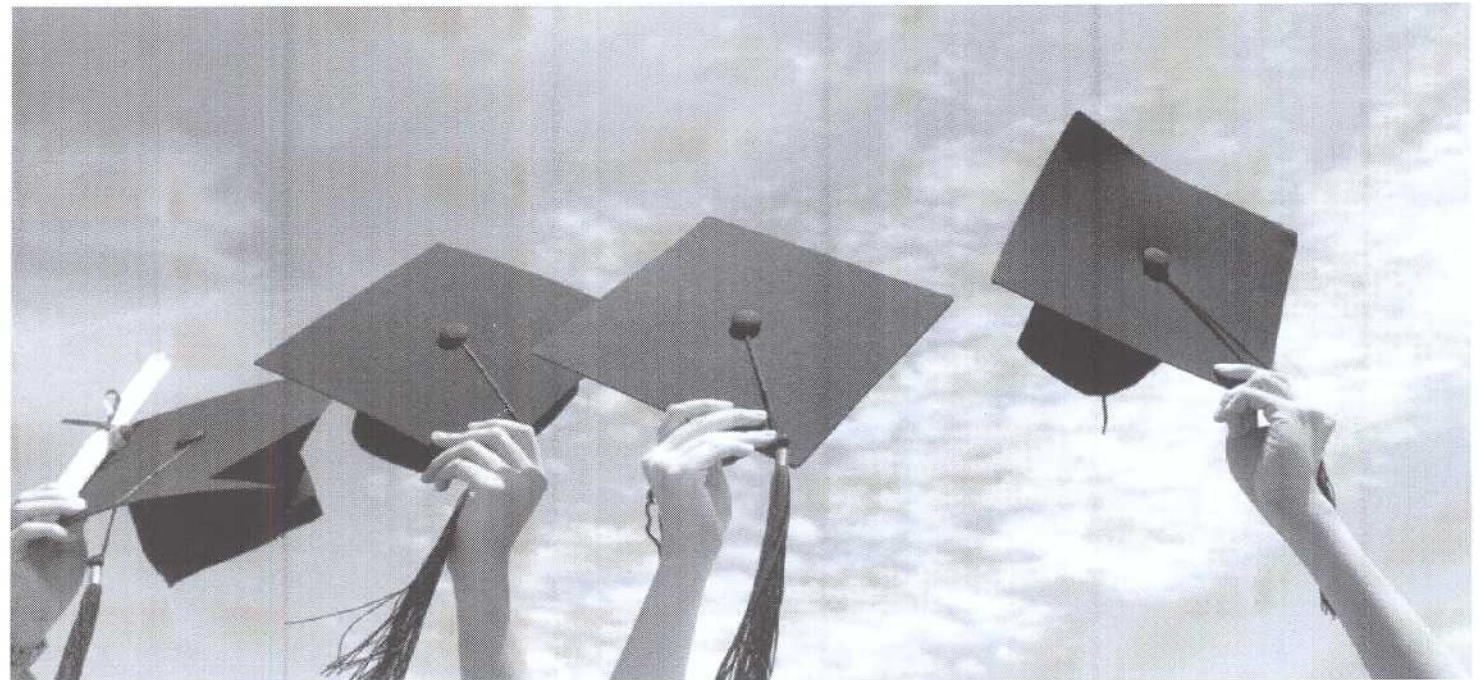


2017-2021

The Development Strategy of “*Luigj Gurakuqi*”  
University of Shkoder



## FOREWORD

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*On behalf of the University of Shkoder, it is our pleasure to present the Development Strategy of the University 2017-2021*



This plan sets out the priorities for the next five years of Shkoder University. Through this plan, as an institute of higher education in the Republic of Albania we have refined the most effective ways to achieve our vision.

The 2017-2021 plan aims to rank our university as one of the best universities in the country and region and to prepare it towards internationalization.

We would like to thank all those who have taken part in the development of this plan, from the Rector of University to all academics and administrative staff of USH

RECTOR

Prof. Dr. Adem Bekteshi

## CONTENTS

|  |    |
|--|----|
| Introduction .....   | 4  |
| General view.....  | 5  |
| Vision .....   | 6  |
| Mission.....   | 6  |
| Strategic goals.....   | 7  |
| Stakeholders .....   | 8  |
| Culture and Values of USH.....                                     | 8  |
| Staff of USH .....   | 8  |
| Infrastructure of USH.....   | 10 |
| Priorities .....   | 11 |
| Priority Nr 1. Teaching.....                                       | 12 |
| Objectives .....   | 12 |
| Teaching principles .....  | 13 |
| Priority Nr 2. Research and Innovation.....                        | 13 |
| Objectives: .....  | 14 |
| Research areas.....  | 14 |
| Priority Nr 3. Communication and Public Information.....           | 15 |
| Objectives: .....  | 16 |
| Principles of Communication and Public Information .....           | 16 |
| Priority Nr 4. Labor market .....                                  | 17 |
| Objectives: .....  | 17 |
| Fields of employment .....   | 17 |
| Priority Nr 5. Internationalization.....                           | 18 |
| Objectives: .....  | 18 |
| Fields of Internationalization: .....                              | 19 |
| Priority Nr. 6 Information and Communication Technology (ICT)..... | 20 |
| Objectives .....   | 20 |
| ICT Application Fields .....                                       | 20 |
| SWOT Analysis.....   | 22 |
| Glossary of acronyms.....  | 23 |

## Introduction

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*For a qualitative university, for an open university, for the future of our students!*

With its roots on the tradition of an ancient European civilization, based on the excellent educational tradition, with a highly qualified and professional staff, with a wide range of faculties and their branches, "Luigj Gurakuqi" University of Shkoder provides excellent opportunities for pursuing university studies.

The development strategy 2017-2021 includes the priority areas of USH agenda. It is designed according the key international trends in higher education. We aim to improve our performance and be one of the most qualitative Higher Education Institutions (HEI) in Albania, region and wider. This strategy is developed through cooperation and serious contribution of the academic and administrative staff of USH. We aspire to:

- a) Develop our capacities in Albania, region and beyond, offering our contribution in policymaking and economic growth.
- b) Develop sustainable partnership with HEIs and national or international organizations on the areas of teaching and research
- c) Fulfil the student's aspirations, enabling them to achieve their full potential.
- d) Strongly commit to providing a qualitative and valuable education of all students, ensuring the development of their competences, ethic, and citizenship values which will be useful in their life and career.
- e) Effectively contribute to cultural, social and economic life of Shkoder region and north of Albania.
- f) Recruit and maintain the best academic staff on the market, offering to all equal opportunities for recruitment, personal development and carrier advancement on all areas of employment on USH.

Through this plan, we will be able to monitor the progress step by step, using SMART indicators. This strategy has short-term and long-term objectives, which are expected to be achieved in 2021, but also has the flexibility to change, adapt and evolve, depending on changes of external environment. Although it will be a general guide for the objective and activities of the period 2017-2021, it contains a wider vision and aspirations going beyond this specific period of time and which will help designing the future strategy of USH. The development strategy of USH is designed focusing on the key issues such as: Identification and analysis of the current problems of Higher Education in Albania; Identification of the importance that strategic plan has in this stage of development; Challenges of the Bologna Declaration on Higher education; Analysis of the possible scenarios on development of Higher Education on Western and central Europe etc.

### **General view**

The Higher Pedagogical Institute of Shkoder was opened on 09.02.1957 in Albania. It was considered as one of the most important institutions of the country and the largest educational, scientific and cultural center in northern Albania. This institute had its own branches in Elbasan, Gjirokastra, Korca, Berat, Durrës, Fier, Vlora and a consultation center in Tirana, Peshkopi and Saranda. In 1991 it was transformed into a University (University of Shkodra "Luigj Gurakuqi"). Until the 1990s, this institution has offered diverse fields of study programs such as: language, literature, history, mathematics, physics, biology etc. After 1990, USH opened new faculties as: Faculty of Law; Faculty of Economics; Faculty of Languages. Today USH has 6 Faculties: Faculty of Social Sciences with 4 Departments; Faculty of Educational Science with 4 Departments; Faculty of Natural Science with 5 Departments; Faculty of Economics with 3 Departments; Faculty of Law with 3 Departments; Faculty of Foreign Languages with 3 Departments. In its 59 years of life, University of Shkoder has prepared 27715 professionals who operate in various areas of knowledge, science, and governing institutions, generating thus a valuable contribution not only in our national education but also in other vital sectors of the nation.

## Vision

USH is committed to becoming one of the leading centers of Higher Education in Albania by maintaining high standards and offering the best expertise on the study programs, quality of teaching, innovation in research and also being positioned as a partner with the community, state, region and beyond. Our main goal is to improve the quality of citizens' life by working at local, regional and global level through creation, dissemination and application of knowledge.

## Mission

The mission of USH is to provide opportunities for students to gain a high quality educational experience, to engage in research and creative activities, and to offer valuable public services to the community, state and beyond, all these through producing competent, informed and productive students. USH is a public institute of higher education and its mission is to discover, preserve and disseminate scientific knowledge. Through public service, USH aims to improve the quality of lives of its students, Albanian people and other citizens in the world.

### Strategic goals

Supporting the overall academic success of students.

Identifying new sources for funding USH activities.

Improving regional, national and international reputation of USH.

Improving the employment rates of students after graduation in USH.

Improving communication with various stakeholders.

Increasing grants and activities.

Strengthen the engagement with local , regional and international community

Developing adequate joint programs though agreements between other regional and international universities

## **Stakeholders**

USH has identified many interest groups who benefit from USH services, but at the same time they are contributing to the further development of USH. Students are the main target group. By an adequate and professional learning process, they receive a highly training and development of knowledge, create and expand professional skills necessary to face the current challenges of the labor market. Their interests consist of as professional training, academic and practical with the next goal: career achievement in the best position of women in society. Indirectly businesses, NGOs and other public institutions are the major beneficiary since this group of students will be just part of the future staff of these businesses and institutions, which through a proper cultural background, ethical and appropriate professional qualifications will enable the development of these structures and help them face new challenges that the market offers. General public is considered as a powerful interest group for the USH. Training and adequate education and professional development of the USH students' groups, will create not only qualified professionals, but also worthy citizens for the society and will contribute to enhancing the standards of democracy and civic society, will help to develop economic and social development and improving the quality of life of individuals and therefore the welfare of citizens.

## **Culture and Values of USH**

The historical background of University of Shkoder is not a short one. It has created a unique and special culture of its own, compared to other universities in the country. In the focus USH priorities are the students. It enjoys full and irreplaceable rights. USH shares a set of values such as integrity, trustworthiness, success, trust, respect, cooperation, research, innovation, academic freedom etc.

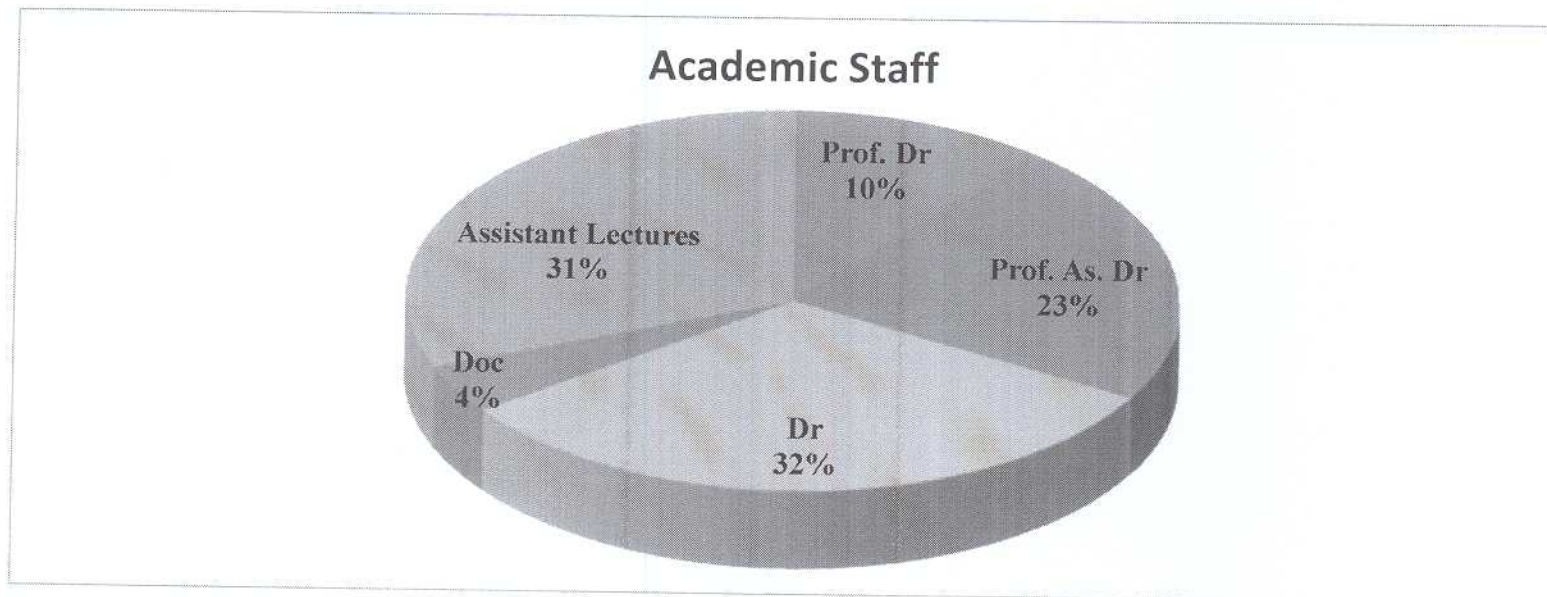
- We are honest and fair in every activity we undertake. We respect the interests and abilities of each party and work together towards a common goal.
- We are committed to providing trust and respect for all people and to build an environment that fosters individual and institutional integrity in everything we do.
- We are committed to providing quality and excellence in all our efforts.
- We encourage participation and partnership



- We are committed to continuing the discovery, creation and dissemination of knowledge as a public good. We encourage creativity and innovation
- We support academic freedom and respect the right to express different opinions
- We provide equal opportunities for all staff and students to reach their full potential.
- We apply the highest ethical standards in everything we do.

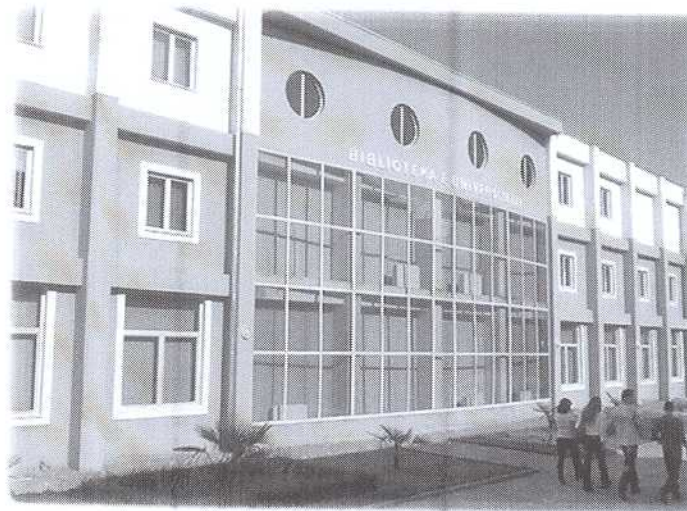
### Staff of USH

One of the strengths of USH are human resources, academic and administrative staff who is specialized, motivated and very productive. Currently has an academic staff of 193 academic employees, of whom 20 have Prof. Dr degree, 44 have Prof. As. Dr degree, 61 have Dr. degree, 8 have Docent degree and 60 are assistant lecturers.



## Infrastructure of USH

USH possesses a suitable infrastructure for the implementation of academic and administrative functions. It has in its own possess of a total of 8 objects (buildings) with an area of learning environments with a total of 19 600 m<sup>2</sup>. Inside these environments, there are lecture halls, seminar halls, conference halls, meeting rooms, laboratories, administrative facilities, library facilities, host or recreational facilities for students, ancillary facilities (warehouse, garage and so on) yards etc. USH has a specific building with three floors for USH scientific library. It has a total area of 3192 m<sup>2</sup> and it is opened seven days per week for 12 hours per day. Inside, it there is a conference hall, a meeting room, several offices, the media environment, reading room, reception facilities for students etc. It has a load capacity up to 400 000 books. Today, the University Library has about 55 000 titles in Albanian Language and in foreign languages covering all USH faculties. 75% of the fund is uploaded in electronic catalogues and can be accessed from outside the library. In libraries, there are currently 65 000 library units in Albanian language and 40 000 ones in foreign languages and 275 periodical titles are counted. Enrichment of library funds is done primarily through acquisitions. Books are purchased every year with value about 300 000 ALL. Departments make suggestions for the new academic titles. Other opportunities are different donations.



## Priorities

The strategic plan of USH for the years 2017-2018 is based on some priorities that have also served as a basis for the sectorial strategies of USH. Such priorities have been identified in base of the past and current situation and expand the potential for the development of new activities for the staff, students and for the departments.



### Priority Nr 1. Teaching

USH seeks the assurance of a qualitative teaching and the greater involvement of both lecturers and students into the research process as well as the enhancement of the competitiveness of USH diplomas in the labor market. Also, the USH aims the development and implementation of a sustainable academic structure in order to create an appropriate teaching and research environment for the staff and students, the increase in the number of qualitative students who choose to study at the USH, the increase in the number of students following the second study cycle. This strategy will help in the improvement of the university performance by offering qualitative diplomas in the labor market, by increasing the role of the university in the community, by assuring a continuous learning process for professionals of various areas that affects the increase in academic and intellectual quality of life.



### Objectives

- 1) Be a competitive university in higher education in Albania and the region through: the creation of a regional space able to attract students and scientific research activities of interest for the region, the offering of teaching services not only in the Albanian language, the improvements of existing curricula with the intent to increase staff and students mobility, the opening of new study programs as required by the labor market, the stimulation of staff participation in research projects, etc.
- 2) The continuous qualification of the full time academic staff of USH through: the stimulation of the staff to earn academic titles, the recruiting of qualified staff, the increase of mobility through cooperation with foreign universities, the financial support by USH of participations in conferences, etc.
- 3) The assurance of a standardized performance evaluation for the lecturers relative to the teaching process and the teaching quality through: the evaluation of the teaching work, the evaluation of the scientific work among conference participations, publications, etc.; the promotion of earning of titles and degrees, the evaluation of the cooperation between students and lecturers, etc.
- 4) The inducement of investments for the increase of surfaces available to students with the intent to expand spaces available to them, the assurance of appropriate spaces equipped with the necessary logistics.
- 5) The increase in the number of non-academic staff and their continuous specialization. The university offers other non-academic services to students. Such services are provided by the non-academic staff, which must be enlarged in order to enhance the teaching and scientific research quality.

### Teaching principles

- a) *Qualitative and contemporary teaching.* In order to achieve this goal USH seeks to apply new and sustainable teaching methods, so as to improve the learning process, with the purpose of improving the cognitive process as well as to promote and consolidate students' interest and motivation.
- b) *The use of active techniques:* which means a "felt" and aware participation of the student, because they conceptualize the teaching situation. Such techniques, as *simulation* (role playing, in basket and action maze), *the analysis of the real situation* and *the cooperative product* (brainstorming and cooperative learning) are characterized by an active participation of the student and a continuous control of knowledge.

### Priority Nr 2. Research and Innovation

The USH main vision aims to carrying out the production of a scientific research with high standards, so that it could compete nationally and internationally, mainly aiming at supporting of the university education process on its three levels, but especially on its third level (the doctoral studies).

The goal of USH is the improvement and the qualitative enhancement of research work through the application of new methodologies and the active participation in programs, projects as well as national and international studies. USH will aim to intensify research work in the field of albanology, natural, environmental, social, economic and methodical sciences with the intention to educate new scientists and to continuously boost their qualification.



The university aims to integrate scientific research work with the teaching work, seeking the augmentation of qualitative indicators in the research work. The later will be based on our institutional and individual heritage as well as on the best practices from the peer Albanian and foreign institutions. The increase on revenues for the science and its development should be another priority of the research work. This requires the consolidation of scientific research human and infrastructure capacities, which will be achieved through: the continuous training and qualification of the university staff in order to boost their research skills, the stimulation of scientific research policies in order for the staffs to produce knowledge and new scientific research, the increase of academic staff participation in national programs and/or EU programs for the scientific research and

innovation, the deepening of international cooperation in scientific research in fields of common interest, the stimulation and use of incentives for the excellence as well as the increase of qualitative students' participation in scientific research, mainly of those in the second and third cycle of study.

#### Objectives:

- 1) The encouragement of scientific research activity in traditional fields as in those with a high impact on the community;
- 2) The assertion of synergy among scientific research and teaching, the assurance of an independent research work;
- 3) The continuous stimulation of scientific qualification for the academic staff;
- 4) The creation of sustainable financial resources for the scientific research through the building and the participation in national and international projects, and the cooperation with local government and business communities;
- 5) The update with the knowledge and new research methods with the intent to increase scientific research quality;
- 6) The reciprocal exchange of knowledge gained from the scientific research and those earned from the operational application experience;
- 7) The building of strategies and policies for the sustainable social and economic development of the region in cooperation with the local and regional government and business community;
- 8) The internationalization of scientific research by creating a synergy and partnership with other research universities and institutes within the country, or with foreign research groups, aiming the integration into the European scientific research space;
- 9) The stimulation of elite students to participate in scientific research programs;
- 10) The continuation of the periodic publication "*Scientific Journal*" in its 5 series and of the collection "*Albanian studies*", as well as the publication of research results in other scientific research national and international journals.

#### Research areas

- a) *Albanology*: By conducting language studies in the diachronic and synchronic fields, about the language of works by contemporary authors and those of tradition, studies in the field of dialectology, of onomastics, of sociolinguistics, of toponymy, language history, relations of standard with dialects, about the relations of Albanian language with other languages, etc; By conducting in-depth literary studies about authors and works which aren't very popular or have been prohibited for a long time, which should be studied because of their values for the development of Albanian literature and considering historical events related to the Northern area and specially Shkoder in different periods of old and modern history, which are not evidenced as they should, etc.
- b) *Ecology, water chemistry*: By conducting research on geographic, climatic, physical-chemical and chemical processes of waters, chemical contamination (heavy metals, toxicity) and bacteriological contamination and their impact on living creatures, problems of water regime.

erosion and degradation of territory, protection of region nature, interaction and interrelationship of human activities with water ecosystems in the region, etc.

- c) *Water biology*: By conducting studies on taxonomy, flora, fauna and aquatic vegetation, biological water qualities in order to assess their ecological status according to EU directives, conservation of nature and biodiversity, supporting of sustainable development policies in the region, etc.
- d) *Information technology*: By conducting studies and restructuring of information technology according to most developed programs, as a very important tool for information exchange, and at the same time as a benchmark for quality research, which will affect the strengthening of University image.
- e) *Justice*: By conducting studies of the law and development of human rights, property rights, minority rights, information, complaints, etc., and their adaption with the best practice of EU countries, etc.
- f) *Social and economic sciences*: By conducting detailed studies of natural, historical, cultural, tourist and human actual resources, and based on these studies design politics and strategies for economic and social sustainable development of municipalities and northern region.

### Priority Nr 3. Communication and Public Information

It aims at regulating and improving relations with the public, through diversification of communication opportunities, exploitation of information technology and massive communication based not only on the request for information, but also the need to create a contemporary and competitive level of the University in the field of higher education and scientific research. Basically, the strategy represents an attempt to further the communication between the University and the audience, the community within and outside the academic field, at national and international level, students and citizens, what constitutes the core around which the development plan is compiled. This strategy will be very helpful for University performance improvement increasing the transparency through effective delivery of information, improving the communication means in order to absorb ideas within and outside the institution on issues that affect the quality increase of academic and intellectual life.



### Objectives:

- 1) Improvement of communication and information level.
- 2) Expanding the audience groups with which USH should communicate.
- 3) Functionality of communication and information across organizational structure of University.
- 4) Delegation of responsibilities for public communication.
- 5) The alternation and priority of more efficient communication channels through continuous monitoring.

### Principles of Communication and Public Information

Achievement of strategic goal of communication and public information is based on several theoretical principles and practical aspects such as:

- a) *The principle of balancing* the relationship for continuous information and interaction of utilitarian nature that harmonizes the USH request to consolidate its representation as a scientific and educational institution (USH at the center) and the requirements of the beneficiaries and stakeholders of higher education (the audience in the center); Mixed communication: on-way communication and two-way symmetrical communication. Circulation of information from the receiver to the sender and vice versa;
- b) *The principle of network communication and information* among all stakeholders within and outside USH circulating: top-down from the governing authorities and bodies of USH toward base units; down-up, from base units toward governing authorities and bodies of USH; horizontally, between departments, or departments and administrative units; inside-out, from bodies and structures of university toward development actors, domestic and foreign HEI, and clients; outside-inside responding to trends, interests and requests for partnerships and services.
- c) *The principle of commitment to social responsibility* from University, which uses a general framework of values, standards, tools, from social perspective in order to transform the development of human intellectual capacities in sustainable benefits for the whole community.



#### Priority Nr 4. Labor market

The challenge of University in order to orientate and facilitate the employment process consists in several fields: students' education, internalization and self-employment. Undoubtedly, students' education for the domestic labor market remains a priority for the University. On the other hand international dimension of university education is an important aspect. In the framework of the Bologna reform, students can apply for postgraduate studies in Western countries which recognize our diplomas, where specialization and innovation brought by human resources play a fundamental role for their employment. Another important role of higher education for people employment is that of promoting personal initiative in the field of entrepreneurship and self-employment, for which is proven that students attending courses and subjects about entrepreneurship, are more informed and more disposed to open new businesses, which brings benefits not only to them, but also for the whole society. Higher education not only does simplify the process of finding a job, but also has a great impact on the quality of job and profession. The main goal is the maximum absorption of University of Shkoder product (students) from the current labor market in Shkoder region and beyond.



#### Objectives:

- 1) Adaptation of curricula with labor market needs and requirements.
- 2) Closer cooperation with employers to know better the needs and trends of labor market.
- 3) Orientation, counselling and career development for its students since the beginning of the studies in accordance with the needs and trends of labor market.

#### Fields of employment

- a) Education (public and private) is one of the sectors where a large part of USH's graduates are getting employed or intend to get employed. It should be noted that a good part of the study programs offered by this university aim to prepare teachers for pre-university education (public and private pre-university education), as employees in the public administration and many private institutions.
- b) *Social sector*: University of Shkoder also offers study programs for Bachelor and Master Degree programs in social sciences. The USH's graduates in this field work as psychologists and social workers in institutions such as hospitals, orphanages, shelters, police, prisons, rehabilitation centers, courts, army, nurseries, kindergartens, schools, health advisory clinics and different organizations of social services.

- c) *Economy*: The economy sector represents a significant absorber of the USH output, specifically of the students graduated in Faculty of Economics. Students graduated in each of these programs nowadays have been employed in all branches of second level banks in Shkodra, in local government institutions such as municipalities or prefectures, other institutions of public service, as in many other business companies that operate in the northern region and beyond. They cover many different positions, from a specialist to the highest levels of management of various public institutions and businesses.
- d) *Health*: Shkodra University offers study programs in the field of health. The labor market in this field is very wide and it should be considered the opportunity of graduates to be employed over the borders. These graduates are mainly employed in public and private hospitals, healthcare centers (primary healthcare), mental health service centers, the Directorate of Public Health, laboratories and diagnostic centers, in different regions.

#### Priority Nr 5. Internationalization

USH aims to increase its international reputation by providing high quality in education by the impact of scientific research and social as well. Through international research projects, student mobility, administration and academic staff, it can contribute to enhancing the quality of university administration, teaching and research in all the areas covered by the university. The basic principles on which it will continue the internationalization process of USH are: Culture of cooperation; Commitment; Social responsibility; Quality; Regional focus; Focusing on students; Transparency and long-term relations. In the viewpoint of Internationalization, the goal of USH is: 1) To promote and improve the quality of life not only of Albanians but also of other countries through our internationalization approach in the level of research and teaching. More concretely it aims to be realized through research, discoveries, dissemination of knowledge and innovation. 2) To provide teaching, scientific research and knowledge transfer to external stakeholders, in the highest possible level and similar to international standards.



#### Objectives:

- 1) To enhance, encourage and support the mobility of students, staff and researchers.
- 2) To promote and support international research cooperation and research activities at international level.

- 3) To increase the impact of our research and commercialization activities. Being more attractive for researchers, professors, students and other staff abroad.
- 4) To develop and improve international teaching and research partnerships.
- 5) To enrich the programs with international content.

**Fields of Internationalization:**

- a) *Scholarship schemes:* USH goal is to increase opportunities for exchanges in Europe and beyond by increasing the number of students who benefit from opportunities to study abroad as part of their studies at USH. To increase the degree of participation and students support in their international activities, it is committed to reduce financial barriers for students who periodically want to pursue their studies abroad.
- b) *Partnerships:* USH is committed to develop partnerships at regional and global scale. Our approach to partnership is the cooperation with partners and interest groups who share common goals and interests. We seek to build partnerships on the basis of sustainability and reciprocity. These partnerships are divided into three key areas: Teaching Partnerships; Research Partnerships; Partnerships for student's mobility.
- c) *International Curriculum:* USH aims to be a global institution. In order to ensure to our students a global experience, we make sure that global aspects are present in all life aspects of USH. This means that we try to offer curricula similar to international ones. In this way, we ensure that our students are prepared and able to be global citizens and that they have more employment opportunities. For these reasons, USH is constantly engaged and focused on: Internationalization of the content of current programs and courses; Development of programs with international focus; Improving student's skills and linguistic competences.
- d) *Research:* Developing research is one of the fundamental objectives of the university's strategic plan. USH is committed to undertake research on regional and global level in cooperation with other institutions. Another important objective of USH and of the students who study in our university is the international recognition of the diploma they receive.
- e) *The mobility of the academic staff:* Staff's mobility aims to further strengthening the existing relations and agreements with other universities (home and abroad), the creation of new agreements and the internationalization of the University of Shkoder. USH has been in constant contact with counterpart institutions in national and international level. Information on new developments is provided with the help of professors' contacts of the university with other universities as well as through joint activities in the field of research and teaching.

### Priority Nr. 6 Information and Communication Technology (ICT)

As to the strategic planning process regarding ICT the University of Shkoder has developed and is implementing this strategy that sets goals and objectives for the short and medium term policies for the system and presents the strategic priorities for the years to come. As part of this strategy we are predicting a range of policies and concrete measures to be taken within the application of Information and Communication Technology. This process is intended to focus mainly on: 1) The development of educational digital content and multimedia materials. 2) Computerization of relations with students, through the implementation of an information system in service of the professors but also students (ESSE-3). 3) The implementation of software on study programs with a view to continuous improvement of the quality of teaching and the integration of ICT in various subjects. 4) The improvement of the university's internet service a resource tool for teaching materials to all students and lecturers.



#### Objectives

- 1) Improvement of ICT infrastructure at the University of Shkoder;
- 2) Integration of ICT in teaching / learning;
- 3) The development of on-line content (digital library).
- 4) Predict measures related to increasing the speed of Internet access at faculties and service quality.
- 5) Addition of laboratories equipped with computers, as well as the increasing the number of computers (desktop and laptop).

#### ICT Application Fields

- a) *ICT infrastructure and services.* University of Shkoder has a modern computer network. Each of his faculties and the library building have their LANs conceived in simply star typology. While all these LANs are connected to each other via optical fiber. In a near future USH considers to install its servers. A mail server, a web server, an application server (for Data Base of the institution) and a firewall server, by means of which especially through the application server besides email and internet in all buildings SHU will enable a database for all information regarding academic staff, non-academic as well as students.

- b) *Information Systems*. 1) To suit business requirements - the adjustment of university's information systems according to the need of external users. 2) Data management / data architecture: building systems for data storage with a single administrator for each data source that will be accessible in a safe mode. Database administrators will be appointed individuals who will be responsible for ensuring the integrity / data quality and to offer it to other users for use in management reports. 3) Management Support and Sustainability - building a standards-based approach to the development of information technology and the creation of a 'base' against which to assess new developments. 4) Strategies for the selection of information systems including out-sourcing, out-hosting and Cloud to determine the evaluation criteria that will give the University benefits and manage these through a coherent and secure way. 5) Coordination Plan: Focus the resources on development that benefits the university in operational and strategic levels. 6) Continuous improvement - ensuring that the provision complies with the needs of the labor market, expectations of students and advancement of technologies.
- c) *Learning Management System (LMS)* is a virtual learning environment supported by the university, an environment on the web, designed to equip students and their lecturers with a range of tools and resources to facilitate the study and teaching both for students and teachers. Moodle is a modern and comprehensive platform for managing the process of learning and creating programs and academic courses. Moodle LMS is a software platform for managing computer resources issues and instruments to study and teaching process. Moodle is a recommended platform because it's a modular platform that is easy and it can be extended by creating plug-ins for specific new functions. Moodle infrastructure supports many types of plug-ins such as activities, types of resources, types of questions, methods of logging, recording methods etc.

## SWOT Analysis

### Strengths:

- Qualified and ambitious staff.
- The application of new teaching models. Accountability in the implementation of the learning process, and staff speaking foreign languages.
- The coordination and connection of the faculties through joint programs of study.
- Good relationships between the academic staff and students.
- Close ties to the labor market, good cooperation between businesses in the region, central and local institutions.
- Consolidated scientific activity of academic staff (publications and participation in international conferences or events).
- Providing of diverse programs of study compatible with the needs and requirements of the market

### Weaknesses:

- Insufficient funds generated from USH itself for its expansion in infrastructure (buildings).
- USH budget centralized management.
- The current centralization of USH budget management
- Limited didactic tools and laboratories compared to the technological development and the increasing number of USH students.
- Inadequate promotion of USH in recruiting students and new staff.

### Opportunities:

- Consistent cooperative relations with western universities.
- Staff mobility in western universities.
- Joint projects with western universities.
- Short and long-term mobility of students on the basis of various cooperation programs.
- The opening of the programs of study in collaboration with western universities.
- University involvement in CEPUS programs and Erasmus +.
- New arrivals from Ulcinj and Kosovo.

### Threats:

- The changes in legal aspect and labor market which differ the requirements for specialists in certain professions.
- Competition with other public universities, especially the University of Tirana in attracting students and academic staff recruitment.
- Possible departure of qualified staff to foreign universities

## **Glossary of acronyms**

### **USH**

University of Shkoder

### **ICT**

Information and Communication Technology

### **HEI**

Higher Education Institutions

### **SMART**

Specific; Measurable; Agreed upon; Realistic; Time-related

### **LMS**

Learning Management System

## The working group:

1. Prof. Dr. Adem Bekteshi
2. Prof. Dr. Gezim Dibra
3. Prof. Dr. Marash Rakaj
4. Prof. As. Dr. Blerta Dragusha
5. Prof. As. Dr. Alma Hafizi
6. Prof. As. Dr. Albana Begani
7. Prof. As. Dr. Fatmir Vadahi
8. Prof. As. Dr. Brilanda Bushati
9. Prof. As. Dr. Jozef Bushati
10. Prof. As. Dr. Valbona Karakaqi
11. Dr. Lediana Xhakollari
12. Dr. Arjola Dergjini
13. Ma. Erard Curcija

Address: "Luigj Gurakuqi" University of Shkodër, Sheshi 2 Prilli, Shkodër, Albania

Tel: + 355 (22) 800 651

E-mail: [info@unishk.edu.al](mailto:info@unishk.edu.al)

[www.unishk.edu.al](http://www.unishk.edu.al)





# University of Shkodra “Luigj Gurakuqi”

SENATE

*No. of prot. 722/1*

*Shkodër, 24<sup>th</sup> February 2017*

## **DECISION**

No.71/1 date 24<sup>th</sup> of February 2017

“For Approval Development Strategy of Shkodra University

In support of law number 80/2015 “For the higher education and scientific research in higher educations in the Republic of Albania”, article 38, University’s statute, Academic Senate in its meeting of date 24/02/2017:

decided:

1. Approval of Development Strategy of Shkodra University 2017-2021 according to attached materials.
2. This decision enters into force immediately.

Rector

Prof. Adem BEKTESHI