



**UNIVERSITY
OF NEW YORK
TIRANA**

Quality Assurance Manual

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UNIVERSITY OF NEW YORK TIRANA

QUALITY ASSURANCE MANUAL

Tirana, 2023



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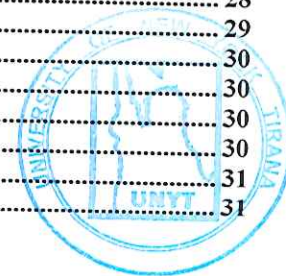
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Introduction

The Quality Assurance Manual outlines the quality assurance principles and procedures for approving and evaluating courses, programs, units, and partnerships in UNYT. The principles and procedures of quality assurance are outlined in this manual in compliance with the overall prospects defined by the Quality Assurance Agency in Higher Education (ASCAL), adhering to the requirements defined in the Quality Code, in the Statute of the University of New York Tirana (2020), Albania and in its related legal acts.



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SECTION I

UNIVERSITY PROFILE

1. University Background

The **University of New York in Tirana (UNYT)**, Albania is a fascinating blend of challenge and vision, in response to the needs of a global society and era. Currently, UNYT offers a selection of dual Bachelor's and Master's Degrees in collaboration with prestigious American and European universities.

UNYT is a non-public (private) institution of higher education, with an anonymous status and academic freedom, which respects the legal and quality obligations established in the legal framework of higher education and all the legal obligations which are mandatory for the non-public institutions of higher education in the country.

UNYT is the first private university established in Albania - founded based on the decision of the Government's Decree no. 397, dated 15.08.2002, "*On granting permission for opening of the Non-Public Higher Education Institution "New York University-Tirana"*" and has specified its current official university status as "*University New York, Tirana*" by the Government's Decree no. 448, dated 11.07.2012. University of New York Tirana is accredited by the Quality Assurance Agency in Higher Education, based on the Decision of the Accreditation Board no. 61, dt.18.12.2020.

UNYT activity is based on the Constitution of the Republic of Albania, by the new Law no. 80/2015 "*On Higher Education and Scientific Research in Institutions of Higher Education in the Republic of Albania*", on the Statute and its related regulations which are designed pursuant to the Statute.

UNYT offers study programs in the first, second and third cycles of study, which are approved by the competent bodies in compliance with the respective legal acts.

UNYT is a national leader in the delivery of a unique and competitively distinctive range of diplomas offered at UNYT including dual Bachelor degrees conferred in Tirana by the State University of New York - Empire State College, United States of America, as well as dual Master degree awarded by the University of Greenwich, United Kingdom, and UNYT.

To support the needs of its students, and enhancement of research, UNYT is expanding its academic and infrastructural resources, by organizing scientific seminars, promoting research and scholarship opportunities, and engaging in original research and promotion of scholarly



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work. For this reason, UNYT attracts students of higher abilities and employs academic staff of distinction, some recognized as international leaders in their fields.

1.1 University Mission and Vision

UNYT's mission is to prepare future professionals through teaching, learning, and research, emphasizing personal development and integration into the community. The diverse academic offer of UNYT provides its graduate's knowledge, skills, and confidence necessary to succeed in a diverse, international environment and prepares them for life as contributing, productive citizens of the global community.

UNYT amalgamates liberal arts and applied market-oriented education with an emphasis on quality education, and continuous development as a research institution.

Vision: *“Give the young people of Albania the opportunity to study, following the best international standard of higher education, at a reasonable cost, at home.”*

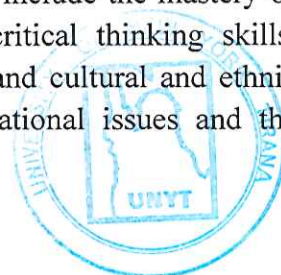
Mission: *“UNYT was founded in order to address the regional needs for an American educational system and to prepare future leaders and business executives with liberal arts and business education, a cross-cultural perspective, and a competitive spirit.”*

The UNYT's slogan is: *“Educating Tomorrow's Leaders”*, highlighting UNYT's institutional commitment to continuous support throughout students' studies and beyond them alongside the path to excellence.

UNYT respects and guarantees academic freedom in teaching, learning, and research, in accordance with the legal provisions in accordance with the mission and strategic goals of institutional development.

The university activities are based on academic merits while excluding discrimination based on race, color, religion, gender, nationality, sexual orientation, origin, civil status, physical or mental ability, and in general any other discrimination factor under the concepts of applicable laws and ethics.

The university believes that the outcomes of student learning should include the mastery of effective study skills, development of analytical, synthetic, and critical thinking skills, knowledge of all cultures and societies, sensitivity to social issues and cultural and ethnic diversity to create a general understanding of national and international issues and the acquisition of a global perspective.



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UNYT aims to achieve its mission through the implementation of well-established strategies and innovative technologies ensuring quality and excellence. The University offers advanced, personalized, and user-friendly know-how centered on student wealth by using learning facilities and collaborative relationships, which are regularly reviewed through constant evaluation procedures. Being a leading university in building linkages with international top institutions, UNYT assures high-quality content and curricula which are developed by international experts in the educational field and subjected to a series of peer reviews and a rigorous accreditation process.

1.2 Faculty at UNYT

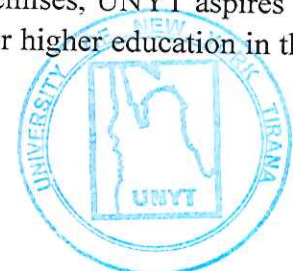
UNYT strives to select and appoint national and international faculty and staff who are talented professionals and graduates of top world-ranked universities from all around the world to create courses of the highest quality. Recruitment aims at employing staff members of the highest quality with a view to retaining them on a long-term basis by granting support in accomplishing their rights and responsibilities within the university.

The course delivery combines the faculty's professional expertise with the development of larger skills aimed at providing UNYT graduates with the right skills to be integrated into the national market and beyond.

The UNYT graduates have the highest employment rate in the country. Almost 90% of graduates looking for a job are employed in the private and public sectors within six months of leaving university. UNYT graduates have also got genuine opportunities to continue their Master's and Doctoral studies in prestigious universities in Europe and the United States.

1.3 UNYT Resources

Situated in the Tirana Capital city, with newly equipped campus premises, UNYT aspires to establish itself as a dynamic, multicultural, and leading institution for higher education in the Balkans region and beyond.



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UNYT has managed to create an effective academic and administrative structure to ensure the resourceful delivery of study courses through a professional system of quality assurance. UNYT Library is making available to students an extensive e-library that gives students access to a wide range of online resources and external online collections and preparatory materials.

The University has also developed a well-managed database operational system in the form of its official website, which combines all the benefits of accessibility and flexibility communication of students to the Registrar's offices and a high level of interaction among students and between students and their advisor. The online services include educational support: web-based e-mails, calendars, e-materials, announcements, and tasks that support better administration of services and efficient communication to the students.

UNYT has established appropriate students support facilities aiding students with problems related to the knowledge or any other related aspect of their studies.

1.4 UNYT Partners

UNYT is now very well placed to expand soundly and extend its educational reach both within Albania and globally. UNYT is an institution with a vibrant and motivated team, and it is a goal of the University to ensure that all academic and administrative staff develops with the growing institution.

UNYT upon its establishment has established cooperation with prestigious institutions in the European and global educational framework. UNYT develops programs and courses in collaboration with the State University of New York / Empire State College (SUNY / ESC) in the United States of America which is accredited by the Middle States Commission on Higher Education of the US. UNYT cooperates with other international academic institutions to conduct its graduate programs, such as the University of Greenwich in the UK.

UNYT's educational philosophy, as a member of the Maarif Foundation Group of Educational Institutions, is to prepare competent professionals who will distinguish themselves not only within the borders of their country but also, beyond the confines of their own culture. UNYT believes that national borders, ethnicity, language, and religious beliefs are no longer barriers to professional and personal development.

UNYT is committed to constantly developing and adapting internal evaluation procedures to ensure that best practice is being adhered to in all university activities. UNYT's strategic planning and decision-making processes ensure to both enhance students' experiences and add



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value to their diplomas by maintaining an effective relationship with national and international partners and accrediting bodies.

1.5 ORGANIZATIONAL STRUCTURE OF THE UNIVERSITY

I. Main Units

UNYT is composed of 3 (three) faculties:

- Faculty of Economy and Business
- Faculty of Law and Social Sciences
- Faculty of Engineering and Architecture
and 1 (one) Institute
- The Institute of “European and Balkan Studies”

The Institute of European and Balkan Studies consists of three research centers:

1. European Studies Research Centre
2. Balkan Studies Research Centre
3. Research, Project, and Innovation (RPI) Centre

II. Core Units (Departments): Each of these three faculties is composed of three departments.

Faculty of Economy and Business:

1. Department of Business Administration
2. Department of Economics and Finance
3. Department of Business Informatics and e-Business

Faculty of Law and Social Sciences:

1. Department of Law
2. Department of Political Science/International Relations
3. Department of Psychology

Faculty of Engineering and Architecture:

1. Department of Computer Science
2. Department of Information and Intelligent Systems
3. Department of Architecture and Design



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1.6 Table of Programs offered at UNYT

Undergraduate Degrees (3 years)

A. Bachelor 3-years:

- ✓ Bachelor in Business Administration with concentration:
 - Business Administration
 - Marketing
 - Management
 - Business Economics
- ✓ Bachelor in Economics and Finance with concentration:
 - Finance
 - Economics
 - Accounting
- ✓ Bachelor in Applied Banking and Finance
- ✓ Bachelor in Business Informatics
- ✓ Bachelor in Computer Science
- ✓ Bachelor in Computer Science with concentration in Information Systems
- ✓ Bachelor in Psychology
- ✓ Bachelor in Political Science/International Relations with concentration:
 - International Relations
 - EU Legislation and Politics
- ✓ Bachelor in Telecommunication and Networking Engineering
- ✓ Bachelor in e-Business and e-Commerce
- ✓ Bachelor in Software Engineering
- ✓ Bachelor in “Design” with concentration
 - Graphic Design;
 - Interior Design

Undergraduate Degrees (offered as UNYT and as Dual Degrees)

State University of New York/Empire State College (US) Degree and UNYT as 4 years Bachelor Degrees:

- ✓ Business Administration
- ✓ Accounting





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- ✓ Marketing
- ✓ Management
- ✓ Finance
- ✓ Economics
- ✓ Computer Science
- ✓ Information Systems
- ✓ International Relations / Political Science
- ✓ Psychology

Integrated diploma of Second Level (Master of Science)

- ✓ MSc in Law (5 years program)
- ✓ MSc in Architecture

Graduate Degrees (offered as UNYT and Dual Degrees)

Graduate Programs in Business

- ✓ Master of Science in Business Administration
with concentration:
 - M.Sc. in Business Administration- General
 - M.Sc. in Business Administration- Management
 - M.Sc. in Business Administration- Human Resource Management
 - M.Sc. in Business Administration- Management of Information Systems
 - M.Sc. in Business Administration- Banking
 - M.Sc. in Business Administration- Marketing
- ✓ Master of Science in Finance and Accounting

Graduate Programs of Humanities and Social Sciences

- ✓ Master of Science in International and Commercial Law (LLM)
- ✓ Master of Science in International Relations
- ✓ Master of Science in International Commercial Law
- ✓ Master of Science in Psychology with concentration “Clinical Psychology”, “School Psychology”, “Legal Psychology”

Graduate Programs of Computer Sciences



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- ✓ Master of Science in Computer Science

Postgraduate Programs (Ph.D. Programs)¹

Ph.D. in **Business Administration** with profiles:

- ✓ Economics
- ✓ Finance
- ✓ Accounting
- ✓ Management
- ✓ Marketing
- ✓ International Business

Ph.D. in **Computer Science** with profiles:

- ✓ Computer Science.
- ✓ Management of Information Systems

Ph.D. in **Humanities and Social Sciences**:

- ✓ Law
- ✓ Political Science/International Relations
- ✓ Education

¹ Programs in continuity



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SECTION II

QUALITY ASSURANCE FRAMEWORK

2.1 General Overview

Quality is at the center of all activities of UNYT. The institutional mission states that UNYT was founded to offer a quality higher education to implement flexible and innovative practices in teaching and learning in response to the globally changing face of higher education.

The Quality Assurance procedures implemented by the UNYT have been developed over the 20 years of the operation thanks to the best practices of the institutional partnerships established from the very beginning which comply with best national and international practices and performance indicators.

The key principles guiding these institutional procedures are based on *excellence, equity, and standards*.

The legal framework defining these procedures is based on:

- Quality Code for institutional and study programs evaluations²;
- Quality assurance regulations deriving from institutional partnerships.
- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) (*approved by the Ministerial Conference in May 2015*)³

2.2 Internal quality assurance

Adhering to the legal requirements, in fulfilling its mission UNYT is required to have in place quality assurance and monitoring procedures ensuring achievement of the mission through best practice, the ability to inform partners in relation to standards of performance, and the commitment of areas for further development.

The UNYT operates quality assurance procedures that demonstrate transparency and accountability to all its stakeholders.

²<https://www.ascal.al/sq/akreditimi/procedurat-e-vleresimit-dhe-akreditimit>

³<https://www.ascal.al/sq/akreditimi/procedurat-e-vleresimit-dhe-akreditimit>



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The entire institutional structure was established to ensure the provision of quality service and encourage quality enhancement at all levels in UNYT. The process of quality assurance is essential for the UNYT's mission and for this reason it remains a central focus.

All academic and administrative staff undertakes a key role in the management and implementation of quality assurance procedures through constant collaboration with the Permanent Commission for the Assurance of Quality Standards of the Institution and Unit ensuring institutional responsibility. The Senate as the highest academic body has the ultimate responsibility for the approval, monitoring, and reviewing of all quality assurance procedures.

The UNYT acknowledges the significance and the influence of quality assurance procedures on the students' development and experiences and therefore seeks to involve students in quality assurance activities.

This includes students' representation throughout performance evaluation on courses, programs, and advisors, involvement in focus groups, and representation in the Senate membership.

The structure, role, and responsibilities of the Quality Assurance system and bodies are implemented by the legal framework and their governing bodies.

Quality Assurance within UNYT is secured by Quality Assurance Unit, with the supervision of the Quality Assurance Committee.

The Quality Assurance Unit monitors and follows up on all procedures on regular periods and all the performance results with the relevant proposals are submitted to the Permanent Commission for the Assurance of Quality Standards of the Institution and to Senate if there is a need for institutional changes to the approved policies and practices.

Programmatic and departmental reviews are planned per academic year based on national and international partners' demands. The document of the Manual of Quality Assurance is reviewed periodically.

All the information regarding the policies and practices related to quality assurance at UNYT is accessible to all interested groups and units including the student bodies.



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2.3 External quality assurance

UNYT is monitored by the Quality Assurance Agency in Higher Education (ASCAL) as an external body that examines all aspects of higher education institutions on a national level. This Agency is responsible for the accreditation of higher education institutions and their programs to follow then the periodic external reviews of the quality assurance for the institutional and program accreditation. The Statute of the university is officially approved by order of the Minister of Education and Sports, while the related institutional regulation is designed in compliance with the national legal requirements.

2.4 Academic offer at UNYT

Quality is not only a set of requirements for the academic and non-academic staff of UNYT, but it is an institutional reality that is constantly striving for excellence in delivering academic offers and services. Each unit is accountable for offering academic excellence throughout teaching and learning activities that exclusively affect the student experiences.

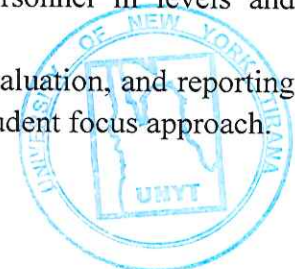
The departments as the core units of the institution oversee establishing and offering of the respective study programs and relevant courses in compliance with the rules and regulations ensuring compulsory quality.

The Head of the Department and the Program Director supervise all the instructors and assistants involved in the UNYT programs to meet the quality standards under the guidance of the Faculty Councils in cooperation with the Permanent Commission for the Assurance of Quality Standards of the Institution and the Senate as the overall academic, leading and development body.

2.5 The Academic Governance

UNYT aims at ensuring professional standards of governance, effective management, and academic excellence through the:

- Implementing recruiting procedures for highly qualified personnel in levels and services.
- Putting into practice a well-defined system of management, evaluation, and reporting throughout all administrative and academic structures with a student focus approach.





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- Adhering to national and international policy requirements regarding higher education sector developments and responsibilities.

UNYT maintains its academic excellence by turning the state of the art into a state of practice in terms of governance by fully respecting the principles of academic freedom, shared leadership, and global learning.

BOARDS AND COUNCILS

2.6 Board of Administration

UNYT, as a private institution, is managed by the Board of Administration, the highest administrative governing body for administrative and financial matters. The Board of Administration executes its rights and responsibilities according to the national legal framework of higher education for private universities and companies. It is chaired by the Chairman of the Board. The Board of Administration is responsible for:

- Approving the strategic planning and appropriate criteria for the allocation of financial resources,
- Approving the draft budget submitted by the Senate and the annual financial report submitted by the Rectorate,
- Assessing the efficiency of the use of funds from various sources and publishing the results of the evaluation,
- Approving the structure and number of personnel at all levels,
- Assessing the plans for the development of the higher education institution and the annual program of activities in terms of viability to the strategic vision of UNYT,
- Approving the internal regulations for the administration, finances, and accounting and other financial related regulations.



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2.7 Academic Senate

The Senate is the highest leading academic body that also serves as a link between the Board of Administration and the academic and administrative staff members, students, and other partners of UNYT. The Senate members are elected and/or nominated representatives of academic units and academic staff categories of UNYT. The Senate drafts and implements the academic and strategic policies, and monitors relevant policies and procedures on quality, academics, and ethics at UNYT by providing guidance and recommendation for enhancement.

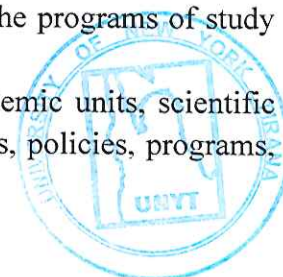
The main competencies of the Senate are:

- To ensure the principles of autonomy, academic and research freedom of the academic staff, and the rights of the students.
- To assess and approve the new study, research and development programs, the necessary structural changes, and the development of plans for introducing or terminating educational and research units.
- To approve the annual report of the teaching and research activity, as well as the financial report in an open meeting for the entire academic and administrative personnel, and student representatives.
- To evaluate, to ensure and take responsibility for the quality control systems of the institution, and of all the related processes, based on national and international standards.
- To evaluate the academic and research performance of the academic personnel based on standards, ensuring quality and transparency.
- To appoint the Council of Ethics members of the University to deal with matters of academic and research ethics in the institution.

2.8 Permanent Commission for the Assurance of Quality Standards of the Institution

The Permanent Commission for the Assurance of Quality Standards of the Institution (PCAQSI) is elected by the Academic Senate with the mission of developing and strengthening the quality system at UNYT to serve the needs of the university community and other interested bodies related to the quality of the institution and of the programs of study provided by UNYT.

This commission monitors the internal evaluation procedures of academic units, scientific research, and of the university itself. PCAQSI oversees the regulations, policies, programs,



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and academic and non-academic processes, and ensures compliance with the legal framework ensuring quality at UNYT in collaboration with all stakeholders.

Internal evaluation of the structures and programs of study is carried out periodically under the provisions of the Higher Education Quality Code. PCAQSI intermediates, drafts, and provides reports for activities and new initiatives related to quality assurance for all units of UNYT through the Quality Assurance Coordinator. The functioning of PCQSPA is regulated by the Regulation of PCAQSI drafted and approved by the Commission itself in accordance with Higher Education Quality Code.

PCAQSI coordinates, compiles, and reports new activities and initiatives related to quality assurance in all units of UNYT through the Quality Assurance unit and its Coordinator. The PCAQSI functions are regulated by the Commission regulations approved by the Senate. In compliance with the national guidelines on internal quality assurance, the main responsibilities of the PCAQSI are related to:

- Compiling an annual self-assessment report.
- Promoting and fostering internal awareness in all units on quality issues.
- Establishment of credibility for external evaluation to all the stakeholders.
- Offering assistance and updated information on quality assurance issues adhering to the new legal requirements.

2.9 Rights and responsibilities of the Academic Personnel

Members of the pedagogical faculty are aware of their special responsibilities and in their services to cultivate knowledge must conduct themselves with dignity based on certain values. They acknowledge the duty of practicing self-discipline and critical thinking in collecting, using, and referring information.

The primary liability of the pedagogical faculty is to search and determine the truth as it is. Moreover, the faculty members are to focus their efforts on developing and improving their teaching and research competencies. They practice intellectual loyalty and avoid irrelevant opinions and actions, as well as avoid conflicts of interest that can limit their freedom to research and teach.

The liability of pedagogical faculty members towards their students is to teach them according to the best research standards of their course. Through proper conduct of themselves along with fairness, courtesy, and constant regard over professional details, members of the pedagogical faculty strive to obtain a position that enhances respect for





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themselves and for the profession they represent. During classes, they allow free research and enhance free opinions. Faculties keep their roles as leaders and scientific mentors, avoid using students for personal purposes, accept meaningful help from students and protect academic freedom.

The pedagogical body's obligations toward its colleagues derive from the common membership in the academic community. They try to support one another regarding different issues with their colleagues. In exchange for ideas and criticism, they respect the opinions of others. The pedagogical body members recognize and accept that the academic obligations and the estimations of their colleagues are impartial. All faculty bear part of the responsibility in conducting UNYT's academic affairs.

The responsibilities of the pedagogical body members toward UNYT are teaching scientific research and services. They actively take part in leading UNYT. In line with the restrictions in the Labor Law of the Republic of Albania, UNYT assigns its faculty a flexible educational rapport between teaching, administration, services, and scientific research.

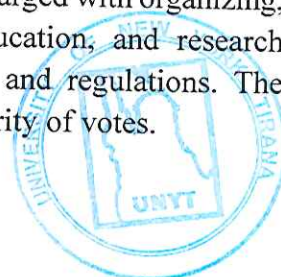
Members of the pedagogical body are entitled to implement rules appointed by UNYT without losing the right to be critical. They submit a written form outlining all the problems that affect.

the academic permanence of UNYT to their Faculty Council, the Rector, the Deputy Rector, or the Department Chair where they participate.

Faculty execute their rights and charges under the responsibility they have for the courses they teach, toward the students and UNYT. As a contracted employee involved with a profession that depends on freedom, the instructors are especially obligated to support free research, and through it, to transmit to the community the understanding of academic freedom.

2.10 Permanent Committee for Awarding the Doctor Degree

The permanent Committee for Awarding the Doctor Degree operates at a university level and is composed of all the faculty members having the title of Professor or Associate Professor constituted by a minimum of five and a maximum of seven members. The Permanent Commission of Awarding of Scientific Grade "Doctor of Sciences" is charged with organizing, managing, and supervising the doctoral programs, postdoctoral education, and research qualifications related to it in compliance with the legal framework and regulations. The Commission elects its chairman amongst its members by a simple majority of votes.



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2.11 Council of Ethics

The Council of Ethics is composed of self-nominated members elected by the Senate and is responsible for creating the necessary conditions to help faculty members, administrative staff and students embrace the principles of the Code of Ethics and ensure that principles are equally applied by all. The Code of Ethics was compiled by the Ethics Council, and it is approved by the Senate.

The Council of Ethics is also responsible for promoting ethics' policies, especially in the areas of academic freedom to research, teaching, and publication, while respecting academic standards and rights based on the best national and international practices.

The appeals of the decisions/recommendations of the Council of Ethics must be addressed to the authority of the Rector for students and academic staff or the Administrator for administrative staff.

The types of measures of disciplinary proceedings, appeals, and their settlement are determined in the Code of Ethics.

2.12 The Rectorate

The Rectorate is a collegial executive body consisting of: I) the Rector, who chairs it, II) the Vice Rector(s); III) the Chairs of Main Units, and IV) the Administrator.

The Rectorate, despite the mission, rights, and duties established by national law has the following additional competencies and functions.

- To report periodically to the Senate and the Board of Administration in accordance with the regulation of operation approved by the Senate;
- To prepare annual reports on teaching and learning performances, research, and financial activities and submit them for further approval;
- To prepare a long-term plan for the institutional development and monitor its implementation upon approval by the Senate;
- To determine criteria for the allocation of financial, and human resources;
- To recommend academic and quality assurance projects and introduce all the necessary structural changes for their effective implementation;
- To monitor periodically the overall management and publish results of the assessment and quality reports of the institutional activities.
- To propose the overall organizational structure and number of staff.



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2.13 Faculty Council

The Faculty Council is a collegial body that is chaired by the Dean and composed of the Vice Deans, Core Unit Chairs and Faculty Administrator. The Faculty Councils hold meetings on a periodical basis, inviting representatives from other units. The Faculty Council has the following other functions:

- Plans and allocates resources to ensure the quality of the programs offered in academic units under its auspices, in accordance with the proposals made by them;
- Submits proposals for study courses or scientific research programs, in relation to opening, reviewing, change, or closure of departments or other units or programs;
- Analyses and approves the annual report compiled by the Dean on the Faculty's education and research activities;
- Monitors and approves academic applications and scientific qualifications in open meetings with administrative personnel and student representatives.

2.14 Admission and Transfers Committee

The admissions and Transfer Committee operates at the Department level dealing with assessments of applications for admission. The members are nominated by the Faculty Council and approved by the Senate. The Committee operates under its regulations and may seek the opinion of experts from other units, in the case of evaluation of university credits for transfers or admission of students.

Based on the decisions of the Committee, the Deans of the respective faculty, in cooperation with the Student Affairs Office and the Records Office inform the applicants of the Committee's decision and recommendations.



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SECTION III

ASSURING THE QUALITY OF STAFF

The university faculty is composed of all academic staff of UNYT during each academic year, and their main obligation is to implement the academic mission of UNYT, which consists of teaching, researching, and academic services. Titles and ranks of these categories of Employees should be presented to the Faculty Council, which oversees clarifying and defining the academic status and duties of each faculty member in accordance with the mission, rules, and regulations of UNYT.

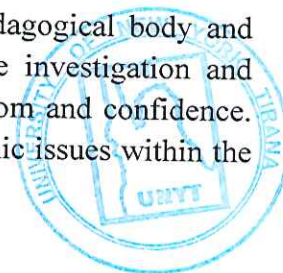
The academic body is composed of regular ranks such as Assistant Lecturer, Lecturer, or Professors. It can also be composed of other specific titles of the pedagogical ranks like Visiting or Adjunct Professor. Ranks and appropriate titles together with their respective rights and privileges are awarded in line with the laws and bylaws in force.

UNYT is committed to preserving and enhancing, within the frame of the law, academic freedom in research, teaching, publications, and public expression of opinions, and to protecting members of the academic community from inner and outer influences that would limit them from practicing these rights. UNYT exists to serve the commonwealth and not to promote the individual and intermittent interest of any part or group of faculties. Academic freedom bears responsibilities bound to rights. An important aspect of academic freedom is the pursuit of professional ethics standards that define the highest administrative ideals.

3.1 Academic delivery and monitoring

According to national standards, all members of the pedagogical body and academic staff enjoy academic freedom. Dismissal of a member of the pedagogical body and academic staff or of a member hired with or without probation, at any time before the end of the hiring contract should be applied based on always respecting the policies of UNYT and the contract conditions. UNYT believes that academic freedom and responsibilities are crucial for full development of a university and are spread throughout the teaching process, scientific research, and creativity.

During all scientific research and creative activities in general, the pedagogical body and academic staff members, and students too, should be free to cultivate investigation and criticism skills and to explore their ideas within an atmosphere of freedom and confidence. Besides that, instructors should also enjoy the freedom to discuss academic issues within the



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class. To gain the maturity to analyze and judge, university students should also have the chance to study a wide range of ideas, opinions, and persuasions.

UNYT policy supports the principle that the instructor, as a member of the pedagogical body and academic staff, should accomplish his/her responsibilities within the society and the profession, by performing with academic competence, maturity, and desired citizenship. The university leader is a citizen, a member of a profession, and an academic instructor of an educational institution. The leader should always be careful as a holder of these roles, as he/she is a public figure and thus should perform with dignity, good judgment, and maturity.

If a faculty member thinks that he/she does not enjoy academic freedom as a shelter of academe or an academic challenge, they must address the competent authorities of the university through a written petition or utilize other procedures at their disposal.

3.2 Recruitment procedures

Employment criteria and qualifications sought in full time or part time academic personnel are determined by the core unit, based on the needs of the latter, are approved by the Rector, and are conveyed to other authorities of the university. After the identification of vacancies by departments, approval of vacancy announcement, and allocation of resources, HR Department undertakes the task of organizing the recruitment process, monitoring the application procedures and screening of the interested candidates. The evaluation is done by ad hoc commissions, in which the relevant academic unit is duly represented.

Employment can be considered only upon the Rector's and/or the Board of Administration's final approval. The Rector or his representative employee's academic staff. The specific employment terms are defined in a written employment contract.

3.3 Equality of Opportunity in Recruitment and Selection

Employment at UNYT is made without distinction of a kind, color, belief, gender, nationality, sexual orientation, origin, age, civil status, or physical disabilities.

Full-time employment comes as a proposal from the relevant academic unit and with the approval of the Rector and/or Board of Administration. Termination of employment is governed by the Labor Code of the Republic of Albania and Higher Education Law

Academic units may invite or contract for teaching and research activities, academic staff or personalities for a short period of time – for specific semesters or a full academic year (with



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the right to renew the contract). This selection should be based on the teaching or research needs of the unit and the qualifications of those invited.

Institutions of higher education have the right to employ on a part-time basis, students who are in the doctoral program and are working on their dissertations and are supporting their advisors.



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SECTION IV

PROCEDURES FOR THE APPROVAL, MONITORING, AND PERIODIC REVIEW OF PROGRAMMES

4. Courses and programs

4.1 Approval of courses

This Section outlines the steps and personnel involved in the process of approving, discontinuing, or amending the individual courses, and the programs themselves. These new courses and programs may be offered internally for delivery at the UNYT or collaboratively in association with an approved partner.

4.1.1 New courses

Most new courses are introduced as part of new program proposals, but others may be added to the academic portfolio to update or enhance existing provisions. In both cases, a **Syllabus/Course Specification** must be completed, giving a detailed outline of the course (its aims, learning outcomes, indicative content, learning and teaching activities, assessment, and key texts). Course specifications should be provided to students in the course and program handbooks and, following initial approval, should be kept up to date.

4.2 Curricula revision

The syllabuses part of the program curricula are monitored on a semestral basis to ensure they follow the approved curricula. According to internal and external factors, this program might need to be revised, updated, or discontinued considering the changes in the subjects or in response to student feedback. Curricula revision includes course changes, titles, aims, outcomes, and assessment criteria representing a scale of not more than 20% of the total program ECTS can be approved on the faculty level and the Senate and notified to the competent authority in the Ministry for Education. Curricula revision of the study program consisting of more than 20% of the program ECTS is subject to a reorganization process, which requires approval by the competent Ministry for Education according to the laws and orders in force.

The curricula revision is done according to “Curricula development policy and procedures” which provides an overview of the curriculum development process and the steps to follow in revising study program curricula based on philosophy, goals, objectives, learning experiences, learning resources, and assessments.





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4.3 Opening of new study programs

Whether a new program is intended for delivery by UNYT, and/or in collaboration with an approved external partner, academic staff engages in a rigorous process of curriculum development and discussion (involving any relevant external partner or professional body) before presenting the proposal for academic approval. The proposal is peer-reviewed by a specially convened Curriculum Committee of experienced people drawn from inside and outside the field of study and the institution. This committee carefully considers the academic quality and standard of the proposal and evaluates whether it meets the requirements of the University, whether the program is comparable to similar programs offered elsewhere in the country and whether the learning design provides a suitable experience for students. Following this evaluation, approval/disapproval is undertaken.

When developing policies and procedures for program design, approval, and review, first, it is important to consider whether a due account is taken of:

- Rationale of curriculum development (justified based on market needs – supply and demand) and background of prior curriculum development.
- Aims and objectives of the major / curriculum (alignment with UNYT's core mission, objectives, and vision).
- Structural diagram of the curriculum with clear progression stages.
- Teaching and Learning Strategies.
- Assessment strategy, including the design and set of assessments (with distinct progression adjustments).
- Staff and related resources
- Course Syllabi / Course Specification (with distinct progression adjustments).
- CVs of faculty.
- Implementation Strategy.

Proposals of main units for opening new study programs are submitted to the approval of the Academic Senate and Bard of Administration.

Following, the new program is submitted to the approval of the Ministry of Education for its opening. UNYT shall make every effort for the new program to meet and maintain the requirements defined in the Law on Higher Education and its bylaws.



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4.4 Principles of Curriculum development

The principles and reference points, which should be considered when designing and developing a new program include, but are not limited to:

- Aligned with UNYT's mission statement, objectives, and strategic development plan.
- Aligned with current and future market requirements.
- The curriculum focuses as much on the subject matter as it does on cognitive and transferable skills with clear indications of progression from one learning stage to another.
- Economies of scale and scope; courses offered to students of more than just one major can be provisioned at a higher frequency and constitute more cost-effective solutions.
- In compliance with relevant regulation No. 15 / 04.04.2008 of the Ministry of Education and Science (Albania).

4.5 Procedures for program development

There are two stages of approval. The first stage consists of the approval of the "feasibility study" (if we are dealing with a new program of study) and then the approval of the fully-fledged Program Specification Document.

The following procedure should be followed for establishing a new program:

- Workgroups/committees are established in majors in which curriculum development is necessary.
- The constitution of the Curriculum Committee: Full-time faculty (including faculty from support Teaching Units), part-time faculty, representatives of the Student Union, and at least one representative from the professional community.
- SWOT Analysis of the existing curriculum if there is an existing curriculum.
- Synchronization of curricula suggestions by committees.
- Discussion of the new curriculum with the partner if the new program will be offered in collaboration with a partner university.
- Approval of curricular proposal by the Curriculum Committee, Department, Faculty Council, and Rectorate.
- Approval of curriculum by UNYT's Senate (and the relevant bodies of the partner University).
- Inclusion of new curriculum into promotional materials and systems.



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4.6 Joint Programs

In cases of joint study programs to be offered by UNYT, collaborations are governed by a formal Memorandum of Understanding (MoU) or other agreement specifying the responsibilities of the partner and of the University, UNYT. Once the partner is approved, the MoU is signed by the legal representatives of both institutions.

4.7 General principles for Research Evaluation

Evaluation measures are a strategic tool for quality assurance and quality improvement (formative evaluation), and to monitor the performance of an institution (summative evaluation).

The evaluation measures and tools therefore must be designed such that they allow not only a differentiated response on the performance of the evaluated functional unit (institute, faculty, or university) but also some advice on the future development/improvement/strategic planning.

All staff members of the UNYT are obliged to participate in the evaluation process.

The requirements and expectations of the evaluation (terms of reference) must be clearly presented and must comprise at least the rationale for the evaluation, the principles guiding the evaluation, the intended user and use, the roles and responsibilities of all involved persons, the methodology, the reporting requirements, the estimated costs, and the schedule.

The evaluation outcome must be considered in all decision-making and planning processes.

4.7.1 Research evaluation

The research achievements at UNYT are evaluated to assure and improve the quality to international standards. Furthermore, the outcome of the evaluation measures serves as a basis for strategical planning, i.e. the formulation of development plans, budget allocation, negotiations with the ministry, etc.

The subjects of research evaluation are functional units such as institutions, faculties, and research facilities.

The evaluation tools applied must assure that the characteristics of the scientific disciplines are adequately addressed.

In order to generate a proactive environment, the researchers have to be involved early in the evaluation process, i.e. in drafting the evaluation procedure.





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Evaluation periods:

A summative evaluation with respect to the research achievements must be carried out every year and is the basis for budget allocation to the faculties. Within faculties, it serves as the basis for budget allocation to the institutes, and within institutes for the budget allocation to the research groups.

Formative evaluations by means of peer review must be carried out periodically – at least every 10 years – to elaborate on the strengths and weaknesses of the faculties and institutes relative to the international development in the research fields. These evaluations serve as a tool for working out and adapting development plans.

The rector or the responsible vice-rector can additionally announce and conduct ad hoc peer review evaluations, i.e. when research measures are discussed such as inter-faculty research priorities, specific research facilities, large-scale projects, and others.

To improve or react to developments in the international research area the faculties or institutes have permission to apply to the rector or responsible vice-rector to conduct ad hoc peer reviews.

Consequences of peer review evaluations:

The rector or responsible vice-rector has to discuss the recommendations and measures for improvement with the evaluated units and has to set up the required measures and the time frame for their implementation.





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SECTION V

ASSURING QUALITY OF LEARNING, MANAGEMENT, AND SUPPORT FOR STUDENTS

According to UNYT's commitment to applying equal opportunities, admission to the student will not be refused based on race, color, religion, sex, origin, sexual orientation, personal status, and physical disabilities. UNYT accepts students according to the Albanian Legal framework on acceptance to HEI. Applicants should submit the required supporting documentation items as specified in the entry criteria of UNYT and the national directives and guidelines on admissions.

Every person admitted and registered for earning academic credits at UNYT will be considered a student. Student matriculation is conducted according to the laws and bylaws in force.

5.1 Students' rights

Parts of UNYT goals are to convey knowledge, enrich its student, and improve the prosperity of society. Academic freedom, promoted as a claim for freedom of expression, is indispensable in achieving the goals. As members of the academic community, students should be prompted to develop critical and analytic-synthetic judgment and to engage in a continuous and independent search for truth.

The right of a student to learn and the right of a faculty to teach are inseparable parts of academic freedom. The right to learn is implemented by establishing equal chances and adequate conditions within the class, in the university setting, and widely in the community. University students should pursue their rights with amenability, while the responsibility to provide and respect the student's right to learn is part of the established procedures and is part of the shared responsibilities between all members of the UNYT community.

5.1.1 Student's Responsibilities

The goal of UNYT is that the academic community should support the education process focused on the students. To succeed, a procedure-based system is in place, and individuals as



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procedures of courses, faculties, and UNYT policies. Students participate in the shared responsibilities of UNYT governance through elected membership to the Senate, The Permanent Commission for the Assurance of Quality Standards of the Institution, Faculty Councils, Council fo Ethics and the Student Union, which exercise their competencies according to approved guidelines.

Students as community members are expected to be good citizens on and off campus, and in doing so should obey the regulations and UNYT's Code of Ethics. In the case of a violation of the regulation, the individual is responsible for his/her actions.

5.2 Procedures for Complaints, Appeals, and Extenuating Circumstances

UNYT expects students to inform UNYT and present complaints or requests through the relevant procedures if they think they were not duly provided the services offered by UNYT or in cases of problematics that may affect or has affected their studies or well-being.

5.2.1 Protection of freedom of speech and expression

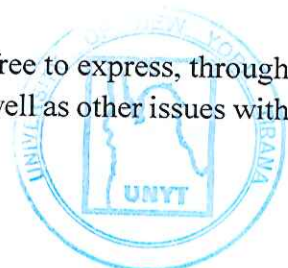
Freedom of thought and expression are indispensable to any University, as it aims not only to transmit existing knowledge but more importantly to interpret, explore, and expand that knowledge. On the University campus, no idea can be banned or prohibited, and no message may be considered unsuitable to be expressed unless it breaches UNYT's Code of Ethics.

5.2.2 Fair use of information

Information about UNYT students' points of view, political views, and beliefs is considered confidential. The unfair use of this information is considered a violation of professional ethics.

5.2.3 Student Association

As essential members of the academic community, students should be free to express, through their Student Union, their own opinion on institutional policy issues as well as other issues with



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proceedings. No person shall sit on the Disciplinary Appeals Committee if she or he is directly associated with the student's studies or with the disciplinary decision against which the appeal is made. The Disciplinary Appeals Committee may review the Council of Ethics decision and its decision is final.

Prof. Dr. Erkan ERDEMIR

RECTOR



The image shows a handwritten signature in blue ink, which appears to be 'Erkan Erdemir', written over a circular official seal of the University of New York Tirana. The seal contains the university's logo and the text 'UNIVERSITY OF NEW YORK TIRANA' and 'UNYT'. A horizontal line is drawn below the signature.