UNIVERSITY OF PRISHTINA

FACULTY OF ARTS

ACTION PLAN 2025–2030

April 2025

TABLE OF CONTENS

This document is an integral part of the accreditation dossier for the Faculty of Arts and is directly linked to the Strategic Plan and the Development Plan 2025–2030. All information is harmonized to meet the standards of the Kosovo Accreditation Agency (KShC) and the requirements of the European Standards and Guidelines (ESG).

I. INTRODUCTORY SECTION

Executive Summary

The Faculty of Arts Action Plan 2025–2030 represents an integrated framework for the implementation of the institution's strategic objectives, translated into concrete, measurable, and budgeted actions. It encompasses all three academic departments – Visual Arts, Music, and Drama – and aims to foster academic excellence, artistic research, digitalization, internationalization, and sustainable governance.

The Plan is structured into three main parts:

- The introductory section provides the institutional and methodological foundation of the plan;

- Chapter II outlines the concrete implementation measures based on seven operational objectives and three thematic annexes;

- Chapter III includes the supporting appendices, comprising a risk analysis, performance indicators, and a total budget of €1,209,500.

Through this document, the Faculty commits to effective management, transparency, and continuous institutional improvement, in alignment with European quality assurance standards and the strategic aspirations of the University of Prishtina.

1. Institutional Foreword to the Action Plan

The Faculty of Arts Action Plan 2025–2030 constitutes a strategic operational document that translates the institution's long-term goals into concrete and measurable interventions. Built upon the Strategic Plan and the Development Plan, this document aims to ensure high academic quality, sustainable innovation, accountable governance, and a broad cultural and societal impact.

The document outlines five strategic objectives and eight operational objectives that address teaching, research, digitalization, internationalization, inclusion, ethics, and community engagement. Each objective is accompanied by measurable indicators (KPIs), designated resources, implementation timelines, and responsible structures.

This plan is the result of an inclusive consultation process involving academic and administrative staff, students, and institutional partners. It serves as a reliable roadmap for the effective management of resources, capacity development, and continuous institutional improvement, in line with European standards for quality assurance and the strategic aspirations of the University of Prishtina.

2. Introduction

The Faculty of Arts Action Plan (2025–2030) translates the strategic objectives outlined in the institution's core documents into clear and actionable measures. It encompasses all academic units — the Departments of Visual Arts, Music, and Drama — offering an integrated approach to sustainable development and measurable impact.

The document includes:

- A clear structure of strategic and operational objectives;

- A comprehensive framework of performance indicators (KPIs);

- An objective-based financial projection;

- An implementation timeline;

- Mechanisms for monitoring, evaluation, and reporting.

It serves as an instrument for institutional advancement, evidence-based decision-making, and alignment with national and international quality standards in higher artistic education.

3. Strategic and operational objectives

3.1. Strategic Objectives of the Faculty of Arts (2025–2030)

The Strategic Plan 2025–2030 outlines five strategic objectives, each of which is translated into operational objectives within this Action Plan. In total, eight operational objectives guide the implementation of activities across all units of the Faculty of Arts. Several of these are cross-cutting and address institutional priorities such as ethics, inclusion, and digital transformation.

The alignment between strategic and operational objectives is presented in the table below.

Table 3A. Strategic Objectives

CODE	STRATEGIC OBJECTIVE
SO1	Academic Quality and Curriculum
SO2	Scientific Research and Artistic Innovation
SO3	Infrastructure and Digitalization
SO4	Internationalization
SO5	Alumni and Community Engagement

3.2. Operational Objectives of the Action Plan

Each operational objective corresponds to a strategic objective and translates it into concrete interventions—through activities, training, investments, and institutional action.

Table 3B. Strategic–Operational–Actionable Alignment

Strategic Objective (SO)	Operational Objective(s)	Cross-Cutting Themes
SO1 – Academic Quality and Curriculum	Obj.1 – Teaching & Mentoring Obj.2 – Curriculum Reform Obj.7 – Ethics & Inclusion	Inclusion, Ethics
SO2 – Artistic Research and Creativity	Obj.3 – Research Projects	Innovation, Interdisciplinarity
SO3 – Infrastructure and Learning Environment	Obj.4 – Digital Tools Obj.8 – Institutional Governance	Sustainability, Digitalization
SO4 – Internationalization and Global Networks	Obj.5 – Mobility & Partnerships	Multilingualism, Global Visibility
SO5 – Alumni and Community Engagement	Obj.6 – Civic Engagement Obj.7 – Ethics & Inclusion Obj.8 – Digital Governance	Transparency, Civic Impact

Table 3C. KPI dhe Monitoring

Operational Objective (OBJ)	Key Performance Indicator (KPI)	Target Year	Measurement Frequency	Data Source	Responsible Unit
Obj.1 – Teaching quality and student mentoring	≥85% student satisfaction rate by 2027	2027	Annual	Student surveys	Quality Office, Departments
Obj.2 – Curriculum reform and labor market alignment	100% of BA/MA programs revised by 2026	2026	Biennial	Program Council Reports	Curriculum Committee
Obj.3 – Artistic research and interdepartmental projects	15 interdisciplinary projects completed by 2030	2030	Annual	Institute for Arts Reports	Institute of Arts
Obj.4 – Infrastructure and digital tools	10 modernized classrooms by 2028	2028	Biennial	Infrastructure Unit Reports	Dean's Office, Infrastructure Unit
Obj.5 – International mobility and partnerships	≥50 mobilities/year starting 2026	Annually	Annual	International Office	International Relations Office
Obj.6 – Alumni and community engagement	3 alumni/community events per year	Annually	Annual	Alumni Office Reports	Alumni and Outreach Office
Obj.7 – Ethics, gender equality and inclusive governance	Policy on ethics and inclusion adopted by 2026	2026	One-time	Dean's Office & Council	Academic Secretariat
Obj.8 – Institutional and digital governance	90% of academic services digitized by 2030	2030	Annual	Digital Services Logs	Administrative Secretariat & IT

Note: This monitoring matrix will serve as the primary internal tool for annual progress reporting, mid-term review (2027), and final evaluation (2030), as well as accreditation reporting

4. Methodological approach

This Action Plan is grounded in the institutional methodology outlined in the Faculty's Strategic Plan 2025–2030. It is also aligned with national higher education policies and the European Standards and Guidelines (ESG) for quality assurance in the European Higher Education Area (EHEA).

The methodological approach is based on the following five guiding principles:

1. **Participation and Consultation** – Engaging academic staff, students, alumni, and external stakeholders in all stages of the planning process.

2. **Institutional Alignment** – Ensuring that all objectives, actions, and indicators are consistent with the faculty's mission, vision, and strategic priorities;

3. **Measurability and Monitoring** – Designing clear performance indicators (KPIs), setting target values, and establishing mechanisms for ongoing progress assessment;

4. **Sustainability and Feasibility** – Planning realistic and resource-conscious actions that align with the institutional capacity and long-term development goals;

5. **Transparency and Accountability** – Promoting open communication, assigning clear responsibilities, and committing to public reporting and internal oversight.

These principles guided the entire planning process—from strategic alignment to operational design, indicator selection, budgeting, and institutional coordination. They will continue to underpin the implementation, monitoring, and evaluation of the Action Plan throughout the 2025–2030 period.

5. Structure of the action plan

The Action Plan 2025–2030 is built upon a functional structure that facilitates the implementation, evaluation, and continuous adaptation of the Faculty of Arts' strategic objectives. It is designed according to the principles of the project cycle management, ensuring a logical connection between institutional goals, planned actions, and expected outcomes.

The structure includes the following components:

- **Operational Objectives:** Derived from the institution's strategic objectives and directly linked to expected outcomes in teaching, research, governance, and internationalization.

- **Concrete Actions and Activities:** Organized by thematic areas of intervention, with implementation timelines, indicators, and clearly defined responsibilities.

- **Key Performance Indicators (KPIs):** Defined in measurable and comparable terms to ensure objective monitoring and regular reporting.
- **Estimated Budget and Sources of Funding:** Detailed by objective and activity, aligned with the institution's financial capacities and opportunities for external support.

- **Implementation and Evaluation Mechanisms:** Clearly structured to guarantee institutional coordination, transparency, and accountability at all stages of the process.

This structure ensures that the Action Plan remains implementable, measurable, and adaptable in line with internal developments and the broader external context.

6. Risk management and preventive measures

This chapter outlines the institutional and practical approach of the Faculty of Arts to risk management throughout the implementation of the Action Plan 2025–2030. Risks are analyzed in relation to each of the seven operational objectives, with specific assessments and tailored preventive measures according to the relevant area of implementation.

Risks are classified into five core categories:

- Strategic,
- Operational,
- Financial,
- Technological, and
- Socio-cultural.

For each objective, the most likely challenges have been identified and corresponding preventive mechanisms proposed to preserve institutional stability and support the successful implementation of the plan.

The risk management process is overseen by the Office of the Dean and the Office for Quality Assurance, with annual reviews conducted as part of progress reporting and a comprehensive mid-term review scheduled for 2027. The effectiveness of this system relies on four key factors: the stability of educational policies, institutional autonomy, active stakeholder engagement, and access to necessary financial resources.

Table 6A. Summary of Risks and Preventive Measures

Operational Objective	Key Risk	Preventive Measure
OBJ1 – Teaching Quality and Student Mentoring	Lack of engagement in professional development activities	Link trainings to staff evaluation; recognize participation
OBJ2 – Curriculum Reform and Alignment	Overload and delays due to lack of human capacity	Prioritize revisions, distribute workload, enable support staff
OBJ3 – Research and Interdisciplinary Projects	Limited motivation or capacity for artistic research	Integrate research output into promotion criteria and course releases
OBJ4 – Infrastructure and Digitalization	Delays in procurement and limited digital tools	Early procurement planning; increase IT investment in first two years
OBJ5 – Internationalization and Mobility	Language barriers and lack of information on mobility programs	Language support; establish a central mobility coordination point
OBJ6 – Alumni and Community Engagement	Low alumni response and limited community partnerships	Launch online alumni platform; include alumni in events and advisory boards
OBJ7 – Inclusive Governance and Ethics	Staff resistance to inclusion and equity policies	Awareness campaigns; participatory development of new codes and policies

II.   Thematic Implementation and Operational Objectives

7. Implementation by Operational Objectives (OBJ1 – OBJ7 + Thematic Annexes)

In addition to the general overview of risks addressed in Chapter 6, each operational objective is accompanied by detailed and context-specific analyses of potential challenges and corresponding preventive measures. This approach ensures a clear linkage between planning, implementation, and evaluation, thereby enhancing transparency and fostering continuous institutional improvement.

The following table summarizes the concrete activities planned for achieving each operational objective, along with the corresponding performance indicators, timelines, and responsible implementation structures.

OPERATIONAL OBJECTIVE	1:	ENHANCEMENT OF TEACHING AND LEARNING QUALITY					
GOAL:	This operational objective derives from Strategic Objective 1 of the Strategic Plan and aims to improve students' academic experience through contemporary teaching methods, active student engagement, internal evaluation, and ongoing staff development. The goal is to strengthen pedagogical processes in line with ESG standards and societal needs, promoting a culture of quality, critical reflection, and innovation in teaching and learning.						
PERFORMANCE INDICATORS (KPI)							
INDICATOR				**TARGET BY 2030**			
Percentage of staff with annual trainings				≥ 70%			
Percentage of student satisfaction				≥ 85%			
Full-time staff with academic degrees				≥ 80%			
Improvement in program evaluation				≥ 20% increase in quality			
Number of student–staff mentorships				≥ 100 mentorships/year			
KEY ACTIVITIES							
No.	**Activity**	**Timeline**	**Cost (€)**	**Funding**	**Lead**	**Partners**	**Results**
1.1	Trainings in contemporary teaching and pedagogical techniques for staff	2025–2030	45,000	UP, donors	Faculty	Center for Staff Development	Improvement of teaching practices
1.2	Systematic evaluation of academic performance and	Annual	0	Faculty	Dean's Office	—	Continuous quality enhancement

	improvement based on results						
1.3	Implementation of a student mentorship system by academic staff	2026	1,000	Faculty	Secretariat	Alumni	Increased student engagement
1.4	Integration of student feedback into class planning and teaching activities	2025–2030	0	Faculty	Departments	Student Council	More tailored and inclusive teaching
1.5	Encouragement of interdisciplinary collaboration and group work among students of different profiles	2025–2027	4,000	Faculty	Coordinators	Local partners	Stimulation of interdisciplinary creative work
TOTAL:			50,000				

RISKS AND PREVENTIVE MEASURES	
RISK	**PREVENTIVE MEASURE**
Resistance to training	Mandatory trainings linked to benefits and promotions
Lack of time for mentorship	Formal inclusion in the teaching workload
Lack of quality feedback	Professionally designed and anonymous surveys

LONG-TERM IMPACT INDICATORS	
OBJECTIVE 1	**TEACHING QUALITY:**

IMPACT INDICATORS:

- Increase in positive perception of teaching quality in institutional surveys (>25% by 2030).

- Increase in student engagement in academic processes and decision-making (>50% of students involved in academic activities).

- Consolidation of a reflective and collaborative culture between staff and students.

The table below summarizes the concrete activities planned for the achievement of this operational objective, together with the performance indicators, timelines, and the responsible implementation structures.

OPERATIONAL OBJECTIVE	2:	CURRICULUM MODERNIZATION AND ALIGNMENT WITH THE LABOR MARKET
GOAL:	This objective, also linked to Strategic Objective 1, focuses on updating the content and structure of study programs in accordance with labor market needs, contemporary trends in art and technology, and the requirements of academic mobility. It supports the development of flexible and interdisciplinary modules, as well as the integration of professional practice into studies.	

PERFORMANCE INDICATORS (KPI)	
INDICATOR	**TARGET BY 2030**
Number of revised programs	All BA and MA programs
New practice/market-oriented modules	≥ 10 modules
Participation of external partners in curriculum design	≥ 1 consultation per program
Integrated professional practice in curriculum	≥ 80% of BA programs
Students in real-life internships	≥ 60% each year

KEY ACTIVITIES							
No.	**Activity**	**Timeline**	**Cost (€)**	**Funding**	**Lead**	**Partners**	**Results**
2.1	Comparative analysis of curricula with EU universities	2025	0	Faculty	Program Council	Peer institutions	Recommendations for alignment with European standards
2.2	Roundtables with representatives of the creative industries for curriculum consultation	2025–2026	4,000	Municipality, MCYR	Faculty	Galleries, agencies, studios	Suggestions for practice-based modules
2.3	Review of all BA and MA teaching plans	2025–2027	0	Faculty	Program Committees	—	Curricula aligned with ESG and ECTS standards
2.4	Introduction of interdisciplinary and digital modules (AI, sound design, art & new media)	2026–2028	6,000	UP, Erasmus+	Departments	External partners	Modules that enhance employability and digital competencies
2.5	Integration of practice into programs and agreements with cultural institutions	2026–2030	2,000	Faculty, sponsors	Administration + Dean's Office	Galleries, festivals	Students gain direct experience in the field

2.6	Annual survey on the content of new modules	2027–2030	0	Faculty	Academic Secretariat	Students, alumni	Ongoing evaluation and improvement
TOTAL:			**12,000**				

LONG-TERM IMPACT INDICATORS	
OBJECTIVE 2	**CURRICULUM MODERNIZATION**
IMPACT INDICATORS:	

- Increase in graduate employability in sectors related to their study programs (≥70% employed within 1 year).

- Development of a flexible and repeatable model for periodic curriculum review (approved institutional model).

- Establishment of modules that support the transition from study to career (≥10 modules co-designed with the creative industries).

The table below summarizes the concrete activities planned for the achievement of this operational objective, together with the performance indicators, timelines, and the responsible implementation structures.

OPERATIONAL OBJECTIVE	3:	DEVELOPMENT OF RESEARCH AND CREATIVE CAPACITIES					
GOAL:	To build a culture of continuous improvement, internal evaluation, and transparency at all institutional levels.						
PERFORMANCE INDICATORS (KPI)							3
INDICATOR						**TARGET BY 2030**	
Supported research projects per year						≥ 10	
International presentations at conferences/exhibitions						≥ 8 per year	
Publications in qualified journals or catalogs						≥ 3 per year	
Research collaboration agreements with other institutions						≥ 5	
Grants awarded for artistic research						$\geq €100,000$ in total	
KEY ACTIVITIES							3
No.	**Activity**	**Timeline**	**Cost (€)**	**Potential Funding**	**Implementation Lead**	**Potential Partners**	**Expected Results**
3.1	Drafting the Research Plan for the Faculty	2025	0	Faculty	Dean's Office	University of Prishtina	Strategic guidance for research priorities and methodologies at the Faculty of Arts
3.2	Establishment of the Laboratory for Innovation and Artistic Research	2026	150,000	UP, MoC, EU projects	Faculty	Creative Europe, Ministry of Culture	Infrastructure for artistic development and interdisciplinary interaction
3.3	Organization of international symposia and research-based exhibitions	Annual	75,000	UP, EU, MoC, Erasmus+	Departments	Galleries, regional universities	Platforms for academic and artistic presentation and discourse
3.4	Support for scientific, artistic publications and documented catalogs	2025–2030	80,000	UP, MoC, internal funds	Faculty	Journals, publishers	Increased institutional presence on professional documentation platforms
3.5	Trainings for students and staff in artistic research methodology and	2026–2030	18,000	UP, EU, partner organizations	Faculty	Research Center at UP	Advanced capacities for professional and academic

	practice-based inquiry						research development
3.6	Digital platform for archiving and sharing research projects	2026	9,000	Faculty	Secretariat + RC	IT/Media team	Public and transparent access to the creativity and research of staff and students
TOTAL:			**332,000**				

RISKS AND PREVENTIVE MEASURES	
RISK	**PREVENTIVE MEASURE**
Insufficient funding for the research laboratory	Application to international calls (Creative Europe, Erasmus+)
Lack of staff motivation for publishing or conducting research	Inclusion of research as a component in institutional evaluation and career advancement
Difficulties in securing external collaborations	Proactive networking and participation in regional and international academic events

LONG-TERM IMPACT INDICATORS	
OBJECTIVE 3	**DEVELOPMENT OF RESEARCH AND CREATIVE CAPACITIES**

IMPACT INDICATORS:

- Creation of an institutional culture of artistic and academic research integrated into the daily life of the faculty.

- Increase in the number of professors and students presenting at international forums.

- Inclusion of research in the evaluation and professional advancement of academic staff.

The table below summarizes the concrete activities planned for the achievement of this operational objective, together with the performance indicators, timelines, and the responsible implementation structures.

OPERATIONAL OBJECTIVE	4:	IMPROVEMENT OF INFRASTRUCTURE AND DIGITALIZATION OF THE ACADEMIC ENVIRONMENT
GOAL:		This operational objective is directly aligned with Strategic Objective 3 of the Strategic Plan of the Faculty of Arts and aims to modernize learning, creative, and technological spaces, as well as to increase digital access for students and staff. By creating favorable conditions for academic and artistic development, the faculty seeks to improve the learning environment, ensure equal access, and promote innovation.

PERFORMANCE INDICATORS (KPI)	
INDICATOR	**TARGET BY 2030**
Renovated classrooms equipped with modern technology	≥ 10 spaces
Digitalized systems for learning management	All programs
Online access to libraries/scientific articles	100% for all students
New equipment for visual arts and music laboratories	According to the development plan
Integrated systems for administration and evaluation	All levels

KEY ACTIVITIES							
No.	**Activity**	**Timeline**	**Cost (€)**	**Potential Funding**	**Implementation Lead**	**Potential Partners**	**Expected Results**
4.1	Renovation and furnishing of teaching spaces in all three departments	2025–2027	280,000	UP, MoC, EU	Dean's Office + UP	MoE, donors	Classrooms aligned with contemporary art and technology standards
4.2	Equipping spaces with projectors, audio systems, computers, and internal networks	2026–2028	160,000	UP, IPA III, sponsors	Technical units	IT suppliers	Interactive teaching integrated with technology
4.3	Creation of smart classrooms for integrated video, audio, and streaming teaching	2026–2030	80,000	UP, Erasmus+, EU	Faculty + IT	Partner universities	Flexible access for lectures and artistic demonstrations
4.4	Internal platform for managing schedules,	2026	10,000	UP	Academic Secretariat	Digital agencies	More efficient and transparent administration of the study cycle

	exams, and assessments					
4.5	Installation of a dedicated network for art labs and practice spaces	2025–2027	50,000	UP	Departments	IT vendors	Stable and fast access to digital materials and software
4.6	Digitalization of the library and online access to scientific and artistic resources	2027	15,000	UP, donors	Faculty Library	International catalogues	Improved quality of study and research through modern resources

TOTAL:		595,000

RISKS AND PREVENTIVE MEASURES	
RISK	**PREVENTIVE MEASURE**
Delays in procurement procedures	Early planning and collaboration with UP's procurement offices
Insufficient funds for capital investments	Applications to EU calls and partnerships with strategic donors
Lack of maintenance for new equipment	Training for maintenance staff and creation of a technical services plan

LONG-TERM IMPACT INDICATORS	
OBJECTIVE 4	**IMPROVEMENT OF INFRASTRUCTURE AND DIGITALIZATION OF THE ACADEMIC ENVIRONMENT**

IMPACT INDICATORS:

- Sustainable improvement of working conditions for students and staff (>70% satisfaction in surveys).

- Use of digital tools in more than 50% of practical and teaching activities.

- Reduction of the technological access gap between departments and students.

The table below summarizes the concrete activities planned for the achievement of this operational objective, together with the performance indicators, timelines, and the responsible implementation structures.

OPERATIONAL OBJECTIVE	5:	PROMOTION OF INTERNATIONALIZATION AND ACADEMIC MOBILITY					
GOAL:	This operational objective is closely linked to Strategic Objective 4 of the Strategic Plan and aims to strengthen the international ties of the Faculty of Arts through student and staff mobility, participation in European academic and artistic networks, and the development of joint programs and modules with foreign partners. The Faculty's global approach will enhance quality, visibility, and intercultural experience for the academic community.						
PERFORMANCE INDICATORS (KPI)							
INDICATOR						**TARGET BY 2030**	
Outgoing students in mobility programs (Erasmus+, exchanges)						$\geq$ 50 students in total	
Academic staff in mobility (visiting or sent)						$\geq$ 30 staff over the period	
Active inter-institutional agreements						$\geq$ 10 new partnerships	
Organization of international activities at the faculty						$\geq$ 3 per year	
Joint modules in a foreign language						$\geq$ 5 modules by 2030	
KEY ACTIVITIES							
No.	**Activity**	**Timeline**	**Cost (€)**	**Potential Funding**	**Implementation Lead**	**Potential Partners**	**Expected Results**
5.1	Drafting the internationalization strategy for the Faculty of Arts	2025	0	Faculty	Dean's Office + Erasmus Coordinator	UP, International Relations Office	Roadmap for clear international actions and priorities
5.2	Signing new agreements with art universities in Europe and the region	2025–2030	30,000	Faculty, International Office	Dean's Office	Partner universities	Expansion of academic and artistic networks
5.3	Facilitating student and staff mobility through training and Erasmus+ information	2025–2030	15,000	Erasmus+, UP	Erasmus Coordinator	UP, Erasmus+ Office	Increased participation in mobility programs
5.4	Organization of summer schools, exhibitions, and workshops with international participation	Annual	25,000	EU, donors	Departments	Universities, foreign artists	International exposure for students and enriched academic/creative experience

5.5	Introduction of joint modules in a foreign language and engagement of visiting professors	2026–2030	40,000	Erasmus+, partners	Faculty	International professors	Integration of international content and improvement of teaching quality
5.6	Participation in European networks and platforms for art, design, and artistic research	2025–2030	12,000	UP, EU	Research Center	ELIA, ENCATC, ISEA	Integration into European policy and standard-setting platforms in the arts
TOTAL:			**122,000**				

RISKS AND PREVENTIVE MEASURES	
RISK	**PREVENTIVE MEASURE**
Lack of information and motivation for mobility	Development of brochures, information sessions, application support
Language barriers for some students/staff	Organization of foreign language (English) courses in cooperation with training centers
Slow administrative procedures for agreements	Coordination with UP and early involvement of secretariats and management

LONG-TERM IMPACT INDICATORS	
OBJECTIVE 5	**PROMOTION OF INTERNATIONALIZATION AND ACADEMIC MOBILITY**

IMPACT INDICATORS:

- Increased visibility of the Faculty in international artistic and academic networks (ENCATC, AEC, ELIA).

- Establishment of joint modules with foreign universities (≥5 by 2030).

- Return of mobility participants with applied projects at the faculty (e.g., workshops, exhibitions, lectures).

The table below summarizes the concrete activities planned for the achievement of this operational objective, together with the performance indicators, timelines, and the responsible implementation structures.

OPERATIONAL OBJECTIVE	6:	COMMUNITY COLLABORATION AND ALUMNI ENGAGEMENT
GOAL:		In line with Strategic Objective 5 of the Strategic Plan of the Faculty of Arts, this objective aims to strengthen the ties between the institution and society through student engagement in public activities, building sustainable relationships with alumni, and the direct contribution of the faculty to the cultural and social development of the country. A collaborative culture is essential for an open and community-engaged institution.

PERFORMANCE INDICATORS (KPI)	
INDICATOR	**TARGET BY 2030**
Number of projects with the community	≥ 30 activities
Functional platform for alumni	1 active platform
Public activities by students	≥ 4 events per year
Alumni engagement in teaching and mentoring	≥ 20 alumni involved
Joint events with cultural institutions	≥ 2 per year

KEY ACTIVITIES							
No.	Activity	Timeline	Cost (€)	Potential Funding	Implementation Lead	Potential Partners	Expected Results
6.1	Drafting and implementing a strategy for community collaboration	2025	0	Faculty	Dean's Office	NGOs, Municipality	Creation of a sustainable model of public engagement
6.2	Organization of artistic activities and performances in public spaces with citizen involvement	Annual	20,000	MoC, Municipality, donors	Departments	Galleries, theaters, schools	Increased social impact and exposure of emerging talents
6.3	Establishment of a digital platform for networking with alumni and their involvement in academic life	2025–2026	10,000	Faculty	Secretariat	Alumni	Creation of an active and contributing alumni community
6.4	Encouraging alumni participation in open lectures, mentorships, and artistic projects	2025–2030	5,000	Faculty, donors	Alumni Relations Coordinator	Other universities, artist networks	Direct student benefit from real-world professional experience

6.5	Regular collaborations with secondary art schools, festivals, and educational-cultural institutions	2026–2030	12,000	MoC, local partners	Faculty	High schools, festivals	Expansion of the Faculty's outreach and future student base building
TOTAL:			**47,000**				

RISKS AND PREVENTIVE MEASURES	
RISK	**PREVENTIVE MEASURE**
Low participation from alumni	Creation of an attractive platform and incentives for engagement
Low interest from partner institutions	Early identification of partners and approach with clear collaboration offers
Logistical difficulties in implementing activities	Setting realistic deadlines and involving students as co-organizers

LONG-TERM IMPACT INDICATORS	
OBJECTIVE 6	**STUDENT AND COMMUNITY ENGAGEMENT**

IMPACT INDICATORS:

- Increased student participation in projects addressing social, cultural, and environmental issues.

- Direct impact on the community through public artistic activities (≥30 activities by 2030).

- Creation of sustainable partnerships with cultural organizations, schools, and NGOs for ongoing collaboration.

The table below summarizes the concrete activities planned for the achievement of this operational objective, together with the performance indicators, timelines, and the responsible implementation structures.

OPERATIONAL OBJECTIVE	7:	INSTITUTIONAL GOVERNANCE, HUMAN RESOURCE DEVELOPMENT, AND FINANCIAL SUSTAINABILITY
GOAL:		This operational objective serves as a supporting foundation for all other objectives and is linked to all pillars of the Strategic Plan, especially the need for well-organized functioning, staff development, and securing sustainable resources for the implementation of the strategy. The aim is to improve management mechanisms, increase institutional transparency, and build an efficient model for managing human and financial resources in line with modern standards of university governance.

PERFORMANCE INDICATORS (KPI)	
INDICATOR	**TARGET BY 2030**
Reviewed governance mechanisms	All structures
Staff performance evaluation system	Implemented
Policy for professional development of staff	Approved and active
Alternative financial resources generated	$\geq$ €150,000
Regular annual institutional performance reporting	1 report per year

KEY ACTIVITIES

No.	Activity	Timeline	Cost (€)	Potential Funding	Implementation Lead	Potential Partners	Expected Results
7.1	Review of the organizational structure of the Faculty in line with recent academic developments	2025	0	Faculty	Dean's Office	UP, Senate	More efficient governance and improved internal coordination
7.2	Drafting and implementation of a policy for human resources development and staff career support	2025–2026	0	Faculty	HR Committee	Quality Unit at UP	Increased staff motivation and professionalism
7.3	Periodic training for administrative and academic staff in management,	Annual	20,000	UP, EU	Faculty	Training Center at UP	More competent staff aligned with

	technology, and ethics						contemporary demands
7.4	Creation of an internal mechanism for evaluating academic and administrative staff performance	2026	2,000	Faculty	Secretariat	External experts	Transparency and continuous institutional improvement
7.5	Identification of alternative funding sources through projects, partnerships, and services	2025–2030	—	EU, donors, own-source income	Faculty	MoC, local partners	Increased financial autonomy and opportunities for development projects
7.6	Drafting the annual performance report and publishing it for the community	Annual	1,000	Faculty	Secretariat	—	Increased accountability and institutional credibility
TOTAL:			**23,000**				

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RISKS AND PREVENTIVE MEASURES

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RISK	PREVENTIVE MEASURE
Lack of engagement from some units in internal processes	Definition of the role of each group in decision-making and motivation for involvement
Delays in approval of policies by central authorities	Early coordination with UP and submission of policies aligned with regulations
Lack of capacity for alternative financial management	Training and advising from external experts and strategic partners

LONG-TERM IMPACT INDICATORS

OBJECTIVE 7	INSTITUTIONAL GOVERNANCE AND FINANCIAL SUSTAINABILITY

IMPACT INDICATORS:

- Increased transparency and institutional credibility through published annual reports.

- Development of a sustainable model for financial and human resource management.

- Securing of alternative and external funding on a continuous basis (> €150,000 by 2030).

The Quality Assurance Unit and the Dean's Office will jointly monitor risk indicators annually. Risk data will be included in the yearly progress reports, and a full reassessment will take place in 2027 as part of the mid-term review of the Strategic Plan.

Risk management will be integrated into the implementation calendar and annual progress reports, ensuring coherence between planning, execution, and institutional accountability.

Thematic Annexes

Annex A: Artistic innovation, interdisciplinary research and links with the creative industry
This annex expands the Faculty's Action Plan by including specific initiatives related to scientific research, innovation, infrastructure, intellectual property, and advanced governance — inspired by the detailed plan of the Department of Visual Arts. **Note:** These measures are included under Objective 3 – Research and Creative Projects.

ADDITIONAL OBJECTIVE A:	
GOAL:	This thematic annex highlights the need to develop a culture of innovation and interdisciplinary collaboration within the Faculty of Arts, involving areas such as design, digital technology, sound production, performing arts, and visual production. Closely linked to Strategic Objectives 2 and 4, this annex aims to create experimental spaces and sustainable structures for collaboration with the cultural and creative sector both domestically and internationally.

PERFORMANCE INDICATORS (KPI)	
INDICATOR	**TARGET BY 2030**
Artistic innovation projects implemented	≥ 15 interdisciplinary projects
Partnerships with the creative sector	≥ 10 collaborations
Student initiatives in technology & art fields	≥ 5 supported initiatives
Experimental workshops/exhibitions/residencies	≥ 2 per year

ADDITIONAL KEY ACTIVITIES							
Nr.	**Aktiviteti**	**Afati kohor**	**Kosto (€)**	**Financimi i mundshëm**	**Udhëheqësi i zbatimit**	**Partnerë të mundshëm**	**Rezultatet e pritshme**
A1	Themelimi i Laboratorit për Inovacione Artistike në kuadër të Qendrës për Hulumtime	2026	120,000	BE, MKRS, UP	Fakulteti	Agjenci kulturore, startup	Hapësirë për zhvillim projektesh eksperimentale me artistë dhe studentë
A2	Program pilot për ndërveprim mes artit dhe teknologjisë në bashkëpunim me industrinë kreative	2026–2028	27,000	Erasmus+, donatorë lokalë	Fakulteti	Kompani kreative, media	Projekte reale të bazuara në kërkesa të tregut dhe zhvillim portofoliosh për studentët
A3	Organizimi i ekspozitave, punëtorive dhe performancave me studentë dhe profesionistë të	Vjetor	110,000	MKRS, UP	Departamentet	Galeri, platforma online	Krijimi i platformave bashkëpunuese me qasje publike

	fushave të përziera					
A4	Pjesëmarrje në rrjete evropiane për art + teknologji (si STARTS, ISEA, Ars Electronica)	2025–2030	35,000	UP, BE, sponsorë privatë	Qendra për Hulumtim	Rrjete ndërkombëtare	Integrim institucional në qendra dhe rrjete për inovacion të avancuar artistik
A5	Krijimi i programeve të reja ose moduleve për artin digjital, AI në art, dizajn të zërit etj.	2026–2030	30,000	UP, Erasmus+	Këshillat e programeve	Universitetet partnere	Përputhje me nevojat e reja të tregut dhe fushat hibride të artit bashkëkohor
TOTALI:			**332,000**				

RISKS AND PREVENTIVE MEASURES	
RISK	**PREVENTIVE MEASURE**
Resistance to hybrid/new fields	Promotion, curriculum integration, and demonstration of their value through projects
Difficulty in acquiring technological equipment	Partnerships with companies and applications to infrastructure grant schemes
Lack of experience in managing large-scale projects	Collaboration with external mentors and training for coordination of international projects

Annex B: Advanced digitalization and campus modernization

OBJEKTIVI SHTESË B:	
GOAL:	This thematic annex expands the content of Strategic Objective 3 and is closely related to Operational Objective 4. The aim is to further advance the digital aspects of teaching, research, administration, and institutional interaction through strategic investments in equipment, software, cybersecurity, and the transformation of physical campus spaces into flexible and intelligent environments for learning and creation. **Note:** This thematic annex fully corresponds to Objective 4 – Infrastructure and Digitalization.

PERFORMANCE INDICATORS (KPI)

INDICATOR	TARGET BY 2030
Digitalized spaces for learning and creativity	≥ 15 equipped spaces
Online systems for academic management and communication	In all programs
Equipment and software for research and design	Purchased and functional
Increased capacity for distance and hybrid learning	Integrated into each profile

ADDITIONAL ACTIVITIES

No.	Activity	Timeline	Cost (€)	Potential Funding	Implementation Lead	Potential Partners	Expected Results
B1	Drafting an integrated digitalization strategy for the faculty	2025	0	Faculty	Dean's Office	UP IT Council	Strategic document for sustainable digital development
B2	Equipping creative labs with computers, graphic tablets, scanners, audio/video devices	2025–2027	200,000	UP, IPA, Erasmus+, MoC	Faculty	Local vendors, donors	Significant improvement in digital art, sound and visual production infrastructure
B3	Integration of professional software for creativity, design, and production into curriculum	2026–2028	50,000	UP, educational licenses	Departments	Adobe, Ableton, Autodesk	Improved technical readiness of students for the modern labor market
B4	Shared online platform for scheduling, courses, and student project management	2026	15,000	UP, EU	Secretariat	Local platform developers	More effective and transparent management of the teaching process
B5	Use of digital classrooms for distance learning	2025–2030	30,000	Erasmus+, EU partners	Faculty	European universities	Modern classroom and flexible environment for

	and international presentations						international collaboration
B6	Establishment of a Digital Education Center and tech support for students and staff	2026–2030	150,000	IPA, EU	Faculty	UP Development Center	Technical support for digital projects, portfolios, and tech-based research
B7	Equipping spaces with musical instruments, traditional arts tools, tech for video production	2026–2027	150,000	UP, EU	Faculty	Local vendors, donors	Improved infrastructure for digital art, sound, and visual production
TOTAL:			**595,000**				

RISKS AND PREVENTIVE MEASURES	
RISK	**PREVENTIVE MEASURE**
Lack of funds for equipment and maintenance	Applications to IPA/EU funds, partnerships with private sector
Inefficient use of advanced technology	Trainings and mentoring for staff and students, integration in pedagogical planning
Difficulty maintaining software and systems	Establishment of internal IT service and cooperation with UP technology centers

Annex C: Institutional ethics, academic integrity, and intellectual property							
ADDITIONAL OBJECTIVE C:							
GOAL:	This thematic annex addresses the commitment of the Faculty of Arts to building an academic culture based on ethics, responsibility, and protection of intellectual property rights. Linked to all strategic objectives, it emphasizes the importance of creating a creative and educational environment that promotes honesty, respect for authorship, transparency in evaluation, and creative freedom grounded in legal and moral standards.						

PERFORMANCE INDICATORS (KPI)	
INDICATOR	**TARGET BY 2030**
APPROVED AND ACTIVE POLICY ON ACADEMIC INTEGRITY	
Manual for intellectual property and Creative Commons licenses	1 implemented
Academic ethics trainings for students and staff	≥ 2 per year
Avoided cases of plagiarism through awareness	Gradual decrease every year
Participation in events on copyright and authorship	≥ 5 in the 2025–2030 period

KEY ACTIVITIES							
No.	**Activity**	**Timeline**	**Cost (€)**	**Potential Funding**	**Implementation Lead**	**Potential Partners**	**Expected Results**
C1	Drafting and approval of the Code of Ethics and Academic Integrity Manual	2025	0	Faculty	Ethics Committee	UP, Ethics Council	Reference document for all academic community members
C2	Trainings for students and staff on plagiarism prevention, proper citation, and assessment ethics	Annual	8,000	UP, donors	Academic Secretariat	UP Quality Center	Increased awareness and compliance with ethical standards
C3	Creation of a database of student works for preservation and reference of intellectual property	2026	10,000	Faculty	IT & Quality Office	Library, legal partners	Documentation and archiving of students' and staff's creative legacy
C4	Integration of a module in BA/MA curriculum on copyright, Creative Commons, and legal management	2026–2027	0	UP	Departments	Lawyers, legal NGOs	Basic legal education for young artists on rights and licensing
C5	Organization of debates and	2025–2030	5,500	Faculty	Students & Alumni	Contemporary	Ethical reflection in the creative

					art platforms	process and extended dialogue with the public
exhibitions on authorship, copying, and creative transformation						
TOTAL:		**23,500**				

RISKS AND PREVENTIVE MEASURES	
RISK	**PREVENTIVE MEASURE**
Lack of knowledge on academic ethics	Mandatory training in the initial phase of each study cycle
Difficulty in implementation due to existing institutional culture	Gradual process with support from staff and students through positive examples and mentoring
Non-use of student work database	Clear legal and technical conditions for security and access, in compliance with GDPR

This annex is essential to ensure that creativity, artistic freedom, and academic achievements are developed within a responsible and fair framework, fulfilling one of the key ethical and legal accreditation requirements in higher education.

8. Monitoring, Reporting, and Evaluation

This chapter outlines the institutional mechanisms for systematic monitoring, periodic reporting, and evaluation of progress in implementing the Faculty of Arts Action Plan 2025–2030, as an integral part of operationalizing the strategic objectives of the Faculty. The adopted approach is based on the cycle of continuous institutional improvement and the integration of input and contributions from internal and external stakeholders, in line with ESG standards and the requirements of the Kosovo Accreditation Agency (KShC).

Monitoring will be conducted annually by the Office for Quality Assurance, in close collaboration with the Dean's Office and the relevant academic and administrative units. The process will be supported by digital systems for data collection and analysis related to the fulfillment of operational objectives, implementation of activities, use of resources, and achievement of key performance indicators (KPIs). The data will be processed and included in a structured annual report, which will be reviewed by the Faculty's governing bodies and submitted to the relevant bodies of the University of Prishtina. This report will serve as a foundational document for institutional progress evaluation and preparation for accreditation and re-evaluation processes.

In 2027, a comprehensive mid-term evaluation of the Action Plan implementation is scheduled, as part of the mid-cycle monitoring process. This process will include:

- Analysis of the achievement of operational objectives;
- Re-evaluation of key performance indicators (KPIs);
- Revision of strategic priorities;
- Possible adjustment of planned activities.

The review will be led by the Strategic Monitoring Group, based on the data collected during the first implementation phase and will take into account contextual developments, including changes in educational policies, socio-economic developments, available resources, and institutional dynamics within and beyond the University of Prishtina.

The results of this evaluation will serve to guide the strategic orientation of the second phase of implementation (2027–2030), ensuring that the Plan remains sustainable, realistic, and aligned with the current needs and capabilities of the Faculty.

Through this structured approach, the Faculty of Arts aims to ensure transparency, accountability, and evidence-based decision-making, in accordance with European quality assurance standards in higher education.

The data collected through this process will be used not only for internal institutional improvement but also for external reporting, including institutional and programmatic accreditation processes, inter-institutional evaluations, and international collaborations.

8.1. Mechanisms and Tools for Monitoring and Reporting the Action Plan

The effective implementation of the Action Plan 2025–2030 will be supported by an integrated monitoring and reporting system, built upon institutional participation, the use of digital tools, and regular analysis of performance data. These mechanisms ensure transparent, coordinated, and measurable tracking of progress, in line with ESG standards and the requirements of the Kosovo Accreditation Agency for quality assurance in higher education.

8.1.1 Main Institutional Mechanisms

- The Strategic Monitoring Group, appointed by the Faculty Council, consists of representatives from the three departments, the administrative office, the Quality Office, and student representatives. This group is mandated to track the progress of the Plan and provide recommendations for continuous improvement.

- The Office for Quality Assurance, as the technical body responsible for data collection, institutional coordination, and drafting annual and mid-term reports.

- The Quality Assurance Unit at the University of Prishtina, which collaborates to harmonize processes and integrate data into the university-wide quality system.

- The Office for Projects and Institutional Development, which is specifically engaged in linking progress indicators with development projects, financial resources, and international initiatives.

8.1.2 Tools and Methods for Data Collection

The implementation of the Action Plan will be supported by a multi-faceted approach to collecting, analyzing, and processing data, combining traditional quality assurance tools with contemporary digital instruments. These tools ensure transparency, traceability, and evidence-based decision-making for each operational objective.

- **Implementation Matrix:** For each operational objective, a detailed matrix is developed that includes relevant activities, key performance indicators (KPIs), institutional responsibilities, required resources, and implementation deadlines.

- **Periodic surveys and consultations:** The opinions and experiences of key stakeholders—including students, academic and administrative staff, alumni, and institutional partners—will be systematically collected through surveys, focus groups, and public consultations.

- **Regular meetings of the Strategic Monitoring Group:** This group will meet at least once per semester to review implementation progress and provide guidance for further improvement.

- **Digital systems for data management:** The Faculty will use dedicated platforms for decentralized departmental input, online progress reporting, feedback management, and sharing of findings with relevant stakeholders.

- **Performance database:** Collected data will be stored and analyzed in a centralized database managed by the Quality Office, with the aim of ensuring a comprehensive and verifiable analysis of institutional progress.

8.1.3 Reporting and Integration of Results

The institutional reporting process for the Action Plan is structured across multiple timeframes and content levels, ensuring a clear overview of progress and opportunities for continuous improvement. Reports are prepared and managed by the Quality Office in collaboration with the Strategic Monitoring Group and the Faculty's governing bodies.

• Annual progress report: For each year of implementation, a structured annual report will be drafted according to priority areas and operational objectives. This report will include data on activities carried out, budget utilization, achieved indicators, and encountered challenges. The report is reviewed by the Faculty's governing forums and submitted to the relevant bodies of the University of Prishtina.

- Mid-term report (2027): Midway through the implementation period, a comprehensive report will be prepared to evaluate progress and strategically review the Action Plan. This report will include: analysis of objective achievement, re-evaluation of key performance indicators (KPIs), revision of strategic priorities, and adaptation of activities in accordance with institutional and contextual developments.

- Final report (2030): At the end of the Plan period, a final comprehensive report will be drafted, which will be included in the dossier for the next accreditation cycle and will be published for transparency and public accountability purposes.

- Integration of results: Key findings from all reports will be integrated into the update of the Faculty's development documents and will serve as the foundation for drafting the next Action Plan for the period after 2030.

8.2. Institutional Responsibilities Table for Implementing the Action Plan

To ensure the coordinated, efficient, and measurable implementation of the objectives set in the Action Plan 2025–2030, the Faculty of Arts has clearly defined institutional responsibilities according to the priority areas of intervention. Primary responsibility for each area lies with the Faculty's leadership structures, while the concrete implementation is supported by specialized academic, administrative, and technical units, in accordance with the nature of the actions and the strategy's requirements.

The table below outlines the key roles for each priority area, including the lead institution, supporting units, and the expected frequency or period of implementation.

Priority Area	Primary Responsibility	Institutional Supporting Responsibilities	Timeline
Academic Quality	Dean's Office, Quality Council	Departments, Mentoring Coordinator	Recurring annually
Research and Innovation	Research Coordinator	Research Center, Departments	Recurring each semester
Infrastructure and Equipment	Directorate of Infrastructure	Procurement Office, IT Office	Defined timeline: 2025–2028
Internationalization	Office for International Relations	Mobility Coordinators	Recurring annually
Alumni and Community	Alumni Coordinator	Office for Projects and Partnerships	Defined timeline: 2026–2030
New Campus	Directorate for Strategic Projects	Architects, Consultants, University of Prishtina (UP)	Defined timeline: 2025–2029
Ethics and Equity	Committee for Ethics and Equity	Equity Coordinator, Civil Society Organizations	Ongoing
Governance and Digitalization	Secretariat, Dean's Office	IT Office, Unit Managers	Recurring annually

8.3. Alignment with European Quality Standards

The implementation of the Action Plan 2025–2030 has been conceived and structured in full alignment with the quality assurance standards of the State Council of Quality (KShC) and the European ESG Guidelines (Standards and Guidelines for Quality Assurance in the European Higher Education Area).

This alignment reinforces the sustainability and legitimacy of the Faculty of Arts' approach to quality management and ensures the integration of international standards in all aspects of institutional performance planning and evaluation.

Specifically, the Plan contributes to meeting the ESG standards in the following areas:

- **ESG 1.1 – Policy for quality assurance**: The Plan is based on an institutional approach to continuous improvement and includes clear policies for tracking objectives and measuring performance.

- **ESG 1.3 – Student-centred learning, teaching and assessment**: Through mechanisms for collecting feedback and involving students in monitoring, the Plan ensures that teaching and learning are supported by verified data and structured analysis.

- **ESG 1.7 – Public information**: Annual and final reports will be accessible to the public, increasing transparency and institutional accountability.

- **ESG 1.9 – On-going monitoring and periodic review of programes**: The Plan includes clear mechanisms for annual monitoring and mid-term evaluation, enabling strategic review in accordance with institutional and contextual developments.

Through this structured approach, the Faculty of Arts ensures not only compliance with national accreditation requirements but also affirms itself as an institution that respects and applies the principles of quality assurance at the European level.

All data collected during the monitoring and evaluation process will be used for:

- Internal institutional improvement;

- External reporting for the purposes of programmatic and institutional accreditation;

- International partnerships and joint projects;

- Comparability with the standards of the European Higher Education Area.

9. Budgeting, Resource Allocation, and Financial Sustainability

This chapter presents the financial framework envisioned for the implementation of the Operational Objectives (OBJ1–OBJ7) throughout the duration of the Action Plan (2025–2030). It serves as a logical continuation of the chapter on Monitoring and Evaluation, clarifying how financial support will enable the effective realization of the Faculty of Arts' strategic and operational objectives.

The chapter provides a summary of the estimated costs, identifies potential funding sources, and links financial priorities to institutional objectives. Financial resources will be mobilized through a combination of internal funds (self-financing and the Faculty's budget), budget allocations from the University of Prishtina, national and municipal support (e.g., the Ministry of Culture, Youth and Sports, Municipality of Prishtina), as well as from donors and international programs such as GIZ, UNDP, IPA III, Erasmus+, Creative Europe, Horizon Europe, the Western Balkans Fund, and the Swiss Development Cooperation.

All planned measures have been translated into estimated costs, linked to potential funding sources, and associated with clearly defined institutional responsibilities. The budget functions as an instrument for the practical implementation of the plan and for continuous monitoring throughout the entire period. It has been developed in full alignment with the monitoring and reporting mechanisms outlined in Chapter 8, ensuring traceability, transparency, and dynamic adjustment based on annual progress.

Budgeting has been conceived as a dynamic process integrated with the institutional quality cycle. The annual review of financial allocations will enable the optimization of resources based on performance, updated priorities, and challenges encountered during implementation.

For added clarity, Table 9.1a presents the baseline costs for each operational objective of the Action Plan, while Table 9.1b provides an overview of the related activities and additional budget allocations planned during the same period.

Table 9.1a. Estimated Budget Allocation by Operational Objective (2025–2030)

Operational Objective	Estimated Cost (€)	Main Funding Sources
OBJ1 – Teaching Quality and Mentoring	€46,000	University, donors
OBJ2 – Curriculum Reform	€12,000	Faculty budget, MCYR, Municipality
OBJ3 – Research and Creative Projects	€332,000	UP, EU programs, Ministry of Culture
OBJ4 – Infrastructure and Digitalization	€595,000	UP, IPA III, Erasmus+, Donors
OBJ5 – Internationalization and Mobility	€122,000	Erasmus+, Faculty, Partners
OBJ6 – Community and Alumni Engagement	€47,000	Faculty, MoC, donors
OBJ7 – Governance and Financial Sustainability	€23,000	Faculty, UP, strategic partners
(additional under OBJ7) *Ethics and Intellectual Property*	€23,500	Faculty, UNDP, GIZ
(additional under OBJ2) – Design and Publication of the Plan	€5,000	Faculty, IPA projects
TOTAL AMOUNT	**€1,209,500**	

Budget allocation will be revised annually in line with the progress and implementation of each objective. The Faculty of Arts will actively seek additional resources through strategic partnerships and donor engagement to ensure sustainability. Budget execution will be monitored by the Dean's Office in collaboration with the Financial Services and the QA Unit, and will be reported annually as part of institutional accountability.
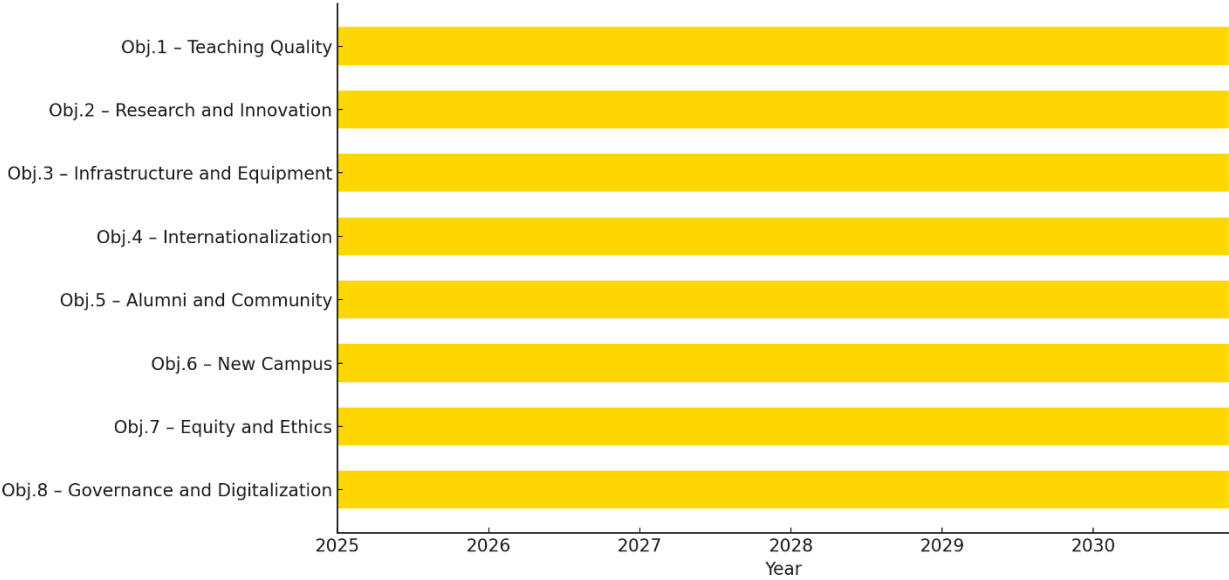
Note: **The detailed cost table is provided in Annex F.**

Table 9.1b Summary table of financial resources by objectives (2025–2030)

Objective	Total Cost (€)	Main Source of Funding	Comment
Obj. 1 – Teaching Quality	50,000	UP, donors, self-financing	Trainings, mentorships, evaluation systems
Obj. 2 – Curriculum Modernization	12,000	MoC, Erasmus+, faculty	Reform, new modules, internships
Obj. 3 – Research and Creativity	332,000	EU, MoC, UP	Research lab, publications, training
Obj. 4 – Infrastructure & Digitalization	595,000	IPA III, UP, local partners	Technological equipment, labs, smart classrooms
Obj. 5 – Internationalization	122,000	Erasmus+, EU, UP	Mobility, international modules, agreements
Obj. 6 – Community and Alumni	47,000	MoC, municipality, cultural sponsors	Public activities and alumni platform
Obj. 7 – Governance & Sustainability	23,000	UP, self-financing	Trainings, performance evaluation, reporting
Annex A – Artistic Innovation	332,000 (Obj. 3)	Erasmus+, Creative Europe	Innovative lab, experimental projects
Annex B – Digitalization & Campus	595,000 (Obj. 4)	IPA III, EU, UP	Digital education, IT centers, software equipment
Annex C – Ethics & Intellectual Property	23,500	UP, EU, NGO partners	Manuals, trainings, creative database
Plan design and publication	5,000	UP, EU, NGO partners	UP budget, publishing & communication
TOTALI	**~1,209.500**	**Mixed public and international funds**	Distributed over 6 years for all activities.

Note: The amounts are approximate for strategic planning purposes and not a finalized project budget.

This indicative budget is flexible and will be reviewed annually in alignment with actual implementation progress and funding availability.

Implementation Chart of the Action Plan Objectives 2025–2030

Objective	2025	2026	2027	2028	2029	2030
Obj.1 – Teaching Quality						
Obj.2 – Research and Innovation						
Obj.3 – Infrastructure and Equipment						
Obj.4 – Internationalization						
Obj.5 – Alumni and Community						
Obj.6 – New Campus						
Obj.7 – Equity and Ethics						
Obj.8 – Governance and Digitalization						

Year

III.   Supporting Annexes

The Supporting Annexes provide expanded information and reference documentation accompanying the implementation of the Action Plan 2025–2030. They include core institutional documents, thematic analyses, budget planning, and cross-sectoral approaches linked to the strategic and operational objectives of the Faculty of Arts. The annexes are organized both chronologically and thematically to ensure full alignment with quality standards and the requirements for institutional and programmatic accreditation.

In accordance with the institutional strategic planning structure, the Faculty of Arts will utilize approved documents and legally valid references as support for implementation and accreditation.

Annex D: List of supporting documents

In accordance with the structure of institutional strategic planning, the faculty will use approved documents and legal references as support for implementation and accreditation:

No.	DOCUMENT
1.	Statute of the University of Prishtina
2.	Strategic Plan of the Faculty of Arts 2025–2030
3.	Self-evaluation reports for BA and MA programs in Visual Arts
4.	UP Administrative Instruction on Quality and Performance Evaluation
5.	European Standards and Guidelines for Higher Education (ESG)
6.	National Strategy for Cultural Development in the Republic of Kosovo
7.	Curriculum Development Guide at the University of Prishtina
8.	Regulation on the Support of Research Projects and International Mobility
9.	Documents of the UP Office for Institutional Development for IPA III and Erasmus+
10.	Annual Report of the Faculty of Arts (latest submitted to the rectorate)

Annex E – Institutional Approach to Gender Equality and Inclusion

The Faculty of Arts promotes an equal, inclusive, and safe environment for all members of the university community. This annex represents the institutional commitment to gender equality, diversity, and social inclusion, directly linked to Operational Objective 7 and to policies on ethics and academic integrity. The integrated approach aims to ensure equal participation at all levels, eliminate systemic barriers, and foster a fair and inclusive organizational culture.

In support of the implementation of gender equality and inclusion policies, the Faculty of Arts has incorporated concrete measures into the Action Plan, which include:

1.	**Drafting an internal regulation for equality and inclusion**
2.	**Trainings for staff and student awareness-raising**
3.	**Monitoring gender representation in structures**
4.	**Promoting thematic inclusion in curricula and projects**

The implementation of these measures will be supported by the Office for Quality Assurance and will be included in the periodic institutional reports. This approach will remain a key component of continuous improvement and one of the Faculty's strategic priorities during the 2025–2030 period.

Annex F – Estimated budget table (2025–2030)

PRIORITY AREA / OBJECTIVE	TOTAL COST (€)	SOURCE OF FUNDING
Quality in teaching (Obj. 1)	50,000	UP, donors, self-financing
Curriculum modernization (Obj. 2)	12,000	MKRS, Erasmus+, Faculty
Research and creativity (Obj. 3)	332,000	EU, MKRS, UP
Infrastructure and digitalization (Obj. 4)	595,000	IPA III, UP, local partners
Internationalization (Obj. 5)	122,000	Erasmus+, EU, UP
Community and alumni (Obj. 6)	47,000	MKRS, municipality, sponsors
Governance and sustainability (Obj. 7)	23,000	UP, self-financing
Artistic innovation (Annex A)	332,000 (obj. 3)	Erasmus+, Creative Europe
Digitalization & campus (Annex B)	595,000 (obj. 4)	IPA III, EU, UP
Ethics and intellectual property (Annex C)	23,500	UP, EU, NGOs
Cost for plan design and publication	5,000	UP budget
Total:	**~1,209,500**	
New facility for the three departments	**15,000,000**	Government, international donors

Sources: Mix of public, own, and international funds

Note: This amount is indicative for strategic planning and does not represent a detailed budget for individual projects. The cost of the new facility is foreseen as a long-term capital investment and requires institutional coordination with UP, the Ministry, and international partners

The Action Plan has been developed in full alignment with the objectives, budget, and timelines outlined in the Faculty of Arts Development Plan 2025–2030.

Anex G. Alignment with the Strategic and Development Plan

STRATEGIC OBJECTIVE	ACTION PLAN OBJECTIVE	ACTIONS IN THE DEVELOPMENT PLAN
SO1 – Quality	1, 2	Curriculum reform, mentoring, trainings
SO2 – Research	3	Laboratory, publications, symposia
SO3 – Infrastructure	4	Digitalization, equipment, campus construction
SO4 – Internationalization	5	Agreements, mobility, English-taught modules
SO5 – Community	6	Alumni, public activities, partnerships with schools
—	7 (Governance)	Staff development, performance, transparency
—	8 (New Campus) (to be added)	Annex for campus construction

Timeline for the Implementation of Objectives 2025–2030
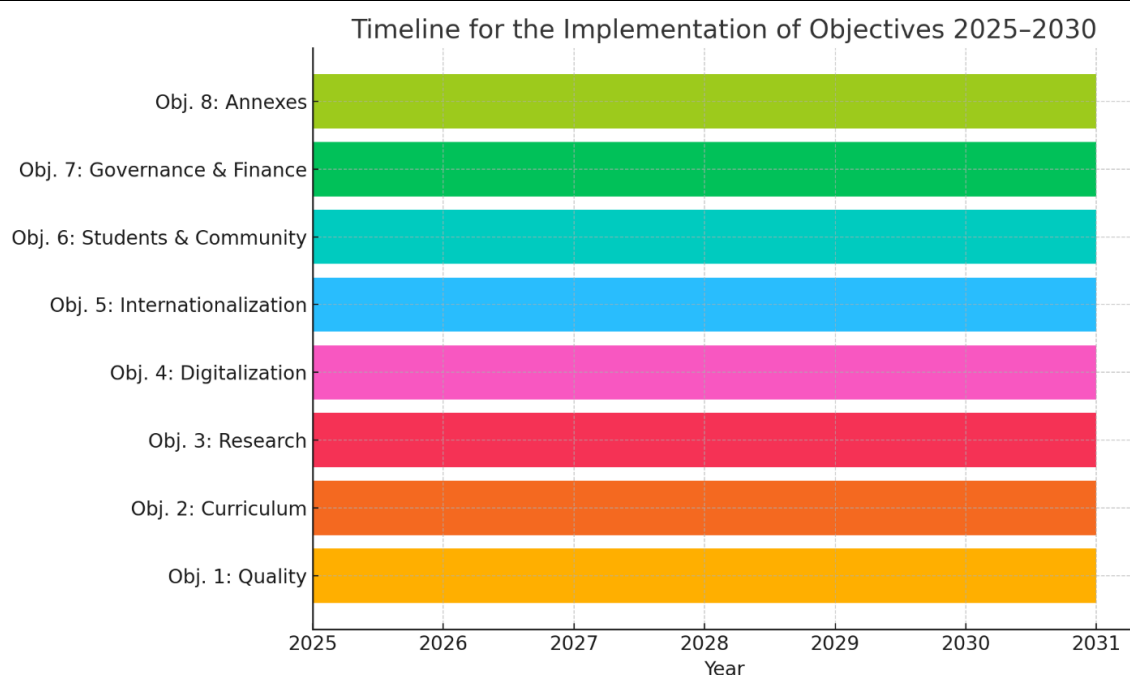
Annex H – Glossary of terms and acronyms

The Action Plan 2025–2030 constitutes an important strategic instrument for the advancement of the Faculty of Arts, ensuring transparency, clear direction, and alignment with international quality standards. This document will serve as a basis for the institutional performance evaluation during the implementation period and as a key reference for accreditation bodies. This annex contains a summary of the most frequently used terms and acronyms in the Action Plan, with the aim of enhancing clarity and institutional coherence in both implementation and communication.

TERM / ACRONYM	DEFINITION
KPI	Key Performance Indicator – Tregues Kyç i Performancës
ESG	European Standards and Guidelines – Standardet dhe Udhëzimet Evropiane për Sigurimin e Cilësisë
EHEA	European Higher Education Area – Zona Evropiane e Arsimit të Lartë
ECTS	European Credit Transfer and Accumulation System – Sistemi Evropian i Transferimit të Kredive
IPA	Instrument for Pre-Accession Assistance – Instrumenti i Asistencës para Anëtarësimit (EU)
UP	University of Prishtina
FA	Faculty of Arts
QA	Quality Assurance – Sigurimi i Cilësisë
RAE	Research, Artistic and Educational activities – Aktivitetet Kërkimore, Artistike dhe Edukative
VR/AR	Virtual Reality / Augmented Reality – Realitet Virtual / Realitet i Shtuar
AI	Artificial Intelligence – Inteligjencë Artificiale
M&E	Monitoring and Evaluation – Monitorim dhe Vlerësim