

**KOSOVO ART ACADEMY**  
INSTITUTIONAL AND PROGRAM EVALUATION

**QUALITY ASSURANCE STRATEGIC PLAN**

*07<sup>th</sup> of April, 2020, Prishtina*

**Quality Assurance Strategic Plan**  
Update from 05/11/2019

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## 1. MISSION OF QUALITY ASSURANCE

The mission of quality assurance at the Academy is to create an overall quality culture for KAA staff and students, through policies and procedures proven in the European Higher Education Area, thus impacting an atmosphere of quality cultivation in all the activities of the Academy.

Kosovo Art Academy was born under the auspices of an ideal aimed at protecting the authenticity and freedom of expression as important human values. Its activity is guided by an ethical and civic premise: in the belief that beauty and functionality are primary elements, concretizing in works and objects of art that improve the quality of life at an individual and collective level.

The Academy has its foundations that consist of tradition and innovation. Thus, aiming at a cultural promotion, which at the same time is a method of in-depth knowledge of the artistic expressions of the present and the past, hence an incentive for research and expertise of the techniques of expressing and multimedia communication.

The Academy aims to provide its students with the skills that promote their creativity. The new professions require specific, but competent skills, to be constantly updated and modernized, adapting to the needs of the territory and future goals, which should be able to support these needs not only at the local but also at the inter-regional and European level.

Kosovo Art Academy, with the continued collaboration in force with the Academy of Fine Arts L.A.B.A. Firenze, aims to establish professional and qualitative staff from its fields of study programs based on principles, dedication and the high preparation of teaching and learning, as the fundamental priorities of the Academy, through the collaboration contracts that the Academy has made with several manufacturing institutions and enterprises in Kosovo and the region, in order to provide the student with direct access to specialized employment strictly connected to the field of creative studies.

## 2. VISION

The Academy is dedicated to enhancing the quality of teaching, practical training, and creative work at the Academy so that study programs of the same are comparable and appropriate with other higher education institutions in the region and in the European Higher Education Area.

Following these principles, our vision is expressed as per follow:

*"The Kosovo Art Academy wants to establish itself as a modern and respected institution that offers a high level of teaching and research within the artistic and creativity panorama. Acting as a stable partner for local businesses, international realities, higher education institutions, and community, as a promoter of contemporary art development and as a supporter of sustainable regional art development".*

In this sense, the vision of the Academy, which aims to materialize its mission, is as follows:

- Respecting universal values;
- Responsibility for the production of knowledge and values for humanity;
- Adapt the principles of meritocracy and total quality management;
- Ensuring continuous renewal and productivity;
- Giving due importance to group work, inclusiveness and cooperation;
- Creating an institutional tradition;
- Promotion of creative and artistic work;
- Qualitative Selection of Educational Activity and Scientific Research;
- Successful management of study programs;

In order to assist in achieving its mission and vision for the future, the Academy has designed this plan for strategic development and quality assurance. The strategy creates the basis for internal and external quality assurance procedures at the Academy.

Furthermore, the Academy understands the importance of having the QAE procedures in place and is supporting the training in the field of internal quality management all of its staff, the achievement of all the academy stakeholders are fairly recognized, it has applied a strategy of monitoring and evaluating the performance of the different offices and bodies inside the academy and has understood that the results obtained by the academy are nothing else than the summary of the achievement of every single position, office, department and bodies.

As an academy, we make ours the ideology already expressed by the *Magna Carta Universitatum* that in its consideration, on the first point states:

*"[...]the future of mankind depends largely on cultural, scientific and technical development; and that this built-up centres of culture, knowledge and research as represented by true universities"*

We shall not be an academy devoted to the ars if we do not place our students' benefits on the top of the values we have as an institution; this is the point from where we start our focus. We start from the involvement of our students on the design and implementation of all our process through the education of Quality's ambitions as a universal value.

### 3. ACADEMIC LEADING PRINCIPLES

The Academy, supported by the legal and sub-legal infrastructure established by the Ministry of Education, Science and Technology in Kosovo (MEST) aims to carry out, develop, shape and promote the education in the field of higher education, following the following principles: effectiveness and efficiency; professional management, competent academic and administrative staff; student participation in governing bodies; student support; promotion of academic and student mobility; Creating opportunities for staff development; cooperation with relevant stakeholders; ensuring transparency, freedom of study and artistic and scientific research, respect for all-inclusive education; compatibility and comparison of study programs with European standards and guidelines; institutional social responsibility.

The Quality Control and Evaluation are included in the Statute of Kosovo Art Academy, which stipulates that Kosovo Art Academy develops its own Quality Assurance Enhancement system (Hereinafter referred as QAE) in order to maintain the high standards of quality and achieve the objectives of the Academy in a constantly improving structure. According to the statute's provisions, all stakeholders within the Academy are called on self-evaluation and subject to evaluation procedure that covers the entire spectrum of the Academy and its services. This evaluation serves to understand the level of understanding of the staff regarding the process involved in the QAE and to monitor the planning and strategies of the QAE office in order to propose the right implementation activities based on sectors such as but not limited to:

- Teaching formation;
- Pedagogy courses/workshop;
- Sensibilization and leadership courses;
- Meetings/session of proactive personal and professional evaluation.

The assessments made are intended to analyze the efficiency and effectiveness of the functioning of the Academy in all areas of operation starting from the management but including all the employers. According to the statute, it is determined that the results and effects of the strategies applied and evaluation will be taken into account by QAE commission and communicated to the governing bodies of the Academy, its units and that they will have an impact on the budget allocation.

This quality assurance policy describes the institutional QAE system, its processes, activities, mechanisms, instruments, reporting, data collection, timeframes, quality cycle, and responsibilities of all individuals and units involved in these processes. The Regulation on Quality Assurance is a public document and uploaded on the Academy Website.

This regulation aims to:

- Create awareness of what a QAE process is. Its purposes and the importance and benefit that an applied structured policy can provide to every segment of the Academy;
- The quality assurance processes within the Academy shall be composed of regular activities that contribute to the development of a *quality result obtaining culture* within the Academy;
- The results of the quality assurance processes serve as a guide for the Academy's strategic decision-making and planning;

- To make each member of the academic community within the Academy aware of their duties and obligations towards the quality assurance processes;
- Actively involve the academic community in quality assurance processes, in particular, academic staff, students, industry and other relevant stakeholders;
- Increase the transparency and credibility of quality assurance processes.

Kosovo Art Academy has approved this new QAE strategic plan drafted by the expertise of new internal and external stakeholders which establishes a series of new strategies and a new structure aimed to the management for achieving overall institutional objectives. The strategy has assessed that the measures taken by the management in recent years for this component are insufficient, as the Office of QAE at the Kosovo Art Academy level needs more commitment and it is also assessed that the staff of this office needs adequate training, in order to be more informed and competent in the issues and aspects that it deals with. Therefore a specific strategic objective for quality is set out in accordance with international standards.

This strategic objective aims to:

- Implement and apply clear regulations and other relevant quality assurance guidelines that have been adopted and implemented;
- Establish and make operative separate Quality Assurance and Evaluation Offices at the Academy level to the Offices of Quality Assurance and Evaluation Coordinators at the academic level;
- Increase the allocated budget for activities and procedures recognized under the implementation of the QAE processes;
- Create the possibility of more courses, seminar, training and workshop to contribute the level of teaching, human approach and overall experience of the academy for all its stakeholders;
- Implement the use of current Instruments for QAE assessment (questionnaires, interviews, meetings, suggestion boxes, online questionnaire, protocols, forms);
- Purchase an implemented internal digital system for data and statistics management (collection, processing, generation of results);
- Meet all the minimum requirements required by the KAA, formal or those required in the course of external evaluation, are met in due course;
- Increase the active participation of the academic community in quality assurance processes;

The Academy is supporting and facilitating training based on QAE management for all of its staff.

## Procedures

The QAE will draft a detailed report where will explain the conclusion obtained based on data and analysis and subsequently the necessity of revision of a specific apparatus/policy/regulation/study plan of the academy.

However, each policy, regulation and study plan must be reviewed within 18 months gaps and not more.

The academy is also in the process to implement its quality assurance procedures with the acquisition of the software “Turnitin” which will provide a better central recording of the Academy KPI’s which are including analysis of course completion, program progression, completion rates and program evaluations. This software with summaries and comparative data distributed automatically for a faster read, identification and evaluation will be a precious Academy asset by the summer exams session.

Every report drafted by the QAE will be evaluated and discussed by the Academic Senate BoD.

\*KPIs in use evaluated by the QAE of the academy are:

1. **Exams Rate:** This KPI determines the number of students who completed their academic year or received a particular certificate or degree within the normal time frame.
2. **Participation in Extra curricula activities:** This metric looks at the number of activities the student have been involved in to and the level of involvement in each activity, each calendar year.
3. **Research activities:** This metric examines the research activities and publication the students and teachers have overtaken during the academic year.
4. **Student Attendance Rate:** Determining the number of students that have achieved, say, 90% attendance during a given semester or academic year is vital to track.
5. **Course Completion and programme Progression:** Determining the overall data on the course competition and in our case, where students will be called to make a specialization choice in each path of studies, will analyse and determinate the principle and the factors that are determinating a specific choice from the students.

### 3.1 Effectiveness and efficiency

The academy is dedicated to providing and creating new generations of graduates, providing them with the skills and knowledge of necessary professional, scientific and creative (in the area of its proposed accreditation programs) of the recognized quality level based on the National Qualifications Framework (NQF). The Academy based on its statute enables students enrolling who will be motivated and able to learn, perform artistic and scientific research, work independently, be creative and innovative. The Academy aims to create the necessary teaching and training environment, including internal and external infrastructure, identifying the competencies and resources needed to promote, facilitate and achieve the employment of our graduates so that they are victorious in creative and

artistic competition, both in the country and in the region. The Academy aims to achieve the abovementioned goals in the most efficient way possible. For this reason, the continuous oversight and dedication of quality assurance and quality improvement, dedication to creative and scientific work, the overall digitalization of teaching, learning and administration will be continuous goals of the Academy.

### **3.2 The role of management, academic staff and administrative staff**

All academic and administrative units within the institution (including the governing body and senior management) participate in the processes of quality assurance and contribute to its continuous improvement. The current quality assurance system requires that all stakeholders within the Academy participate in these processes. Academic staff is part of all academic unit committees and at the Academy level where decisions for reviewing study programs are discussed and made. Students are also very important actors for Kosovo Art Academy.

Questionnaires are not only an important tool for data collection, but students are free to engage in quality improvement discussions at any time also if not specifically called to do so by a QAE general meeting. Students are also guaranteed the right to express their grievances about the teaching process, the quality of teaching of the academic staff, the administrative services and anything else that is of interest to them. Depending on the requirements of the students, decisions are made whether to change study schedules, repeat exams if the request is reasonably presented and argued by the students, provide new literature, financial support for student activities, etc.

#### **Management**

In terms of the deployment of the management, the Academy has followed an organizational example applied by its sister institution "LABA Firenze", so that its organizational structure consists of the following bodies:

- Bodies and actors with executive administrative competencies: the President CEO, the Director of Administration, the Board of Directors, and Quality Office.;
- Bodies and actors with academic competences: the Director of Studies, Academic Senate, Student Representative Assembly, and Quality Office.

All the actors and bodies above have a significant role in quality assurance within the Academy, as responsibilities are shared with the Statute and other governing bodies. However, the main burden of quality assurance and management within the Academy lies with the Academic Senate, the Director of studies, the Quality Office, including the Student Representative Council.

Since the Academy in its academic offers intends to install a model comparable to the European Higher Education Standards, the Academy has established a mechanism in its organizational structure, whose aims to assure the European quality based by two main factors:

#### **a. Academic staff**

The academic staff is tasked to perform in a professional manner in the education of the Academy and is obliged to learn, research, publish and participate in various local, regional and international conferences and seminars. They develop themselves to be informed about recent developments within the scientific-artistic field and to provide knowledge, skills and competences to Academy students and to contribute to the development of society.

The first year of the study, the Academy has employed 14 senior teachers who will lead the teaching process as per approved by the Academy. During the development of academic programs over the next two years, the Academy increase the staff of Senior Teachers from at least 28 teachers. Also, the Academy intends to hire academic staff (assistants or tutors) as far as this is necessary for didactic well-being, and as far as recommended by the didactic structures.

#### **b. Administrative Staff**

Administrative staff supports teaching, learning and research and documenting activities, providing information and communicating the results of the Academy. They are responsible for implementing policies and decisions taken by the relevant authorities. They should be trained and develop themselves according to the circumstances and needs of the Academy.

### **3.3 Participation of students in governing bodies**

The Academy intends to be guided by the principles of transparency, freedom of communication and liaison at all levels of the institution: managerial level, academic and administrative staff, who cooperate closely with students (as established by the requirements of the applicable Law). Collaboration with students, their respective representatives on general and specific issues, as well as on various projects and initiatives, takes place on a regular basis. The Academy ensures and encourages the active participation of the students in the development of the Academy so that the Academy is committed to providing adequate training and space.

In terms of the requirements of the Law in force, the Academy provides free organization of the student representative body, as well as ensuring adequate student participation in the Academy's decision-making system as well as quality assurance structures. The Academy involves student participation at all levels of institutions and actively seeks to involve students in their quality processes by organizing regular evaluation processes. The Academy also states that it recognizes the importance of student thinking, which will serve to enhance the quality within the institute.

### **3.4 Student Support Services**

The Academy is committed to providing all the equipment to support students in learning, career advancement, social needs, and in particular social cohesion. Particularly the academy has devoted significant importance to internship programs and practical student workshops, on this regards, the Academy has linked a significant number of agreements with different business centres so that in cooperation with the same aims to implement compatible internship programs in line with the Academy curriculum.

### **3.5 Promotion of academic and student mobility**

The development of national and international networks and participation in various associations is one of the main tasks of the Academy. The incoming and outgoing mobility of academic staff and students provides an ongoing exchange of experiences to enhance academic co-operation and take advantage of cultural diversity. The institution promotes and strengthens the following forms of mobility:

- a. Mobility of students, lecturers and scholars of the Academy, through national and international cooperation agreements;
- b. Participation in education, training and regional and international research programs;
- c. Development of joint degrees, study programs and research projects;
- d. Participation in summer schools/workshop and / or similar events;
- e. Promote and facilitate the engagement of Diaspora knowledge;
- f. Promotion of various scientific results at national and international level (books, magazines, magazines, electronic sources);

The Academy will consider any option of mobility and international cooperation. However, at the beginning of the initial implementation of the three-year development plan, the Academy will focus in particular on the development of academic staff and students' mobility with the "LABA Firenze", as the preconditions for such cooperation already exist.

### **3.6 Ensuring transparency, freedom of study and artistic and scientific research, observing inclusive study programs**

The Academy aims to promote as an autonomous academic institution, in the sense of which it aims to promote full academic freedom, as promulgated by the applicable law (Law on Higher Education in Kosovo, No. 27). The institution will offer transparency and academic freedom, scientific and artistic research in all communities living in the Republic of Kosovo as well as for students and researchers from abroad interested to study and work at the Academy. The Law on Higher Education in Kosovo No. 04 / L-037, which is based on Article 65 (1) of the Constitution of the Republic of Kosovo, states that "No one shall discriminate on gender, race, language, religion, political or any other opinion, national or of a social origin, relationship with any community, property, economic and social status, sexual orientation, birth, disability or another personal status." The Academy is fully aware of the social responsibility of its institution and fosters all-inclusive education.

### **3.7 The quality management office and quality committee**

The quality office has 1 administrative officer and is coordinated by the Head of QAE division coming from LABA recently employed by the academy as per collaboration agreement.

The Quality Management Council was established in October 2019. According to the Regulation<sup>1</sup>, this Council has 8 members as follows:

- Director of Studies (Permanent) - Chair;
- Head of the Office for Quality Assurance (permanent);

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<sup>1</sup> Kindly refer to the Quality Assurance regulations provided as attachment to this SER

- Three representatives from the Academic Senate (academic staff), who are senior members of the teaching staff;
- Two representatives from the Students Assembly.

### **Roles and Responsibilities of the quality office and committee**

The above activities, besides being regulated by the Regulation on Quality Assurance System, are also regulated by the Quality Assurance Manual, the Regulation on Job Descriptions, as well as other statutory documents of Kosovo Art Academy and the provisions of the Civil Servants Law of the Republic of Kosovo. The responsibilities of the Academic Quality Assurance Commission are of monitoring and implementing evaluation procedures and approving the programs in order to ensure quality for all activities carried out in the College. The Committee is responsible for applying international standards of quality as well as national standards determined by the Kosovo Accreditation Agency and makes relevant recommendations to the Senate and faculties' academic councils. The Committee reports to the Senate and also promotes a culture of quality in the Academy and approves quality-related reports for publication.

This office's main engagements are found in design, develop and approve QA policies and procedures according to College's Statute and international and national standards. Furthermore it:

- Approves evaluation timelines;
- Approves composition of evaluation teams;
- Ensures effective and efficient implementation in academic and administrative departments.

At the beginning of each academic year, the Quality Assurance office must appoint a commission that will be in charge of implementing the internal-evaluation process and drafting the self-evaluation report and appointing the units for implementation of internal evaluation at the academy.

Furthermore, according to the Regulation, the Quality Assurance Office organizes systematic quality monitoring by gathering quality information and data from all stakeholders within the Academy. However, it is the responsibility of the Council, on the basis of data and reports from the Office, to develop recommendations and measures that senior management should undertake for improvement.

### **3.8 Compliance and comparison of study programs with European standards and guidelines**

Through the external accreditation of the institution and the programs, the Academy aims to achieve compliance with the requirements of the European Higher Education Area. This process will expand the opportunities for graduates to continue their studies at various regional, European and worldwide academies or universities.

The quality office and committee of the academy, in line with the Academy's mission, vision, and objectives, run regular evaluation at the end of every semester and academic year. It elaborates an analytic comparison and completes the evaluation results with individual and group interviews aim to evaluate differences improvements and field that require more focus.

Additionally, the evaluations take into account inputs, processes and outcomes, but pay particular attention to the quality of the results.

The regular evaluation reports are including:

- All system components are measured: inputs, process and outputs;
- The process measures dimensions of quality as exceptional, consistency and fitness for purpose. There is also the potential for quality as a transformational process depending upon the actions taken by individual module leaders and the extent to which the feedback loop is closed;
- Both quantitative and qualitative feedback is solicited to benchmark performance and inform change;
- It provides a snapshot of each run of the module with the ability to monitor quality within modules longitudinally;
- The evaluation can, therefore, be used for quality assurance and enhancement purposes.
- Quality is measured from a predominantly internal stakeholder perspective but does include the voice of one external stakeholder.

The assessments related to performance in relation to routine activities as well as to strategic objectives. They also ensure that the required standards are met and that there is continuity in performance improvement.

## **I. Strategies**

In order to achieve educational goals, research and contribution to society, the Academy has identified a set of initial strategies aimed at achieving the implementation of its academic programs, which includes the following:

### **- Inputs (Sources and Relationships)**

The Academy aims to ensure the adequacy and continuous development of essential human resources in the realization of mission, strategies and objectives;

The Academy aims to be an appropriate and effective institution in the realization of the mission, strategies and objectives according to the possibilities and resources and in relation to the interested persons and the qualification of staff and students;

### **- Characteristics and institutional features**

The Academy aims to be an effective and manageable institution, with an adequate number of students and employees, with relevant service areas.

**- Learning process**

The Academy aims to be a growing, high-quality Institution, preferred at national and regional levels; The Academy intends to be a pioneering institution in delivering and improving educational service through the introduction of a curricular system of internship programs and internships; the wide-scale use of information technology and Internet-based teaching; as well as the requirement for students to acquire the necessary knowledge of foreign languages.

**- Research and development processes (knowledge creation)**

The Academy aims to be an institution where research and development activities are conducted and creative, artistic and universal knowledge is produced, distributed and shared.

**- The process of implementation and services**

The Academy aims to be an institution with an active role in social, cultural and economic development as well as represent and cover its role of cultural centre in the region.

**- Administrative and supportive processes**

The Academy promises to provide ample administrative and support services in order to achieve the strategic objectives of the Academy.

**- Leading (structural) features**

The Academy aims to create a culture of sustainable management of strategies and processes, which have a transparent and efficient use of resources.

**- Management features (behaviour)**

The Academy aims to be an institution that supports the development of personal characteristics, leadership and creative and artistic culture, as well as giving priority to the enjoyment of students and employees.

**- Results**

The Academy intends to efficiently and efficiently use quality and institutional features, monitors their activities and results with continuous improvement and development.

#### **4. Enabling strategies for implementing the strategy of quality expansion and assurance at the Academy**

Academic staff and students need the space and equipment needed for work. The Academy pledges to make the constant necessary investments to improve ideal working and study conditions (both for academic staff and students), such as lecture hall, research centre, technical and computer laboratories, libraries, halls seminars, IT systems and research equipment. In order to ensure the sustainable maintenance of space and equipment at the Academy, long-term strategic planning is in place, based on the relevant strategies for finance, space, technology and development; so that some of the enabling strategies are presented as follows:

➤ **1: Establish a continuous and sufficient positive balance for sustainable financing of the Academy's infrastructure;**

The Academy will adopt a more coherent approach to budget drafting and monitoring, in the sense of devoting sufficient monetary means to provide services to students, academic staff, and funding of scientific and artistic activities in function of the joint interest of the academy. The level of investment in administrative services will be kept under constant monitoring by comparing our activities with activities of similar organizations. The Academy intends to maximize its revenue, not just the funding that comes from paying student registration fees, but it will be intended for the Academy to provide a significant portion of the revenue from research funding scientific-artistic and project implementation, philanthropy, intellectual property licensing, etc.

➤ **2: Share revenue that reflects the Academy's strategic priorities and engagements;**

The Academy aims to review the allocation of financial resources and the use of available resources (including the revenue from grants as far as they are available) in line with the needs expressed and the priorities set by the Academy's didactic structures in order to provide effective support to the Academy's strategic priorities and engagements.

➤ **3: To invest in facilities of the Academy in order to facilitate the progress of didactic and research activities and the efficient and economic use of the same;**

More efficient and flexible use of space will reduce funding pressure to maintain unnecessary space, enabling reorientation of financial resources. Effective utilization of spaces contributes to the creation of better opportunities for scientific-artistic, didactic and academic activities.

The Academy will work with academic staff to respond timely to new opportunities for research and teaching, as well as administrative services to identify areas that can be used more efficiently. The Academy will consistently provide a balance between capital expenditures for repairing, renovating and replacing existing spaces (and work tools) by building or contracting new spaces to meet research and learning needs.

The Academy will continue to pay attention to the continued use of energy, such as carbon emissions reduction and waste recycling, in order to meet our objectives and priorities, but also to adhere to the challenging standards of the local community.

➤ **4: Invest in information technology to increase the opportunities of the academic community**

IT services will work together with the Academy's service and structures to create flexible learning and technology support areas as well as libraries that enable the rapid distribution of digital resources.

The Academy will continue to increase computer space in support of scientific research; in particular by involving in regional resource centres, by providing infrastructure for effective data management, as well as through the development and delivery of tools and instruments for collaborative work.

The Academy presents a challenging environment for delivering high quality, secure, and high-quality communication technology services, due to the nature of facilities, spaces, and systems. In this sense, the Academy intends to invest in the physical and wireless networks of the Internet, which will offer high pride for any electronic device.

The Academy possesses digital resources; in this sense, the IT service will work with academic structures to improve its quality. With an appropriate innovative structure, we aim to provide a platform that enables easy access to potential students, researchers, academic staff and visitors to the Academy.

➤ **5: Quality Assurance Structures**

The Management of the Academy has established a Quality Office with the task of facilitating the implementation of the principles listed above. In addition, the continuing duty of quality assurance and implementation of the above-mentioned principles and strategies will also be the main responsibility of the Director of studies of the Academy, the Academic Senate and the President, as the three essential bodies aimed at ensuring initiative and freedom academy within the Academy.

At the national and European level, the Academy is committed to using as guidance documents within the European Higher Education Area as well as those of the Republic of Kosovo:

1. The Bologna Declaration;
2. "Quality Assurance Standards and Guidelines in the European Higher Education Area", European Association for Quality Assurance in Higher Education;
3. the Lisbon Convention;
4. Kosovo Law on Higher Education
5. Guidelines of the Kosovo Accreditation Agency,

➤ **6: Quality Assurance Instruments**

According to the Regulation, and ESG manual the main internal quality assessment instruments are as follows:

- Questionnaire - Head of Departments;
- Questionnaire - Academic Staff Self-Assessment;
- Questionnaire - Student Teacher;
- Questionnaire - Student Administration;
- Focus group
- One-to-one meetings
- Physical and online Survey

- Internal anonymous feedback “Mailbox”
- Evaluation of exams results for each module

Internal quality assessment can also be done through other forms, such as:

- Focus groups;
- Ad hoc committees for the intermediate evaluation of study programs or other areas within the Academy.

The results will be then evaluated analytically and following approved and proven modules based on the CIPP model studied by Daniel Stufflebeam which is composing by the analysis based on:

- C= Context
- I= Inputs
- P= Process
- P= Product

Questionnaires, surveys and procedures as stated above have been revised to enable them to be appropriate for the purposes of the quality assurance process. The questionnaires, surveys, feedback report of the meetings are initially reviewed by the Quality Assurance Office, then reviewed by the head of the Quality Commission and finally communicated to the Senate of the Academy and Bod.

Following the results of the QAE processes will be the aim of the QAE to propose activities or revisions that could improve the collected negative feedback.

According to the Quality Assurance Manual, student evaluations of academic staff and administration, Heads' evaluations of academic staff, and academic staff self-assessment are conducted each semester, while questionnaires with graduates and employers are made each year. Ad hoc focus groups and committees for the intermediate evaluation of study programs or other areas of the Academy are made as needed and as required by quality assurance actors within the Academy.

This office is also responsible to monitor and keep update the process of level of satisfaction with the Program of studies through adequate KPI such as:

1. **Exams Rate:** This KPI determines the number of students who completed their academic year or received a particular certificate or degree within the normal time frame.
2. **Participation in Extra curricula activities:** This metric looks at the number of activities the student have been involved in to and the level of involvement in each activity, each calendar year.
3. **Research activities:** This metric examines the research activities and publication the students and teachers have overtaken during the academic year
4. **Student Attendance Rate:** Determining the number of students that have achieved, say, 90% attendance during a given semester or academic year is vital to track.

5. **Course Completion and programme Progression:** Determining the overall data on the course competition and in our case, where students will be called to make a specialization choice in each path of studies, will analyse and determinate the principle and the factors that are determining a specific choice from the students.

### **Statistical data and reports**

In terms of data maintenance, Kosovo Art Academy has so far developed the SEMS (Electronic Study Management System) system through which it has managed the teaching process, including student assessment and publishing syllabuses and teaching materials. However, SEMS has so far not been used to make quality assurance assessments due to the improvements that need to be added to the system and therefore such assessments have been made in physical form. Evaluation data has been retained and stored in Excel software by the Quality Assurance Office which is supported by the Information Technology Office.

Generation and processing of most such data are done in collaboration with the IT Office ensuring that data is maintained and accessible at any time of use. Given the need to upgrade information technology systems, Kosovo Art Academy has developed procurement procedures to engage companies that will make the necessary revisions and updates to the system to enable student evaluations of academic staff and administrative services to be made in electronic form. This includes the addition of a new module to the Quality Management System which will ensure that data collection and analysis is done digitally which will greatly facilitate the work of the Quality Assurance Office. Additionally, Kosovo Art Academy in the new strategic plan has envisaged as a special activity the growth of advanced digital services where it is foreseen that new digital modules will be added to the current SEMS as:

- E-Library
- SEMS Learning Attendance Module (SLAM)
- E-Careers & Alumni
- Management of electronic files of academic and administrative staff

Statistical data are maintained in a centrally accessible database and routinely provided to departments and units for their use in preparing reports for indicators and other quality monitoring tasks.

### **➤ 7: Evaluating and updating the strategy**

As stated at the beginning of this chapter, for Kosovo Art Academy the implementation of the quality assurance system has been challenging. Although we consider that all the statements made in the external evaluators' report do not stand, especially the findings that the Academy's regulations were obtained from other institutions, that other strategies and procedures are general and not monitored, Kosovo Art Academy has managed to make a process of reviewing quality assurance procedures and processes.

This implies that the quality assurance regulation has been revised, the quality assurance component has been strengthened within the overall Strategic Plan of Kosovo Art Academy, the new Quality Assurance Strategy has been revised ensuring that it fits into the sole purpose of the quality assurance system, increased involvement of the academic community in redesigning these processes and revising regulations, increased

student participation in the Quality Assurance Commission from one that initially had to 2 students, eliminated discriminatory criteria for student qualification such as grade point average and recognition of the English language, questionnaires were revised and assessment instruments added, questionnaires were first conducted with industry and employers and reports were published on the institution's website.

Also, the entire academic community within the Academy is aware of their role and duties towards quality assurance processes, it is understood by all levels of the Academy's management that the results of quality assurance and assessment processes are very valuable inputs for planning, their decision-making and ensuring that the system is consolidated to the extent that it guarantees internal quality improvement, and these processes do not only occur formally to meet external requirements, namely the requirements for the accreditation process.

So far we believe we have managed to re-conceptualize a system that is sustainable, transparent and credible, but we have also envisaged in the framework of strategic planning that all these procedures and regulations should be reviewed at least in two years to always ensure consistency of quality assurance actors' actions and processes within the Academy.

Quality assurance agreements themselves are regularly evaluated, reported and improved.

Date and Place

Prishtina, April the 7<sup>th</sup> 2020

**Prof Cristian Filippini**  
*Head of Senate/President CEO*



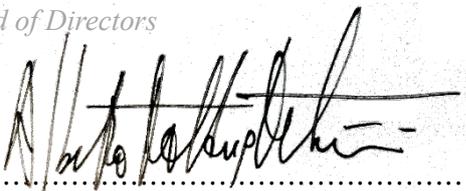
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**Prof Domenico Cafasso**  
*Head of Quality Assurance Enhancement*



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**Dott Alberto Mattia Martini**  
*Board of Directors*



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General Regulations and Procedures Affecting Students 2019/2020