



University of New York Tirana

STRATEGIC PLAN (2020-2025)



Tirana, 2019



MISSION, OBJECTIVES, AND VALUES

The Mission

The mission of University of New York Tirana (UNYT) is “Educating Tomorrow’s Leaders”.

In today’s world, business, communication, economic and social change as well as individual and societal problems have acquired a global character. Global challenges require academic disciplines and perspectives beyond the training and experience of highly cross-disciplinary academics.

UNYT offers to the students, the opportunity to obtain a university degree at Bachelor, Master and PhD level in a variety of academic disciplines and professional specializations, which will provide them the knowledge, skills and confidence necessary to succeed in a diverse and international work environment, to prepare them for life as contributing citizens of the global community.

UNYT is dedicated to the spirit of learning, personal growth and the development of a community in which active participation and freedom of expression are encouraged and supported.

Committed to the intellectual, creative and personal development of its students, UNYT believes that the outcomes of student learning should include:

- Excellent command of effective oral and written communication skills in English;
- Development of analytical and critical thinking skills;
- Understanding of research methods, including the ability to locate, evaluate and integrate information and data;
- Solid knowledge of different cultures and societies;
- Sensitivity to social issues, cultural and ethnic diversity;
- Understanding of international issues and a global perspective of important issues and events;
- Development of healthy interpersonal and social relationships;
- Understanding of the uses and limitations of modern technology;
- Awareness of professional opportunities and understanding of professional ethics and responsibility;
- Strengthening of the values of integrity, objectivity, and human understanding;
- Production of evidence-based research for policy making consideration.



The Objectives

A. Offering of a comprehensive cycle of General Education

The General Education program aims to encourage students to develop their academic skills, appreciate learning, as well as, encourage a mature and broad understanding of our world today and prepare them to be useful academic citizens of their society.

UNYT values global awareness as an overarching goal of its curriculum and particularly engages its students in a two-part General Education program consisting of core and distribution requirements. UNYT values are in line with the Association of many EU and American Universities believing that "liberal education has the strongest impact when students look beyond the classroom to the world's major questions, asking students to apply the developing analytical skills and ethical judgments to significant problems in the world around them".

Core requirements help students develop advanced communication, analytical and critical thinking skills, while distribution requirements introduce students to the breadth of human inquiry in the liberal arts and sciences.

Towards the achievement of these objectives, courses from the following disciplines are offered: Culture and Civilizations, Cultural Diversity, Social Sciences, Modern Society, Physical and Biological Sciences, Humanities, Foreign Languages, Aesthetic Appreciation and Expression.

B. Innovative methods in teaching, learning, and research.

UNYT strives to promote innovative methods of student-centered teaching and learning. Along with the traditional lecture, various interactive methods enhance student understanding of the materials at hand. Instructors are encouraged to supplement lectures with debates, in-class discussion, individual and group work, and off-campus activities. For students with special needs individualized teaching methods are implemented.

The university commits itself to high standards of theoretical, empirical and hands-on teaching. Instructors apply different methods to guarantee student assimilation of course materials. Teaching standards are carefully monitored each semester. Students are given course evaluation questionnaires conducted with complete confidentiality and once a year all instructors are peer-evaluated by their department heads.

Research should be a critical component of the innovative methods adopted and applied by the University, as well as supported financially and with reduction of administrative and teaching load. Students shall also be engaged in institutional and individual research projects by Faculty.



C. Address to the individual needs of students as active and creative learners

UNYT deliberately keeps class sizes to reasonable small number of students to encourage as much individual time for each student to learn and interact to a high academic standard. Additionally, a system of tutorials enhances students' potential by allocating individual time for one-to-one instruction with UNYT faculty. Each student is allocated an academic advisor who is in charge of monitoring and facilitating smooth progression of a student towards graduation.

UNYT encourages the students for social activities throughout Student Union and student clubs. Dean of Student is actively engaged in the monitoring and supporting all the student initiatives on different activities.

D. Internationalization: UNYT unites students across the globe

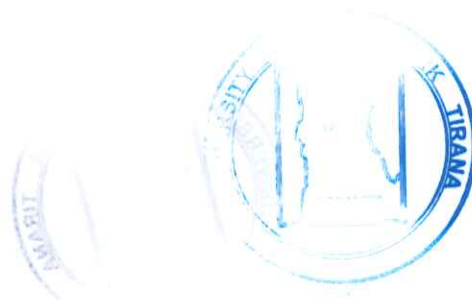
UNYT values the internationalization as a strategic part of its education which advantages the students in strengthening of their career, their vision and recognize the opportunities and the challenges across the globe.

In line with the aims of internationalization, UNYT has taken the initiative to be member of two important university associations such as; European University Association (EUA) and Balkan University Association (BUA) which foster the collaboration among many higher education institutions throughout Europe and Balkans.

In accordance with the approval of the competent Ministry, UNYT develops the programs and courses in collaboration with the State University of New York / Empire State College (SUNY / ESC) in the United States of America (USA), accredited by the Middle States Commission on Higher Education of the US (*Middle States Commission on Higher Education*).

UNYT cooperates with other international academic institutions to conduct its programs, such as University of Greenwich in the United Kingdom. Through these collaborations UNYT provides its students with joint programs of study with international orientation. For students who choose to enrol in joint/dual programs offered in collaboration with partner universities they shall receive joint or dual degrees.

UNYT collaborates with Universities throughout its International Relations Office (IRO) in Erasmus+, Mevlana and Bilateral agreements, on Exchange programs and Projects. UNYT encourages students to have international experience through exchange – mobility programs.



The Values

UNYT's commitment to excellence is rooted in a number of values which are at the heart of this institution's operation. Such values include:

- Supporting academic freedom to conduct research, teach, publish, and speak according to the standards of scholarly activity;
- Adhering to the highest standards of quality in learning, teaching, and research;
- Promoting equality of opportunity and diversity for all;
- Nurturing innovation, creativity and entrepreneurship by rewarding talents;
- Providing educational services with a high impact on society and economy;
- Promoting the ethical standards as one the main route;
- Synthesize the academic offer and collaboration to enhance the academic standards;
- Increase the international research power and address global challenges;
- Strengthening the European engagement by developing European key partnerships;
- Develop collaborative research with international partners;
- Improve of the internal communication and collaboration to ensure a sustainable dialog about strategic internationalization;
- Enhancing international transnational education partnerships to ensure the delivery of high-quality academic outcomes and financial success;
- Ensure quality and inclusive education, fight against the discrimination in all forms and anchors social justice in institutional equity, inclusion, and diversity-related policy;
- Committed to developing new scholars and academics, and creating and disseminating pathbreaking knowledge.



STRATEGIC GOAL # 1

Strive for academic excellence in Teaching, Scholarship and Service.

OBJECTIVES

1)	Developing and improving program curricula.
2)	Opening new programs to better integrate market needs.
3)	Recruitment of highly qualified faculty members.
4)	Offer variety of scholarships.
5)	To increase student retention rate.
6)	Improving student support services.
7)	To improve PR strategies and techniques.

ACTION PLAN

- 1) UNYT to revise existing program curricula through:
 - a. Constantly evaluating student and instructor feedback on course offerings;
 - b. Proposing and designing new courses and programs based on students and faculty to provide feedback;
 - c. Implementing necessary changes to already existing programs and courses;
 - d. Updating course curricula with the latest scientific and pedagogical tools by taking as example the best practices of other foreign universities;
 - e. Membership in international organization with the main focus on curriculum developments and following their strategies;
 - f. Applying new methodologies in teaching and research;
 - g. Involvement of stakeholders at different stages of developing and implementing a curriculum and at differing levels of intensity. In some contexts, it may be relevant for stakeholders to take a more active role in implementing the curriculum, by teaching or internships.
- 2) To open new programs in accordance with well-studied market needs:

In today's world, eminent measures are needed to be taken by all educational institutions. The higher education institutions should be prepared to face the challenges coming out as a need of the digitalization of the world and finding new ways and academic offers to the students.

As it is known in the commercial world, the highest standard companies are entering into joint initiatives with HEI so their needs will be better fulfilled and the programs offered to be more practice oriented to the needs of the market.

In this regard, UNYT is committed to:

- a. Offering joint programs with other international universities beside State University of New York, USA and University of Greenwich, UK that we already have ongoing collaboration by offering dual programs;



- b. Offering joint programs in collaboration with prestigious companies and organizations. UNYT will take the initiative to offer joint program/s with highly prestigious institutions and industrial companies which will make possible teaching and practicing in the same time for the students that will follow that program.
- 3) To recruit Albania's best qualified scholars and well-versed faculty from abroad through:
- a. Recruiting the best qualified academics in the educational sector;
 - b. Placing public announcements in relevant media seeking applications from prospective members of the faculty in a variety of disciplines, especially among Albanians who have received their PhD degrees from U.S., UK or other European universities as well as foreign instructors;
 - c. Inviting visiting professors from the affiliated institutions abroad.
- 4) To offer variety of scholarships: UNYT offers a high number of scholarships to the students, up to 100%.
- Types of scholarships to be offered:
- a. High School GPA;
 - b. Certificates of successes in sports, art and other disciplines;
 - c. GPA during the education;
 - d. Scholarship exam;
 - e. Scholarship for students with special needs and from other categories.

Developing robust financial aid programs, in order to promote the institution of scholarships for excelling deserving students as well as those in needs.

- a. Increase the number of scholarships at UNYT through different state and international scholarship programs;
 - b. Enter into collaborations with other private institutions to offer scholarships to UNYT students.
- 5) To increase student retention rate, Faculties and Departments must make effort to:
- a. Collect and analyze retention rates, especially for at failed high-risk students;
 - b. Develop and expand an advising report system, whereby results can be assessed on a regular basis;
 - c. Introduce career advice workshops as early as the first days of first year students' arrival on campus;
 - d. Increase students' and faculty's involvement in campus life through participation in sport, cultural and social activities, entertainment, departmental clubs and students' societies.
 - e. Assigning faculty members with the responsibility of detecting and assessing students having personal problems and referring them to the Counseling Center to receive the help needed;
 - f. Developing a program of tutorial assistance beyond the auditorium for students who encounter academic difficulties in the different areas;
 - g. Creating an Academic Support Center;
 - h. Increase support to international students.



- 6) Extension and further improvement of student support services through:
- a. Creation of a Student Affairs Office to provide information on student activities and receive student complaints;
 - b. Strengthen the Career Office through engaging in partnership with employers and organizing career fairs and by monitoring graduates with respect to their career destination;
 - c. Increasing contacts and collaboration with the corporate world, whereby potential employers may identify prospective employees from among UNYT graduates;
 - d. Assisting students in drafting appropriate job application documents, including resumes and cover letter, to maximize their chances in applying and obtaining desirable positions in prestigious companies and organizations.
 - e. Improve quality of internships: Increase number of "Internship" collaborations with reputable employers for students and graduates to gain self-confidence and an increased networking;
 - f. Considering viable options for providing e-learning to accommodate the needs of working students.
 - g. Strengthen the Alumni office: In charge of the Alumni Office shall be an Alumni of UNYT in order for students and graduates to develop networking opportunities;
- 7) The office of Marketing and Public Relations will become key to increasing student enrolment in all three cycles of study.

The office will be in charge of taking the following steps:

- a. Make every effort to reach high school students in Albania and in the neighboring countries;
- b. Arrange visits in high schools through engaging administrative and academic personnel;
- c. Open Days: Arrange visits at UNYT premises by high school students;
- d. Implementing UNYT's Market Research Strategy approved by the Senate on developing a competitive pricing policy in response to the regional economic environments and in alignment with the requested positioning of the organization;
- e. Continuing and improving promotion strategy in order to maintain growth through the introduction of new programs as well as through enhancing UNYT's academic and public image and reputation for the benefit of its students and graduates;
- f. To attract and enroll a greater number of international students.



STRATEGIC GOAL # 2

Expand and Support UNYT's Research Agenda and Output

OBJECTIVES

1)	Creating a Research Institute consisting of Research Centers.
2)	Organizing UNYT academic seminars.
3)	University Research Agenda
4)	Organizing national and international conferences.
5)	The creation of a research fund in support of attending academic and professional conferences.
6)	Establishing UNYT Journal on a regular basis.

ACTION PLAN

- 1) UNYT must further strengthen Research Centers as UNYT core research units and build capacities to participate in EU funded projects. The bulk of all research activity should be focused on several comprehensible research centers performing its activities under the Research Institute.

The creation of the Research Institute will encourage further research at institutional level.

The proposal of the cross Departments and Faculties Commission to adopt the Institute of European and Balkan Studies consisting of three research centers:

- a. European Studies Research Center;
- b. Balkan Studies Research Center;
- c. Research, Project and Innovation (RPI) Center.

Shall be passed through the Senate and Board of Administration for decision.

Research centers to be run by assisting administrative and academic staff. The office would then support the academic staff in project writing as well as coordinating project activities.

The European and Balkan research Centers to deal with mostly academical researches, whilst RPI Center will mainly focus on "innovative" ideas. In this regard, the center will include students of all level, even to public people.

RPI center, as a unique center, will aim to establish "incubator services" throughout Albania in order to be a center of innovative/creative minds. UNYT will collaborate with Istanbul Technique University (ITU) for such initiatives to be realized through these program/s in fostering the youth entrepreneurship ideas in Albania and the Balkans.

- 2) All Faculties shall organize Academic Seminars, available for all academics including assistants and professors.

UNYT to start with Rectorate initiative, weekly academic seminars in all majors. The seminars will be open discussions on any major and aims to collaboration among academics as well as having multi-disciplinary academic researches and publications.



- 3) UNYT will adopt clear, practical and realizable Research Agenda by:
- a. Unifying the direction and framework of the research activities;
 - b. Align the research efforts of the University with the thrust and priorities of the national agencies and institutions such as Ministry of Education, Sports and Youth;
 - c. Generate researches and scientific innovations which are expected to drive economic and technological development.

The university agenda shall be characterized and driven by the categories: accelerating academic development; competitive industry and entrepreneurship; social and cultural development; focusing international activities around our research strengths; impact of the universities towards the Sustainable Development Agenda 2030.

UNYT will concretize its fundamental commitment to research by providing the necessary support, funding and incentives for researchers. The benefits and rewards for researchers shall be designed to intensify the quantity and quality of research outputs produced by teaching and non-teaching personnel in the university, support and promote the culture of research which is an indispensable function of an institution of higher education.

The university research to make their funding and terms of support on the following main types:

- a. Internally-Funded Research: These researches are the university-sponsored projects incorporated in the budget proposal for the year. Upon the recommendation of the Rectorate and approval by the Senate and Board of Administration, the allocated funding approved for the project proposals will be provided for the fiscal year that follows.
- b. Externally-Funded research: Upon the approval of the Senate and Board of Administration, the university will endorse proposals to proper agencies in accordance with their requirements and research priorities. The university or any external agency through the University, may commission a faculty member, an administrative staff member, or a group of faculty members/administrative staff to conduct research on a particular problem.

The Institute of European and Balkan Studies to be the responsible unit for the reporting and coordination of the commissioned projects when the faculty member/s are involved.

- 4) In order to encourage academics to publish their research in an academic journal which are nationally and internationally recognized, the university shall provide promotional and financial incentives for every national or international publications. The incentives will be based on the citation/s by other authors/scholars in an international SCOPUS-INDEXED JOURNAL, by awarding a Plaque of Recognition to faculty members whose research output has made significant impact in the field and granting of the Annual Best Research Award to the faculty member of the university.

UNYT in collaboration with the Research Institute and Faculties shall organize at least one national or international conference per academic year. The Institute, Faculties and

the research centers must play an active role. The proceedings of all conferences will be published in a separate volume. Assisting faculty members acquire a research culture that will be integrated in their teaching performance.

- 5) The Rectorate and Board of Administration should approve a specific yearly budget for providing financial support for publications in order to motivate and support academics to participate in international academic conferences. Provide incentives (including financial rewards) to participate faculty members in EU-funded projects.

Research Funding

The university will allocate annual funds for the conduct of institutional and specialized researches acquisition of books, professional journals and similar publications. Funding may be generated through external sources such as grants, donations, bilateral agreements, collaboration with government and private agencies either national or international funding institutions. The research proposal submitted shall be accompanied by a detailed budget.

Subject to the availability of resources, the following support and incentives may be granted by the University:

- a. Honorarium: An incentive granted to researcher/s for service rendered beyond the minimum/regular workload to encourage productivity;
 - b. Reduction of Teaching Load: Only full-time faculty shall be entitled to reduction of teaching load.
- 6) The establishment of a UNYT journal will increase publications not only at institutional level but also internationally. The international journal will be established in the auspices of the Institute of European and Balkan Studies which will be an inter-disciplinary journal with the aim to publish the best research on international development issues in a form that is accessible to practitioners and policy-makers as well as to an academic audience. Alongside its main focus on international development, through this Journal, UNYT will aim to publish high quality scientific contributions to ideas, frameworks, policy and practice that make a significant and novel contribution to the field of international development.



STRATEGIC GOAL # 3

Maintain and Enhance a Network of Partnerships and Relationships

OBJECTIVES

1)	Maintaining long- and good-standing and mutually beneficial relationships partner institutions.
2)	Developing new agreements on the basis of market demands and mutual interest.
3)	Developing professional training programs for business and industry.
4)	Diversifying the exchange opportunities.

ACTION PLAN

- 1) UNYT, for a long time, maintained very special and beneficial relationships with partner institutions SUNY in USA and University of Greenwich in UK. Now, UNYT aims to:
 - a. Further expand and strength collaboration with all partner institutions, Especially with SUNY/ESC;
 - b. Increasing the number of faculty and student exchanges under the Erasmus+, Mevlana and other partner institutions;
 - c. Collaborating in research activities and participation in international forums and organizations;
 - d. Continue to develop a strong international focus and awareness in all our staff and in all that we do;
 - e. Secure a greater volume of resources from international research partnerships and increase the use of our intellectual property worldwide;
 - f. Focus on building strategic partnerships in a focused number of countries or regions;
 - g. Attract more international academic staff – reviewing and monitoring proportions at academic level; assessing talent pipeline; suggesting ways of enhancing attractiveness to potential applicants; and providing good support in post.
 - h. Further expand and strength collaboration with all educational institutions under the Turkish Maarif Foundation.

- 2) To build and continuously expand the network of collaboration with universities and research institutions throughout the world. To achieve this, UNYT should:
 - a. Connect and collaborate with universities and research institutions in Europe and in other parts of the world on the bases of mutual academic interest;
 - b. Develop staff and student exchange programs using external fund to the greatest possible extent;
 - c. Develop Summer Session programs for students of the affiliated foreign institutions;
 - d. Develop web-based materials to act as a gateway to the international aspects of the UNYT, covering areas such as research databases; graduates and affiliates; academic engagement and expertise; and student resources; and develop our alumni network further so that they can help form networks and contacts and build reputation in key countries and regions;



- e. The enhancement of the UNYT international reputation should create a virtuous circle, building further and bigger opportunities for international research partnerships with other world-class universities and institutions worldwide;
- f. Enhance our ability to shape and secure increased levels of international research funding; attracting the best minds to work with us (whether to learn, research or develop commercial opportunities);
- g. Increase our ability to secure sustainable income flows through offering opportunities to international students to study here;
- h. Offer to all of our student's international experience/s and understanding that will support them in building a future in an increasingly interdependent world.

UNYTs International Relations Office to identify:

- a. Possible institutions of which UNYT can further expand its collaboration for all cycles of studies,
 - b. Students and staff exchanges, and
 - c. Research collaborations;
 - d. Membership in different international organizations and association with the focus strengthening the performance of the Higher Education Institutions;
 - e. Continue the process of internationalizing our academic portfolio with content and delivery modes appropriate for on-campus and distance learning;
 - f. Provide greater access to student and staff exchange options to give international experiences and stimulate further interactions;
 - g. Increase on-campus student numbers and invest in recruitment channels and activities;
 - h. Enhance international transnational education partnerships to ensure they deliver both high-quality academic outcomes and financial success;
 - i. Develop collaborative research with international partners that increases funding and output citation rates.
- 3) Developing professional training programs for business and industry via:
- a. Providing tailor-made professional training programs to satisfy the specific needs of the employees of private sector key enterprises.
 - b. Inviting corporate executives and government officials to deliver lectures to UNYT undergraduate and graduate students so that they can be exposed to our academic community, and also have our students become visible to the job market.
 - c. Arranging agreements with private-sector companies;
 - d. Offering MOOC Courses (Massive Open Online Course) in different areas for the interested businesses based on their demand.

In achieving this goal, UNYT should develop and implement a working strategy consisting of:

- a. Constantly announce on official website to realistically present the university's international character and its achievements;
- b. Participating in regional and International Educational Fairs;
- c. Developing a network of trustworthy international recruiters;
- d. Providing UNYTs international students with specialized support services.



- 4) Diversifying the exchange opportunities. Nowadays, at EU level, emphasizes is placed on the diversification of the teaching methods. UNYT must also pay attention to:
- a. Provide greater access to student and staff exchange options to give international experiences and stimulate further interactions;
 - b. Both incoming and outgoing students and academics, not only EU and Balkans, but also other continents;
 - c. Give a sharp international focus to the considerable and broad-ranging strengths in research, learning and knowledge exchange – identifying and making the most of emerging international opportunities;
 - d. Communicating effectively internally and externally about the range of our international activity;
 - e. Establishment of a virtual exchange program through online education;
 - f. Ensuring that Learning and Teaching activities respond to the changing needs of our societies as well as contribute to the advancement of the academic and professional knowledge and skills.



STRATEGIC GOAL # 4

Continuous Infrastructure Development

OBJECTIVES

1)	Building a UNYT- owned campus.
2)	Upgrading IT facilities to represent the latest offerings in educational technology.
3)	Enriching library resources to serve the academic needs of students and faculty.

ACTION PLAN

- 1) UNYT Board of Administration with the support of the Turkish Maarif Foundation (TMV) have taken the initiative to construct a modern campus that will fit all the academic needs with the latest technological tools.
- 2) Additional budget should be allocated to upgrade and improve UNYT's IT facilities so that its students and faculty are provided with the latest offerings in educational technology.

In terms of technological improvements plans, UNYT shall plan in short term the following steps:

- a. Develop a technology plan (purchase, amortization and replacement plan).
 - b. Increase availability and use of technology for students.
 - c. Continue to transform classrooms into "smart classrooms" with mounted LCD projector and projection screens, laptop connectivity and sound system.
 - d. Improve the availability and use of wireless technology in all premises.
 - e. Improve and expand the operation and maintenance of appropriate telecommunications equipment and network, such as videoconference facilities in order to connect students and faculty with partner universities.
- 3) In order to enrich the library resources to better serve the academic needs of all students and faculty, UNYT must:
 - a. Increase access to electronic libraries, either by purchasing databases and/or by securing such access through collaborative agreements with other universities;
 - b. Invite all faculty members to suggest updated bibliographical titles, which library must purchase;
 - c. Conduct library orientation sessions throughout the year, so that students become familiar with library resources, bibliography research activities and proper referencing.



STRATEGIC GOAL # 5

Maintain Financial Stability for Institutional Sustainability

OBJECTIVES

1)	The growth and diversify of UNYT revenues.
2)	Efficient operation of the organization.
3)	Enhancing risk management.

ACTION PLAN

- 1) The growth and diversity of UNYT revenues through:
 - a. Achieving annual enrolment targets for local and international students;
 - b. Achieving partnership/collaborative agreements with Institutions that provide scholarships or donations
 - c. Successful application for EU-funded programs and other research activities that will enhance the reputation of the university and increase income.
 - d. Increasing participation in rewarding competitions
- 2) Efficient operation of the organization through:
 - a. Effective distribution of responsibilities and accountability based on the Law on Higher Education and in accordance with the UNYT Statute;
 - b. Minimizing the cost of delivery by improving key processes;
 - c. Introducing "smart" solutions for minimizing operational costs.
 - d. Introducing "key performance indicators" to measure efficiency and achievement of objectives
- 3) Enhancing risk management through:
 - a. Setting an Annual Risk Management Process for the University to assessing levels of risk associated with any of the University's investments through rigorous risk analyses;
 - b. Providing guidance for risk owners and other interested staff with regard to preparation for risk evaluation. Guidance must be updated on annual basis.
 - c. Carefully monitoring the overall risk to UNYT of all growth and development activities.



STRATEGIC GOAL # 6

Future Era of Education

OBJECTIVES

1)	Digitalization on Teaching and Learning as a challenge of new era
2)	Learning and Practice: L&P Programs
3)	<i>Future Era:</i> Joint Degrees
4)	<i>Future Era:</i> Vocational Schools
5)	<i>Future Era:</i> e-Learning

ACTION PLAN

1) Digitalization on Teaching and Learning as a challenge of new era:

Today's World is fully equipped with internet and digitalization. From education to business, from daily life plans to all future plans; digitalization will take a main role in future era. UNYT shall plan opening of new programs by paying attention on this fact. Study programs such as Business Informatics, e-Business and e-Commerce shall be the first initiative in this perspective.

2) Learning and Practice: L&P Programs

Another future era in education is "Learning and Practice". While theoretical teaching is being held at Universities, students may enjoy of learning on practice during the education period. Nowadays, the joint programs or at least collaboration with industry is highly important educational methods in many developed countries such as USA, Japan, South Korea, and Germany etc.

To address the impact of globalization and digital transformation, as well as changing labor markets in which skills are needs, UNYT will develop strategies for L&P by a) establishing learning centers, b) introducing staff enhancement measures and c) seek support by national and European initiatives. Enhancing L&P requires promoting staff development and better recognizing of teaching as central to the academic profession.

UNYT to start discussions and prepare a curriculum on opening a new program "Applied Banking and Finance" with the most prestigious Bank in Albania, BKT (Banka Kombëtare Tregtare).

UNYT shall plan with other institutions similar programs, especially in High Technology, IT, and Cyber Security as priority.

3) Joint Degrees

There are two main routes to increase the quality of education and to achieve the best level of technology. Exchange Programs and Joint Degrees. EU plays a very important role in Erasmus exchange programs. This does not only ensure the process of learning to the students but also gives more chances to recognize the level of education in the World.

Another very important tool is Joint Degrees. Throughout the joint degrees, not only the students acquire learning skills, but these collaborations and sponsorships assist the institutions to reach a high level in technologies, labs etc.

UNYT shall plan joint degrees with high level universities throughout the World.

4) Vocational Schools

Many developed countries are paying attention on Vocational schools. For many years, Germany and Turkey, have become a role model to offering Vocational schools. The establishment of these types of schools provide to the country a lot of technical personnel as well as job opportunities to the youth.

UNYT must pay attention on such education, based on the recommendations and findings of well-studied market in Albania, Balkans and beyond.

UNYT to take into consideration these specific fields in this era, such as: Geriatric Service; Life Long Learning studies; and MOOC Learning.

4.1 Statistical Information on Vocational Education:

A dual vocational education system, where theory and practice are combined during the whole learning process, is missing in Albania.

UNYT to consider the statistics of official data conducted on graduates in order to establish a vocational education system.

According to official data over the years, more than 56% of high school graduates continue university.

The survey, conducted on graduates (Annex. The current situation in universities and in the expectation of students and graduates) in 2019 has shown that the unemployment rate of recent graduates is 28%, much higher than the official unemployment rate (12%) and the official unemployment rate (12.4%).

The employment rate of recent graduates according to the survey is only 54%, while the official employment rate is 61.2% and the employment rate with tertiary education is 72.2% of the population aged 15-64 years old.

School/academic years	2017-2018	2018-2019	2019-2020
Number of students enrolled for the first time	22.200	21.075	19.145
Two-year vocational school	981	1.143	
Total In Tertiary	131.833	139.043	130.264

School/academic years	2016-17	2017-18	2018-19
Graduated of :			
Upper secondary:	36,436	35,278	34,021
Professional only	4,281	4,189	3,807
Total of Tertiary:	35,388	34,331	34,891
Bachelor only	20,423	20,108	18,696

School/academic years	2017-2018	2018-2019	2019-2020
Percentage of graduates in high schools attending university	60.9%	59.7%	56.3%

Based on another survey conducted near the employers by DIHA, the German Association of Industry and Trade in Albania in 2013 (SURVEY: VOCATIONAL EDUCATION & TRAINING IN ALBANIA) is concluded that:

91% of the participants in this survey would support a dual system of vocational education, by offering internships to the students of these schools, while 96% of them would be ready to pay a higher salary to the employees, who have been educated in a vocational school.

4.2 Action Plan on Vocational Education

According to the market study, graduates in Albania face a difficult transition to sustainable employment. This difficulty comes as a result of a lack of cooperation between universities and employers.

To overcome these difficulties UNYT needs to:

- Update programs giving more incentive to the theoretical and practical courses in order to prepare students for the job market,
- Offer students more internships during their studies,
- Invest in Vocational education as per the market needs of Albania.



5) e-Learning

As we live in the century of internet, the interest of e-life and e-commerce is highly increasing. E-Learning most likely will become the future of education. Change in learning and teaching depends on the right combination of top-down guidance and structural support and bottom-up dynamism. The 2018 Bologna Process Implementation Report, for the first time, also monitored developments in digital learning which emphasized that there is a need to have a strategy or policies in place on the use of digital technologies in Teaching and Learning.

UNYT must follow this new era, mainly in education and must prepare the technologies in advance. We will take all the appropriate measures in order to establish a policy in directing our academic offer towards the “blended learning” indicates the integration and use of digital learning into study programs and courses is, by far, the most common.

The Strategic Plan was approved by Senate Decision No. 60, date 30.09.2019.



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RECTOR