovo, constituting the lowest average farm size for most of the agriculture sub-sectors. On average, an agricultural household in Kosovo cultivates 3.2<sup>3</sup> ha of agricultural area (including common land).

**Figure 4.0 - Participation of ha based on farm size (%)**

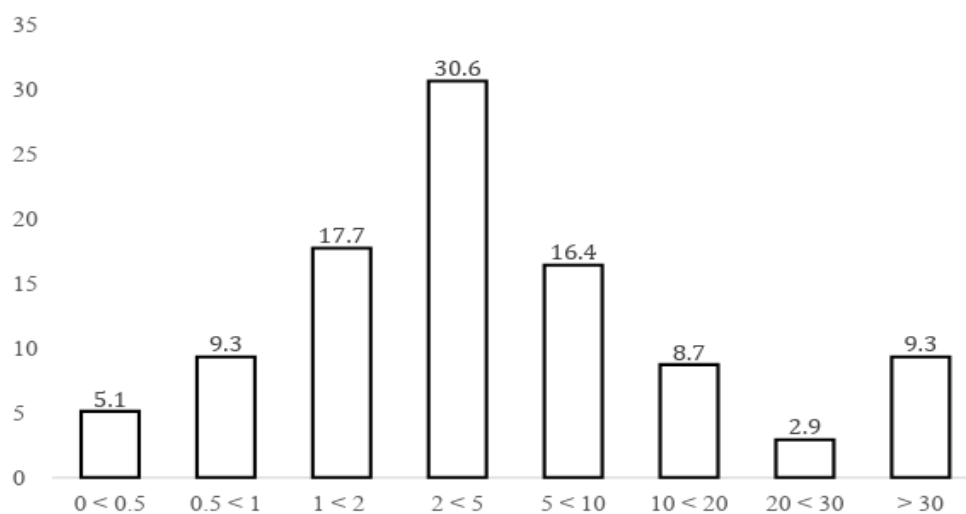


Figure above shows that majority of agricultural land (over 48%) is used by an average farm size from 1 to 5 ha. In terms of livestock, households with cattle breed on average 3.9 cattle, those with sheep on average 64 sheep, while households with goats breed average 11.3 goats.

<sup>2</sup> KAS – Agriculture Census 2014

<sup>3</sup> KAS – Agriculture Census 2014

## **FAV Vision**

To become the driver of agriculture education by instilling sustainable living through advanced teaching and research in food, animal and environmental sciences.

## **FAV Mission**

To educate and train the next generation of agriculture and veterinary workforce by offering teaching excellence and research in food security and across the interface of animal, environmental, and human health.

## **FAV Values**

**Quality** - We seek to continuously improve the quality of teaching, research and increase staff ability in order to provide the best education opportunity for our students.

**Creativity and Innovation** - Providing of new teaching methods through creative approaches to teaching, service, and research.

**Cooperation** - The contribution of everyone is very important. Cooperation is the basis for success in our faculty. Inter-disciplinary research projects and programs will develop the cooperation spirit.

**Professionalism** - We value professionalism in teaching and research, as well as we require integrity from our faculty staff and students.

**Diversity** - Our faculty provides diverse academic programs and perspectives in the workplace valuable for interdisciplinary research excellence.

**This 5-year strategic plan has 7 goals with aim to:**

**Goal 1:** Establish a dynamic relationship with the private sector

**Goal 2:** Provide up-to-date study programs in coordination with the market needs

**Goal 3:** Recruit excellent and productive faculty staff

**Goal 4:** Enhance academic quality and innovative teaching methods

**Goal 5:** Establish FAV as a Research Faculty

**Goal 6:** Establish FAV as the leading institution for environmental sustainability and sustainable living.

**Goal 7:** Division of the Department of Veterinary Medicine into a separate academic unit.

## **Goal 1: Establish a dynamic relationship between FAV and private sector**

Objective 1: Sign up to 10 MoUs with private companies considered as FAV strategic partners by 2020.

Strategy 1: *Establishment and development of IAV by the end of December 2018.*

The Institute of Agriculture and Veterinary (IAV) within the Faculty should be functional by the end of December. The business plan has already been developed and should be used as the guide towards establishing the Institute and utilizing the opportunities that the Institute presents. The Faculty should commit to the development of the Institute by allocating necessary space, access to labs and ensuring student involvement in academic projects.

Tactics:

- a. Allocation of office space, at least one room fit for 3 employees by the end of December 2018. Allocating physical space will accelerate the development of the Institute. The office should be accessible for all members that need office space to develop projects;
- b. Preparation of IAV marketing plan. FAV will create a working group that will prepare a marketing plan for the IAV. They need to include strategies to target private companies, public stakeholder and international resources. There should be a clear plan on how they will ensure the proper information flow between FAV management, institute governing body and students;
- c. Organization of info sessions and participation in Agriculture and Veterinary fairs. One of the responsibilities of the Institute is to promote their services and the resources that students, faculty and private or public institutions can utilize. Regular info sessions should be organized in the faculty buildings with students about different project opportunities and different initiatives that students can get involved;
- d. Signing up to 10 MoUs with private companies that are of interest for the faculty-private sector relationship. These MoUs should include cooperation opportunities and internship positions in those companies. MoUs should serve

only as a start of closer collaboration initiatives between private sector and the faculty.

Strategy 2: Organization of events in cooperation with the private sector.

Tactics:

- e. Establishment of the Industry Advisory Board (IAB) with participants from faculty, IAV, and strategic private sector partners;
- f. Assigning a point of contact (individual) that will focus on strengthening faculty-private sector relations and works within the IAB;
- g. Preparation of information packages about the services that FAV and the IAV can provide for the private sector;
- h. Organization of info-sessions that invite relevant private sector stakeholders and people of interest;

Objective 2: Increasing lab resources that are able to offer services most needed in the market.

Strategy 1: Starting the laboratory accreditation process by the end of October 2019.

The current state of FAV laboratories does not meet all standards that are required to offer services that will result in impactful contribution for students and faculty as well as for private and public institutions.

The faculty management should focus on obtaining internal and external funds that can be used to equip the laboratories with new necessary equipment. In the same time, the faculty management should ensure the initiation of the accreditation process for all existing lab equipment. Most of the services that the Institute aims to offer require quality control certification and without having the equipment calibrated and accredited, the faculty cannot conduct most of the services needed in the market.

Tactics:

- i. Hiring of at least 2 lab technicians by the end of 2019. These lab technicians will be the first step to fully use the current lab resources. They will also be able to better assess the need for new equipment and evaluate the existing ones in order to ensure that each laboratory meets all the requirements given by the accreditation body. In the same time, the faculty can start involving students in different research projects that require lab access and lab technician expertise to conduct specific assignments;
- j. Assigning IAV to work closely with all departments in the developing different research topics that are of high interest for the local context. These research projects should include students and focus on building relationships with the key stakeholders to increase the public presence and establish credibility in the community;
- k. The faculty should utilize the IAV to promote the need for advanced lab equipment within UP. There is a special grant that aims at improving lab conditions within the university and FAV should focus on providing reasonable explanations why their laboratories should be given priority.

**Goal 2: Provide up-to-date study programs in coordination with the market needs**

Fast development of technology has impacted university curricula all around the world. Only in the last decades, universities have introduced numerous new degrees because a new technology has created a new profession. The businesses that have used the technology have had a big impact and need human power to manage and operate it. In addition, economic growth impacts create new companies who in return create new jobs and professions. Therefore, universities must create new degrees in order to supply the economy with professionals that add quality to the services or products that those businesses offer. These new programs should be introduced after a labor market analysis identifying emerging businesses that need professionals from the agricultural field.

Objective 1: Establishment of two new Bachelor programs by 2021.

With the current programs, FAV admits around 540 students each year. There has been a growing demand for agriculture and veterinary study programs. With the current capacities, and with realistic projections for the next 5 years, we believe that we can establish at least two new updated Bachelor programs.

Strategy 1: *Collaboration with IAV and Center for Teaching Excellence to research the potential of each study program.*

The faculty will work with the IAB and Center for Teaching Excellence (CTE) to establish a working plan/team that will lead the process of curriculum design in accordance with market needs.

Tactics:

- a. Application to international organization for curriculum redesign and research projects that aim to curriculum redesign and update;
- b. Creating new and fostering existing partnerships to assist in curriculum design and include interdisciplinary approach to these curricula;

Strategy 2: *Determining workforce needs based on labor market studies.*

Through the Institute or by a third party, FAV will conduct labor market studies in order to understand where the demand for new programs is moving forward.

Tactics:

- c. Apply for external funding to conduct labor market research;
- d. Through IAV or third party, FAV should conduct market research in order to understand where the highest demand for new academic programs is;

Objective 2: Establish 3 new Master programs by 2022.

The actual modern trends are focusing on more sustainable agriculture and Kosovo must catch up quickly in order to be able to provide research and policy when it

comes to sustainable agriculture. Master programs must fill in the gap in the fast-growing need for professional expertise in latest agriculture advancements industry. Master programs must fill the gap between the rapidly growing need for professional expertise in the latest advancement of agriculture and public health veterinary. Also, one of the academic programs should be in English in order to provide access to international students as well as international academic staff.

Strategy 1: Establishment of Funded Projects working group.

Tactics:

- e. Targeting international funds that sponsor agriculture and engineering subjects of research and write proposal papers through the IAV;
- f. Creating working groups to research the potential in different study fields considering the realistic human capacities;
- g. Creating strategic partnerships with other universities that can provide mentoring opportunities for FAV professors and students;
- h. Create interdisciplinary working groups with UP faculties that are considered as strategic partners like faculty of biology, chemistry, engineering, medicine etc.

Objective 3: Establish 2 interdisciplinary PhD programs by 2022.

Strategy 1: Production of detailed research about the highest potential field of study that would mostly benefit a PhD program in FAV.

Tactics:

- i. Coordination with all departments to assign research paper topics to students in master programs to produce papers focusing on the need for specific PhD programs based on the market needs/current issues for FAV and related to other faculties;



- j. Conducting internal assessment that shows the necessary resources needed in order to establish the PhD program.

### **Goal 3: Recruit excellent and productive faculty staff**

Objective 1: Employ at least 10 new full-time professors by 2021.

With the current staff number, it is unable to substantially improve the quality of education, increase research capacities, and provide meaningful contribution to the community. Professors are overloaded with classes, with little time left for any research. A minimum of 10 new full-time professors and assistants by 2021 would significantly improve the quality of education and increase research capacities.

Strategy 1: *Hire at least 2 new assistant professors each year until 2022.*

Taking into consideration the bureaucracy of employing new staff in the University of Pristina, there should be a priority list for new professors within FAV to better coordinate the recruitment of new staff. This part of strategy should be considered with high priority, considering the longitude of procedures to engage new staff members.

Tactics:

- a. Setting up meetings with the central UP management and address this issue with high priority;
- b. Determining internal priority for employment of new staff, by prioritizing departments and programs that have a higher number of students, have higher rates of employment after graduation and where the overloaded professors constitute the majority compared to other respective departments;
- c. Organizing meetings with all departments in order to check their overloaded staff members and their courses. These meetings should be used to coordinate together about priorities. This should be done right after the internal assessment, since every proposal for new staff members should be proposed in the Faculty Council first and should be voted there, prior of being

send for approval at the central UP management (Rectorate). Therefore, a prior coordination of the FAV departments is necessary to implement this strategy successfully;

- d. Working with different faculties to explore opportunities of interdisciplinary program potential. For example, if courses such as Information and Communication Technology in Agriculture will be planned, these courses could be jointly organized with the Technical Faculty of UP;
- e. Conducting internal assessment about the commonalities of classes offered within different departments. In cases of similarities, one course can be offered for students from different departments at the same time;
- f. Developing a mentoring plan for new assistant professors that will join FAV by 2020. This committee should be constituted by current experienced FAV professors that will support and guide the new staff members;

*Strategy 2: By 2022, each professor should have at least one assistant.*

Besides professors, assistants are overloaded with a large number of courses per person. In addition, lecturing various types of courses at the same semester impacts the quality of teaching. Furthermore, the assigned subjects (courses) to assistants change from year to year.

Tactics:

- g. Setting up meetings at Faculty level to determine priorities per each department;
- h. Increasing the number of assistants per each department-at least one more position per each department by 2020, also with the aim to reach the UP strategy of each professor having at least one assistant by 2022;
- i. Each course that is planned in Bologna system (2+2), the 2 hours that are destined for the teaching assistants should be potentially lectured by the

respective teaching assistants of that course;

- j. Developing a courses plan, where each assistant will lecture the same course over the years. This plan creates an opportunity for assistants to increase their expertise for specific courses;
- k. Developing a mentoring and development plan for assistants, where each assistant will have an opportunity to advance in an assistant professor position after legal requirements for promotion are met;
- l. Monitoring and Evaluation for assistants should be conducted on regular basis (for example-based on the length of contract).

Strategy 3: Increase the number of lab technicians and laboratory work volume.

Tactics:

- m. Engaging at least 3 new part-time technicians until 2020;
- n. Applying to different local and international organizations that fund different projects that the faculty can conduct and include lab technicians in the staff. At the beginning, these new staff members will be project based. If needed, increase the number after 2020. The new lab technicians can be employed by FAV institute at a later stage;
- o. Including laboratory work costs in research project proposals. Those expenses should be carefully planned in order to maintain a regular research activity of labs in FAV.
- p. Utilizing IAV potential to conduct services that will generate enough revenue to hire lab technicians and cover the operational costs of existing labs;
- q. Conducting an internal assessment regarding current capacities of engaged technicians. If the assessment finds out that technicians' number is scarce, increase their number based on funding plans that FAV in coordination with

the Institute will develop.

Objective 2: Efficient administration by 2022

Strategy 1: At least 50% of current administrative duties (tasks) should be digitalized by 2022.

The current administration system is based on limited usage of computers. The majority of tasks that are currently performed by the administration staff are conducted with a limited use of technology. Therefore, utilization of Communication and Information Technology at a higher percentage will increase the performance of FAV administration. ICT usage by administration will increase transparency and accountability, resulting into an efficient delivery of services to the respective FAV parties.

Tactics:

- r. Creation of a list with most frequent requests from students and FAV personnel to administration;
- s. Creation of a list with most common require documents from students;
- t. Digitalization of the majority of these common requests by eliminating the need to visit administration for these common requests;
- u. Setting up a regular working schedule where documents that are issued by the administration can be picked up by students and FAV personnel;
- v. Usage of IT equipment in the administration to offer faster and better-quality services that will increase the efficiency of this important segment of the faculty. For example, students can send and download important documents through the Faculty website (or through SEMS portal), without having the need to physically visit the administration;
- w. Student`s requests should be made online through the FAV website or SEMS;
- x. Preparation a guide with answers to frequently asked questions that reduces the number of visits at the administrative office. Preparation of a guide that

describes step by step what a student should do after finishing his/her exams is urgently needed. This document will define clearly each step what a student should in order to graduate.

**Goal 4: *Enhance academic quality and advanced teaching methods***

Objective 1: *Ensuring that teaching within FAV is directly related to peer-learning and field-related research.*

Strategy 1: *Developing a framework that clearly sets up expectations from the professors and their effort to engage students in research projects and provide interactive teaching.*

Tactics:

- a. Development of a grant scheme together with Office for Research and Sponsored Projects (ORSP) that supports research initiative within faculty;
- b. Application of *active-learning* approach and setting clear continuous evaluation criteria that measure students' success;
- c. FAV demonstrating commitment to recognize good teaching as a core value of the faculty and promote good teaching in all public appearances and other promotion opportunities;

Strategy 2: *Supporting teachers with training opportunities in using technology in their classes.*

Tactics:

- d. Development of specific training modules for FAV staff together with CTE. These modules should help faculty to include different technologies in their classes;

Strategy 3: *Enforcing obligatory internships before graduation by the end of 2021.*

Tactics:

- e. Development of an action plan by the end of 2019 about how internships can become mandatory by the end of 2021. IAV will serve as the bridge between students, professors and private sector companies that would find internships useful;
- f. Continuously offering students internship opportunities by signing MOU's with strategic industry stakeholders. These MOU's must include internship opportunities on semester-basis;
- g. Compilation of a guideline document to be used by students and professors that properly measures internship deliverables and outcomes. Students and private sector should participate in the process of developing internship programs in order to consider offer comprehensive internship programs.

Objective 2: Teaching excellence promotion through a recognized definition of what teaching excellence means.

Strategy 1: *Agreeing upon a definition of what teaching excellence constitutes.*

Tactics

- h. A clear definition of what does teaching excellence mean. The following draft can be used as an example;

Definition of Teaching Excellence template

1. Teaching Excellence:
  - a. directly contributes to critical thinking inspiring independent thinking minds
  - b. motivates students to further research in their field of study
  - c. equips students with necessary skills to be able to critically evaluate new ideas
  - d. ensures every student is engaged and active during class
  - e. results in class discussions that are interactive with a high degree of practical work

- f. allows students to transfer previous knowledge and build on previously acquired skills
  - g. Includes video, audio, case studies, homework and applied research.
2. Besides being well-prepared about the subject they teach, good professors:
- a. continuously improve through research work and attendance in international conferences
  - b. must ensure they are fair at evaluations and provide constructive feedback that aims at helping students improve
  - c. provide clear class structure that enhances learning experience
  - d. encourage and promote active learning by recognizing each student has different strengths and weaknesses and accommodate their teaching style accordingly.
  - e. engage students in different group projects that strengthen cooperation and teamwork

*Strategy 2: Developing a clear protocol of how each faculty member can demonstrate their efforts to the heads of department and/or dean.*

Tactics:

- i. Drafting evaluation reports and other methods which professors can use to demonstrate their work, including: publishing reports, research papers, and engaging students in interesting project that enhance learning experience.

Objective 3: Ensuring fair student representation in all decision-making meetings regarding teaching excellence and similar issues that touch the student learning experience.

*Strategy 1: Promoting a working culture where student opinions are seriously taken into account to improve learning experience.*

Tactics

- j. Establishing a culture where student voice is taken into account by all faculty. Professors must ensure that the students learning experience is the priority of

their teaching and continuous student feedback must become a norm. The faculty ensures that proper training modules will be developed with CTE that directly improves students learning experience. The faculty must ensure that proper measures will be taken to prioritize curriculum refreshment with new equipment and practices;

- k. Empowerment of student representative bodies in decision-making process about projects that directly impact student learning experience;

Objective 4: Supporting professors in enhancing their teaching skills.

*Strategy 1: Continuously delivering training modules that improve professor's teaching skills.*

Tactics:

- l. Keeping regular communication with CTE to ensure proper information about professors' needs are communicated. FAV should closely work with CTE to assess faculty needs and develop FAV-tailored training modules. CTE will assist the faculty in providing necessary training and workshops that focus on enhancing teaching methods.

**Goal 5: Establish FAV as a Research Faculty.**

Objective 1: Increasing attendance in international conferences.

*Strategy 1: Organizing at least 15 workshop sessions focusing on building research capacities by the end of 2019.*

Tactics:

- a. Coordinating with existing university organizations such as Career Development Center (CDC), Office for Research and Sponsored Projects (ORSP) and Venture UP to conduct workshop sessions tailored for FAV needs;



- b. Utilization of IAV to apply for external funding to deliver specific workshop sessions focusing on increasing FAV research capacities;
- c. Using international partnerships to engage students in various international research projects;

*Strategy 2: Using IAV to attract funds to allow each faculty staff to participate in at least 2 international conferences per year.*

Tactics:

- d. Applying for an annual budget that will include participation costs for at least two main international conferences per year for each professor for at least first three years starting on 2019;
- e. Creating and maintaining a timetable with all information on conferences that staff can apply;

*Strategy 3: Publishing 50 internationally recognized scientific papers by 2022.*

Tactics:

- f. Incentivizing joint projects between FAV and other faculties through IAV;
- g. Standardizing professor advancement path including clear guidance on which scientific papers are recognized by the UP and how are they to be converted in academic achievement;
- h. Redesigning academic programs incentivizing professors to involve students in their research projects;
- i. Establishing clear guidelines on how students' engagement can be translated into academic achievement;

Objective 2: Establishment of FAV Scientific Research Initiative

*Strategy 1: Establishing a research coordinating committee by the end of 2019.*

Tactics:

- j. Working with IAV and other existing UP organizations to propose the best model for a research committee based on the current capacities;
- k. Invitation to all professors who have conducted individual research projects to join the research committee and produce collaborative and applicable research projects;
- l. Involving students in the committee and in all research projects;

**Goal 6: Establish FAV as the leading institution for environmental sustainability and sustainable living.**

Objective 1: Offering one master program on environmental sustainability by 2022.

*Strategy 1: Securing more research projects that focus on environmental challenges that Kosovo faces.*

Tactics:

- a. Targeting international organizations for funding environmental projects while including interdisciplinary approach to these research projects;
- b. Creating an annual time table with all potential funding sources that FAV is eligible for;

*Strategy 2: Identifying and recruiting top professors to of this field.*

Tactics:

- c. Identifying and recruiting professors that are currently engaged with other faculties outside UP or different departments within UP;

- d. Identifying and recruiting professionals from private sector;
- e. Identifying and recruiting international professors;

*Strategy 3: Proactively engaging on environmental sustainability practices and establishing a bridge between technology and environmental sustainability.*

Tactics:

- f. Through research project findings, offer the evidence needed to push government and the people to be more aware of environmental hazards from industrial waste and others;

Objective 2: Establishing collaborative, multidisciplinary and environmentally-based research projects.

*Strategy 1: Working closely with strategic faculties and other relevant departments that focus on delivering comprehensive multidisciplinary research projects.*

Tactics:

- g. Coordination with the heads of departments to assign a coordinator that will work closely with other representatives of other faculty departments;
- h. Conducting an internal assessment on FAV's potential to include environmental practices in the current infrastructure and academic programs;

*Strategy 2: Utilizing IAV to coordinate activities between different departments to promote environmentally sustainable practices in academic programs, research projects and other environmental initiatives.*

Tactics:

- i. Organizing info sessions with relevant faculties to inform students and faculty about the research opportunities in the field of environmental studies;

- j. Targeting relevant public institutions for funding environmental research and project initiatives that FAV faculty can utilize;
- k. Publishing relevant environmental research papers for local context;

**Goal 7: Division of the Department of Veterinary Medicine into a separate academic unit.**

Objective 1: Drafting of the operation plan until the end of 2018.

*Strategy 1: Creating a baseline assessment report that explains the main reasons for establishing the Department of Veterinary Medicine as a separate academic unit.*

Tactics:

- a. Establishing a working group with representatives from each department. This body will explore the needs, opportunities, current capabilities, and propose a working plan and the benefits of FBV split into two separate academic units;
- b. Applying for funds to engage external experts doing research in the similar field. These experts can serve to ensure objectivity in assessing the actual capacities of physical spaces and human capacities;

## Strategies and Tactics

| #      | Strategies   | Priority Level |
|--------|--|----------------|
| 1.1.1  | Establishment and development of IAV by the end of December 2018   | Year 1         |
| 1.1.2  | Organization of events in cooperation with the private sector  | Year 3-5       |
| 1.2.1  | Starting the laboratory accreditation process by the end October 2019  | Year 2         |
| 2.1.1  | Collaboration with IAV and CTE to research the potential of each study program   | Year 2-5       |
| 2.1.2. | Determining workforce needs based on labor market studies  | Year 2-5       |
| 2.2.1. | Establishment of Funded Projects working group   | Year 3-5       |
| 2.3.1. | Production of detailed research about the highest potential field of study that would mostly benefit a PhD program in FAV  | Year 2         |
| 3.1.1. | Hire at least 2 new assistant professors each year until 2021  | Year 1-5       |
| 3.1.2. | By 2022, each professor should have at least one assistant   | Year 1-5       |
| 3.1.3. | Increase the number of lab technicians and laboratory work volume  | Year 1-5       |
| 3.2.1. | At least 50% of current administrative duties (tasks) should be digitalized by 2022  | Year 2-5       |
| 4.1.1. | Developing a framework that clearly sets up expectations from the professors and their effort to engage students in research projects and provide interactive teaching | Year 2         |
| 4.1.2. | Supporting teachers with training opportunities in using technology in their classes   | Year 1-5       |
| 4.1.3. | Enforcing obligatory internships before graduation by the end of 2021  | Year 3-4       |
| 4.2.1. | Agreeing upon a definition of what teaching excellence constitutes   | Year 2         |
| 4.2.2. | Developing a clear protocol of how each faculty member can demonstrate their efforts to the heads of department and/or   | Year 2         |

|        |   |          |
|--------|---|----------|
|        | dean  |          |
| 4.3.1. | Promoting a working culture where student opinions are seriously taken into account to improve learning experience  | Year 2-4 |
| 4.4.1. | Continuously delivering training modules that improve professor's teaching skills   | Year 2-5 |
| 5.1.1. | Organizing at least 15 workshop sessions focusing on building research capacities by the end of 2019  | Year 1-2 |
| 5.1.2. | Using IAV to attract funds to allow each faculty staff to participate in at least 2 international conferences per year  | Year 2-5 |
| 5.1.3. | Publishing 50 internationally recognized scientific papers by 2022  | Year 1-5 |
| 5.2.1. | Establishing a research coordinating committee by the end of 2019   | Year 2   |
| 6.1.1. | Securing more research projects that focus on environmental challenges that Kosovo faces  | Year 1-5 |
| 6.1.2. | Identifying and recruiting top professors of this field   | Year 3-5 |
| 6.1.3. | Proactively engaging on environmental sustainability practices and establishing a bridge between technology and environmental sustainability  | Year 3-5 |
| 6.2.1. | Working closely with strategic faculties and other relevant departments that focus on delivering comprehensive multidisciplinary research projects  | Year 3-5 |
| 6.2.2. | Utilizing IAV to coordinate activities between different departments to promote environmentally sustainable practices in academic programs, research projects and other environmental initiatives | Year 2-5 |
| 7.1.1. | Creating a baseline assessment report that explains the main reasons for establishing the Department of Veterinary Medicine as a separate academic unit.  | Year 1   |

Faculty of Agriculture and Veterinary of the University of Pristina “Hasan Prishtina”

Strategic Plan 2018 – 2022

GENERAL OPERACIONALIZATION PLAN

|                 | Strategies   | Priority Level | Timeline Updates | Needs   | Person in charge               | Progress/Comments   |
|-----------------|--|----------------|------------------|---|--------------------------------|---|
| <b>GOAL 1</b>   | <b>Establish a dynamic relationship between FAV and private sector.</b>                        |                |                  |   |                                |   |
| <i>Obj. 1.1</i> | <i>Sign up to 10 MoUs with private companies considered as FAV strategic partners by 2020.</i> |                |                  |   | Management                     |   |
| 1.1.1           | Establishment and development of IAV by the end of December 2018                               | Year 1         | Dec. 2018        | UP approval   |                                | New regulations, awaiting approval                          |
| 1.1.2           | Organization of events in cooperation with the private sector                                  | Year 3-5       |                  |   |                                |   |
| <i>Obj. 1.2</i> | <i>Increasing lab resources that are able to offer services most needed in the market.</i>     |                |                  |   | Director of IAV/<br>Management |   |
| 1.2.1           | Starting the laboratory accreditation process by October 2019                                  | Year 2         | Oct. 2019        | Startup package from rectorate, accreditation fee, current inventory, requirements of accreditation |                                |   |
| <b>GOAL 2</b>   | <b>Provide up-to-date study programs in coordination with the market needs.</b>                |                |                  |   |                                |   |
| <i>Obj. 2.1</i> | <i>Establishment of two new Bachelor programs by 2021.</i>                                     |                | 2022             |   | Vice Dean for Teaching         | Maybe reorganize current programs and start 2 new bachelors |
| 2.1.1           | Collaboration with IAV and CTE to research the potential of each study program                 | Year 2-5       |                  |   |                                |   |
| 2.1.2.          | Determining workforce needs based on labor market studies                                      | Year 2-5       |                  |   |                                |   |
| <i>Obj. 2.2</i> | <i>Establish 3 new Master programs by 2022.</i>  |                | 2022             |   | Vice Dean for Teaching         | 2 in progress through Erasmus                               |

|                 |  |          |      |  |                                |   |
|-----------------|--|----------|------|--|--------------------------------|---|
| 2.2.1.          | Establishment of Funded Projects working group   | Year 3-5 |      |  |                                |   |
| <i>Obj. 2.3</i> | <i>Establish 2 interdisciplinary PhD programs by 2022.</i>   |          | 2022 |  | Vice Dean for Teaching         | Initial discussions, ready to request by Oct. with full documentation submitted by Dec. 2018; Office Academic Development-Illiriana |
| 2.3.1.          | Production of detailed research about the highest potential field of study that would mostly benefit a PhD program in FAV  | Year 2   |      |  |                                |   |
| <b>GOAL 3</b>   | <b>Recruit excellent and productive faculty staff.</b>   |          |      |  |                                |   |
| <i>Obj. 3.1</i> | <i>Employ at least 10 new full time teaching staff by 2021.</i>  |          |      |  | Administrative staff secretary |   |
| 3.1.1.          | Hire at least 2 new assistant professors each year until 2022  | Year 1-5 |      |  |                                | 3 already hired 2018  |
| 3.1.2.          | By 2022, each professor should have at least one assistant   | Year 1-5 |      |  |                                | 2 already hired 2018  |
| 3.1.3.          | Request to hire 2 lab technicians each year until 2022 to increase laboratory work volume; request 1 additional veterinary doctor and 1 veterinary technician          | Year 1-5 |      |  |                                | Have 3 currently in 2018  |
| <i>Obj. 3.2</i> | <i>Efficient administration by 2022</i>  |          |      |  | IT department-FAV IT officer   |   |
| 3.2.1.          | At least 50% of current administrative duties (tasks) should be digitalized by 2022  | Year 2-5 |      |  |                                | In progress- started last year centrally; in collaboration with rectorate   |
| <b>GOAL 4</b>   | <b>Enhance academic quality and advanced teaching methods.</b>   |          |      |  |                                |   |
| <i>Obj. 4.1</i> | <i>Ensuring that teaching within FAV is directly related to peer-learning and field-related research.</i>  |          |      |  | CTE, Heads of Departments      |   |
| 4.1.1.          | Developing a framework that clearly sets up expectations from the professors and their effort to engage students in research projects and provide interactive teaching | Year 2   |      |  |                                |   |
| 4.1.2.          | Supporting teachers with training opportunities in using technology in their classes   | Year 1-5 |      |  |                                | Every teacher completes 2 trainings through CTE; in hiring requirements   |



|                 |  |          |           |                  |                                  |                               |
|-----------------|--|----------|-----------|------------------|----------------------------------|-------------------------------|
| 4.1.3.          | Enforcing obligatory internships before graduation by the end of 2021  | Year 3-4 |           |                  |                                  |                               |
| <b>Obj. 4.2</b> | <i>Teaching excellence promotion through a recognized definition of what teaching excellence means.</i>  |          |           |                  | Faculty council                  |                               |
| 4.2.1.          | Agreeing upon a definition of what teaching excellence constitutes   | Year 2   |           |                  |                                  | In cooperation with rectorate |
| 4.2.2.          | Developing a clear protocol of how each faculty member can demonstrate their efforts to the review boards, heads of department and/or dean   | Year 2   |           |                  |                                  |                               |
| <b>Obj. 4.3</b> | <i>Ensuring fair student representation in all decision-making meetings regarding teaching excellence and similar issues that touch the student learning experience.</i>   |          |           |                  | Management                       | Part of council               |
| 4.3.1.          | Work with student bodies to ensure their appropriate representation and involvement in decision making; promoting a working where student opinions are seriously taken into account to improve learning experience | Year 2-4 |           | Engaged students |                                  |                               |
| <b>Obj. 4.4</b> | <i>Supporting professors in enhancing their teaching skills.</i>   |          |           |                  | CTE/FAV trainers                 |                               |
| 4.4.1.          | Continuously delivering training modules that improve professor's teaching skills  | Year 2-5 |           |                  |                                  |                               |
| <b>GOAL 5</b>   | <b>Establish FAV as a Research Faculty.</b>  |          |           |                  |                                  |                               |
| <b>Obj. 5.1</b> | <i>Increasing attendance in international conferences.</i>   |          |           |                  | Management, Heads of departments |                               |
| 5.1.1.          | Organizing at least 15 workshop sessions focusing on building research capacities by the end of 2019   | Year 1-2 |           |                  |                                  |                               |
| 5.1.2.          | Using IAV to attract funds to allow each faculty staff to participate in at least 2 international conferences per year   | Year 2-5 |           |                  |                                  |                               |
| 5.1.3.          | Publishing 50 internationally recognized scientific papers by 2022   | Year 1-5 |           |                  |                                  |                               |
| <b>Obj. 5.2</b> | <i>Establishment of FAV Scientific Research Initiative</i>   |          |           |                  | Faculty council                  |                               |
| 5.2.1.          | Establishing a research coordinating committee by the end of 2019  | Year 2   | Jun. 2019 |                  |                                  |                               |
| <b>GOAL 6</b>   | <b>Establish FAV as the leading institution for environmental sustainability and sustainable living.</b>   |          |           |                  |                                  |                               |

|                 |   |          |  |  |                         |  |
|-----------------|---|----------|--|--|-------------------------|--|
| <b>Obj. 6.1</b> | <i>Offering one master program on environmental sustainability by 2022.</i>   |          |  |  | Vice Dean for Education | Combined with urban program- in progress through Erasmus   |
| <b>6.1.1.</b>   | Securing more research projects that focus on environmental challenges that Kosovo faces  | Year 1-5 |  |  |                         |  |
| <b>6.1.2.</b>   | Identifying and recruiting top professors to of this field  | Year 3-5 |  |  |                         |  |
| <b>6.1.3.</b>   | Proactively engaging on environmental sustainability practices and establishing a bridge between technology and environmental sustainability  | Year 3-5 |  |  |                         |  |
| <b>Obj. 6.2</b> | Establishing collaborative, multidisciplinary and environmentally-based research projects.  |          |  |  | Director of IAV         |  |
| <b>6.2.1.</b>   | Working closely with strategic faculties and other relevant departments that focus on delivering comprehensive multidisciplinary research projects  | Year 3-5 |  |  |                         |  |
| <b>6.2.2.</b>   | Utilizing IAV to coordinate activities between different departments to promote environmentally sustainable practices in academic programs, research projects and other environmental initiatives | Year 2-5 |  |  |                         |  |
| <b>GOAL 7</b>   | <b>Division of the Department of Veterinary Medicine into a separate academic unit.</b>   |          |  |  | Vice Dean for Vet       |  |
| <b>Obj. 7.1</b> | <i>Drafting of the operation plan until the end of 2018.</i>  |          |  |  |                         | Discussions in progress with rectorate- separate unit with budget vs separate faculty would be challenging |
| <b>7.1.1.</b>   | Creating a baseline assessment report that explains the main reasons for establishing the Department of Veterinary Medicine as a separate academic unit.  | Year 1   |  |  |                         |  |



|                 |  |          |   |   |   |   |   |   |   |   |   |   |
|-----------------|--|----------|---|---|---|---|---|---|---|---|---|---|
| 4.1.3.          | Enforcing obligatory internships before graduation by the end of 2021  | Year 3-4 |   |   |   |   | X | X | X | X |   |   |
| <b>Obj. 4.2</b> | <i>Teaching excellence promotion through a recognized definition of what teaching excellence means.</i>  |          |   |   |   | X |   |   |   |   |   |   |
| 4.2.1.          | Agreeing upon a definition of what teaching excellence constitutes   | Year 2   |   |   |   | X |   |   |   |   |   |   |
| 4.2.2.          | Developing a clear protocol of how each faculty member can demonstrate their efforts to the review boards, heads of department and/or dean   | Year 2   |   |   | X | X |   |   |   |   |   |   |
| <b>Obj. 4.3</b> | <i>Ensuring fair student representation in all decision-making meetings regarding teaching excellence and similar issues that touch the student learning experience.</i>   |          |   |   |   |   |   |   |   | X |   |   |
| 4.3.1.          | Work with student bodies to ensure their appropriate representation and involvement in decision making; promoting a working where student opinions are seriously taken into account to improve learning experience | Year 2-4 |   |   | X | X | X | X | X | X | X |   |
| <b>Obj. 4.4</b> | <i>Supporting professors in enhancing their teaching skills.</i>   |          |   |   |   |   |   |   |   |   |   | X |
| 4.4.1.          | Continuously delivering training modules that improve professor's teaching skills  | Year 2-5 |   |   | X | X | X | X | X | X | X | X |
| <b>GOAL 5</b>   | <b>Establish FAV as a Research Faculty.</b>  |          |   |   |   |   |   |   |   |   |   |   |
| <b>Obj. 5.1</b> | <i>Increasing attendance in international conferences.</i>   |          |   |   |   |   |   |   |   |   |   | X |
| 5.1.1.          | Organizing at least 15 workshop sessions focusing on building research capacities by the end of 2019   | Year 1 2 | X | X | X |   |   |   |   |   |   |   |
| 5.1.2.          | Using IAV to attract funds to allow each faculty staff to participate in at least 2 international conferences per year   | Year 2-5 |   | X | X | X | X | X | X | X | X | X |
| 5.1.3.          | Publishing 50 internationally recognized scientific papers by 2022   | Year 1-5 | X | X | X | X | X | X | X | X | X | X |
| <b>Obj. 5.2</b> | <i>Establishment of FAV Scientific Research Initiative</i>   |          |   |   | X |   |   |   |   |   |   |   |
| 5.2.1.          | Establishing a research coordinating committee by the end of 2019  | Year 2   |   | X | X |   |   |   |   |   |   |   |
| <b>GOAL 6</b>   | <b>Establish FAV as the leading institution for environmental sustainability and sustainable living.</b>   |          |   |   |   |   |   |   |   |   |   |   |
| <b>Obj. 6.1</b> | <i>Offering one master program on environmental sustainability by 2022.</i>  |          |   |   |   |   |   |   |   |   |   | X |
| 6.1.1.          | Securing more research projects that focus on environmental challenges that Kosovo faces   | Year 1-5 | X | X | X | X | X | X | X | X | X | X |
| 6.1.2.          | Identifying and recruiting top professors to of this field   | Year 3-5 |   |   |   | X | X | X | X | X | X | X |
| 6.1.3.          | Proactively engaging on environmental sustainability practices and establishing a bridge between technology and environmental sustainability   | Year 3-5 |   |   |   | X | X | X | X | X | X | X |
| <b>Obj. 6.2</b> | Establishing collaborative, multidisciplinary and environmentally-based research projects.   |          |   |   |   |   |   |   |   |   |   | X |
| 6.2.1.          | Working closely with strategic faculties and other relevant departments that focus on delivering comprehensive multidisciplinary research projects   | Year 3-5 |   |   |   | X | X | X | X | X | X | X |

|                 |   |          |   |   |   |   |   |   |   |   |   |
|-----------------|---|----------|---|---|---|---|---|---|---|---|---|
| 6.2.2.          | Utilizing IAV to coordinate activities between different departments to promote environmentally sustainable practices in academic programs, research projects and other environmental initiatives | Year 2-5 |   | x | x | x | x | x | x | x | x |
| <b>GOAL 7</b>   | <b>Division of the Department of Veterinary Medicine into a separate academic unit.</b>   |          |   |   |   |   |   |   |   |   |   |
| <i>Obj. 7.1</i> | <i>Drafting of the operation plan until the end of 2018.</i>  |          | x |   |   |   |   |   |   |   |   |
| 7.1.1.          | Creating a baseline assessment report that explains the main reasons for establishing the Department of Veterinary Medicine as a separate academic unit.  | Year 1   | x |   |   |   |   |   |   |   |   |