UNIVERSITY OF PRISHTINA

FACULTY OF ARTS

DEVELOPMENT PLAN 2025–2030

April, 2025

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FOREWORD

The Development Plan of the Faculty of Arts for the period 2025–2030 represents a long-term vision built upon the principles of quality, inclusion, international cooperation, and artistic innovation. This document has been drafted within the framework of efforts to strengthen the institutional identity of the faculty as an academic unit of special importance within the University of Prishtina, while operating with a mission and structure that correspond to the models of independent art universities in Europe.

Through this plan, the faculty is committed to improving the conditions for teaching and artistic research, to constructing a new contemporary campus, and to developing policies that respond to current challenges and new aspirations of students, academic staff, and the artistic community.

The plan is closely linked with the Strategic Plan and the Action Plan of the Faculty and contains concrete objectives, measurable indicators, defined resources, and a clear framework for continuous monitoring and improvement.

This document is the result of a broad inclusive process with the participation of the departments of visual arts, music, and drama, and serves as the foundation for the growth and consolidation of the role of the Faculty of Arts as a center of knowledge, creativity, and cultural diplomacy.

1. Executive summary

The Development Plan of the Faculty of Arts of the University of Prishtina for the period 2025–2030 is a strategic and operational document that serves as a roadmap for the academic, creative, and organizational development of the institution. It is based on the five main objectives of the Strategic Plan and is operationalized through concrete measures outlined in the Action Plan. The plan includes six priority areas:

- **Teaching and Curriculum** – reform of curricula, introduction of new modules and contemporary teaching methods.
- **Artistic Research and Innovation** – enhancement of capacities for interdisciplinary research and creativity.
- **Infrastructure and Digitalization** – improvement of facilities and modern teaching and research equipment.
- **Internationalization** – expansion of partnerships and mobility for students and staff.
- **Alumni and Community** – strengthening of the alumni network and engagement in social and cultural projects.
- **Institutional Governance** – improvement of management, transparency, and financial sustainability.

The monitoring of the Plan is carried out through measurable indicators (KPIs) set for each area, with annual reporting and an interim evaluation in 2027.

The focus is on a comprehensive, interdepartmental, and quality-oriented approach, in line with European standards (ESG) and the requirements of the Kosovo Accreditation Agency (KShC). This plan is a dynamic document and will be reviewed in 2027 to reflect progress, challenges, and new institutional needs in accordance with the Faculty's mission.

2. Purpose and profile of the development plan

The Development Plan of the Faculty of Arts for the period 2025–2030 is the strategic and operational document that serves as a guiding framework for institutional development in alignment with the academic, artistic, and social priorities of the faculty.

This document concretizes the five strategic objectives of the Strategic Plan and translates them into measurable and applicable priority areas through the Action Plan. In this way, the Development Plan functions as a bridge between the long-term vision and concrete interventions, supporting management, decision-making, and performance monitoring.

2.1. The main purposes of the plan are:
• To guide the development of the faculty in accordance with European standards of higher artistic education and contemporary institutional governance practices;
• To strengthen interdepartmental coordination through the Faculty Institute, as a joint unit for research, presentation, and innovation;
• To enhance artistic and creative autonomy, in service of the academic and social development of students and staff;
• To serve as a planning, monitoring, and accountability instrument, closely linked with the Faculty's Strategic Plan and Action Plan;
• To support the growth of international visibility, community engagement, and involvement in cultural diplomacy.
2.2. The document is based on:
• The legal framework for higher education in the Republic of Kosovo;
• The SWOT analysis and data from the institutional self-evaluation;
• The strategic objectives approved for the period 2025–2030;
• The Faculty Action Plan as an implementation mechanism;
• Structured consultations with departments and stakeholder groups;
• Principles of compliance with ESG standards, the EHEA area, and European integration priorities in higher education.

2.3. Methodological Approach and Inter-Document Alignment

The Development Plan 2025–2030 of the Faculty of Arts is built upon an integrated methodological approach, fully aligned with the Strategic Plan and the Action Plan. It is based on the institutional cycle of continuous improvement and encompasses the components of strategic planning, operational implementation, and systematic evaluation.

This document functions as a connecting bridge between the long-term goals of the strategic vision and the concrete interventions of the Action Plan, ensuring thematic coherence, terminological consistency, and synchronization in timelines, indicators, and budgeting.

The adopted methodology is guided by the following principles:

- **Inter-document alignment**: Each development objective is directly linked to one or more strategic and operational objectives, in accordance with the structure of the Strategic Plan 2025–2030 and the Action Plan approved in April 2025.
- **Compliance with ESG and KAA standards**: The Plan is designed in line with the European Standards and Guidelines (ESG) for quality assurance in higher education and the criteria of the Kosovo Accreditation Agency (KAA).
- **Participatory and evidence-based planning**: The development of the Plan is the result of broad consultations with academic units, staff, students, and institutional partners, as well as an analysis of the institutional self-assessment and relevant legal frameworks.

Through this approach, the Development Plan ensures that the Faculty of Arts advances in a sustainable, transparent, and measurable way, in accordance with the highest standards of artistic higher education in Europe.

3. Connection to the strategic plan and action plan

3.1. The link between strategy, development, and the action plan

The Development Plan of the Faculty of Arts (2025–2030) is built upon the objectives approved in the Strategic Plan and is operationalized in accordance with the concrete measures of the Action Plan. It functions as a bridge between long-term goals and applicable mid-term interventions, ensuring an integrated and harmonized approach at all institutional levels.

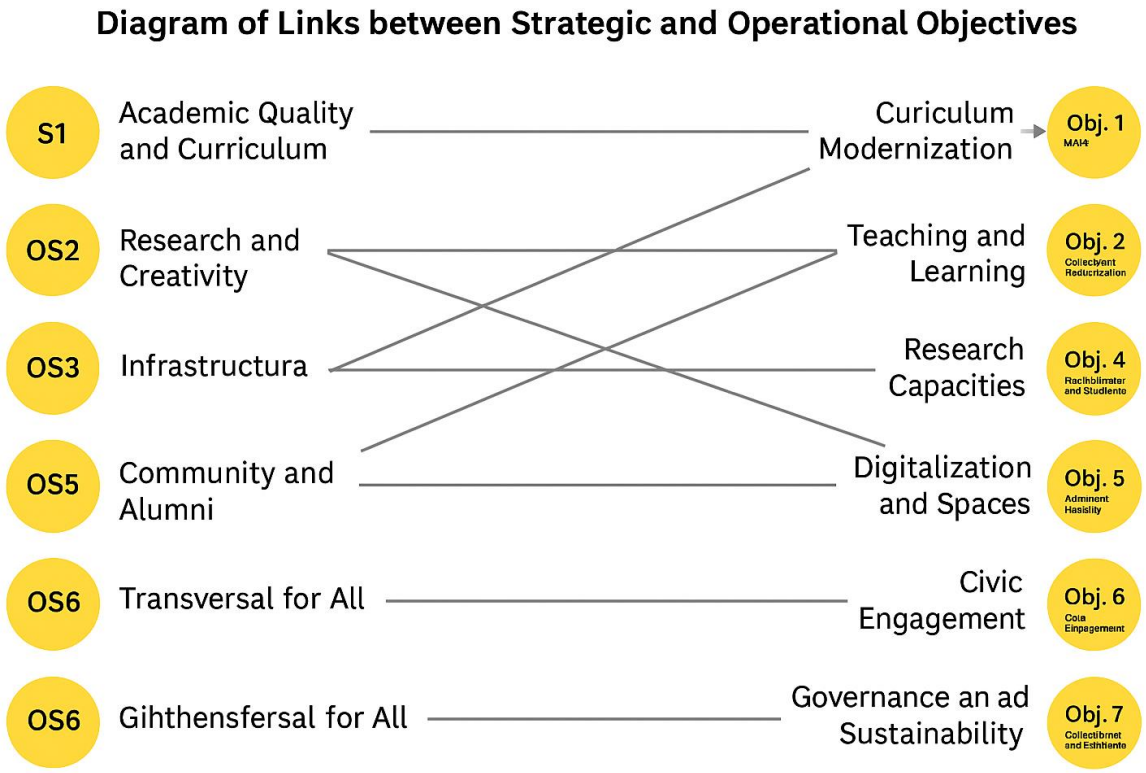
Strategic objectives define the visionary direction, while the Action Plan includes concrete measures, timelines, costs, and success indicators. The Development Plan connects these two documents through the institutional development priority areas, as listed in the table below:

Tabela 3 A.

Priority area	Strategic objective (sp)	Objective from the action plan (ap)
Academic Quality and Curriculum	Objective 1	Objectives 1 and 2
Research and Innovation	Objective 2	Objective 3, Annex A
Infrastructure and Digitalization	Objective 3	Objective 4, Annex B
Internationalization	Objective 4	Objective 5
Alumni and Community	Objective 5	Objective 6

This threefold linkage system ensures that every developmental action in the Faculty of Arts is grounded in the strategic vision, guided by a concrete action plan, and supported by clear indicators for measurement and reporting. This approach reinforces transparency, efficiency, and institutional accountability throughout the 2025–2030 period.

3.2. Diagram of the connection between strategic objectives



4. Strategic areas of intervention and development priorities

4.1. Development of teaching and curriculum

(Linked to Strategic Objective 1 and Action Objectives 1 and 2)

The aim is to improve the academic experience of students through curriculum reform in accordance with ESG standards and contemporary developments in art, technology, and market needs. This will be achieved through:

- Reviewing all BA and MA programs;
- Introducing new interdisciplinary and digital modules: interactive design, new media, VR/AR, artificial intelligence in art, cultural diplomacy, etc.,
- Creating modules with a practical focus and collaboration with external partners (galleries, theatres, design studios);
- Implementing contemporary teaching methods: mentoring, laboratory work, challenge-based projects with real-world foundations.

Concrete objectives:

- ≥85% of student satisfaction in institutional surveys.
- All programs include professional practice.
- Flexible curriculum updated every 5 years.
- ≥10 new modules designed by 2030.

4.1.1 Integration of Advanced Technologies in Teaching and Creative Practice

To modernize the teaching process and align with international standards, the Faculty of Arts will systematically integrate advanced technologies across all academic programs.

Key elements include:

- **Use of virtual and augmented reality (VR/AR)** in design, theatre, and stage visualization courses;

- **Application of artificial intelligence (AI)** in graphic design, image processing, and content analysis;

- **Establishment of specialized digital labs**, such as: AI & Art Lab, Audiovisual & Stage Technology Lab, Animation & Advanced Drawing Lab;

- **Integration of collaborative digital tools** in teaching practices, including platforms for online critiques, virtual exhibitions, and interactive simulations.

These components will be supported through targeted staff training programs and included in the Faculty's annual investment and technological capacity-building plans.

4.2. Artistic research and interdisciplinary innovation

(Linked to Strategic Objective 2 and Action Objective 3 + Annex A)

This area aims to enhance capacities for practice-based research and the development of artistic creativity through laboratories, centers, and interdisciplinary collaborative platforms.

Priorities include:

- Operationalization of the Center for Artistic Research as an accredited research unit;

- Establishment and operation of the Innovation Lab as a space for interdisciplinary student and academic projects;

- Financial support for publications, exhibitions, and participation in international conferences;

- Development of a digital platform for archiving and disseminating creative research.

- Functionalization of the Institute for Film and Television Production

Concrete objectives:

- ≥10 research projects supported annually;

- ≥8 international presentations in exhibitions, performances, films, concerts, and conferences each year

- ≥3 artistic or scientific publications annually (in indexed journals or research catalogues);

- At least 5 new international research collaboration agreements by 2030.

4.3. Modernization of infrastructure and digitalization

(Linked to Strategic Objective 3 and Action Objective 4 + Annex B)

The goal is to improve physical and technological infrastructure to support contemporary teaching, research, and interdisciplinary creativity.

Priorities include:

- Construction of a new Faculty building in accordance with European standards for arts education.
- Equipping departments with thematic laboratories for visual arts, music, and theatre.
- Installation of smart classrooms and equipment for digital and interactive teaching.
- Digitalization of academic processes, administration, and the archiving of creative work.

Concrete objectives:

- All units have access to specialized laboratories by 2030;
- ≥10 teaching spaces renovated and equipped with modern technology;
- 100% access to professional software for students and staff (Adobe, Ableton, Unity, etc.);
- Functional platform for academic management and documentation of student creativity.

4.4. Internationalization and academic mobility

(Linked to Strategic Objective 4 and Action Objective 5)

The goal is to increase international cooperation, mobility of staff and students, and the inclusion of the Faculty of Arts in European networks of education and culture.

Priorities include:

- Signing and implementing new Erasmus+ agreements and other EU programs;
- Developing joint modules and programs in foreign languages (English);
- Organizing academic exchanges and participation in joint projects with international art institutions;

- Engaging visiting international professors and participation of staff in European training.

Concrete objectives:

- ≥10 new active international partnerships by 2030;
- ≥50 students and staff involved in international mobility each year;
- At least one joint program in English by 2027;
- Regular participation in European artistic and educational events (biennales, conferences, residencies).

4.4.1. Cultural Diplomacy and International Presentation of Art

As part of its internationalization strategy, the Faculty of Arts will promote **cultural diplomacy** as a means to increase the presence of Kosovar art on the international stage and to strengthen cultural identity through academic and artistic exchanges.

The objectives of this approach include:

- Organizing international exhibitions, performances, and concerts by students and staff in European cultural centers;
- Establishing a dedicated platform for art and cultural diplomacy**,** serving as an archive, collaboration network, and tool for global outreach;
- Collaborating with cultural embassies, diaspora organizations, and European networks of art universities;
- Participating in initiatives that highlight the cultural power of art as a medium for peaceful and creative international relations**.**

Cultural diplomacy will be integrated into the annual action plans of the Faculty's Institute and will aim to embed art within broader international policies of education, cooperation, and cultural development.

4.5. Alumni, community, and social inclusion

(Linked to Strategic Objective 5 and Action Objective 6)

This area aims to increase the faculty's engagement with the artistic community and the public through educational, cultural, and civic activities, and to strengthen the alumni network as active partners in institutional development.

Priorities include:

- Establishing a functional alumni network with a digital platform and annual activities;
- Organizing exhibitions, concerts, and public performances that promote art and social inclusion;
- Collaborating with schools, municipalities, and NGOs for community-based arts education;
- Promoting equality, representation, and access for marginalized groups through art.

Concrete objectives:

- Alumni digital platform to be established by 2026.
- ≥3 community activities per year involving students.
- At least one structured partnership with a municipality or school for community arts by 2027.
- Institutional policy for inclusive art adopted by 2028.

4.6. Governance and institutional sustainability

(Linked to Action Objective 7)

The goal is to strengthen institutional management, transparency, administrative efficiency, and financial sustainability of the Faculty of Arts in alignment with European governance standards in higher education.

Priorities include:

- Development and implementation of internal policies for quality management, human resources, and institutional ethics.
- Automation and digitalization of administrative and financial reporting processes.
- Development of managerial capacities for academic and administrative leadership.
- Diversification of revenue sources through projects, partnerships, and artistic services.

Concrete objectives:

- Development and approval of internal manuals for governance and transparency by 2026.
- ≥90% of administrative services digitalized by 2030.
- Regular staff training in institutional management and legal compliance.
- At least 20% of the faculty's annual budget to come from alternative sources by 2030.

4.7. Timeline for each development objective

Table 4 A.

Timelines for implementation of development objectives	
DEVELOPMENT OBJECTIVE	**IMPLEMENTATION PERIOD**
Curriculum and teaching development	2025–2026
Modernization of academic infrastructure	2026–2028
Construction of the new campus	2026–2030
Establishment of research centers and laboratories	2025–2027
Expansion of international cooperation	2025–2030
Zhvillimi i platformës alumni	2026–2027
Integrimi i qasjes gjinore dhe përfshirjes	2025–2027

4.8. Institutional responsibilities for implementation

Table 4 B.

Roles and responsibilities for the implementation of the development plan		
PRIORITY AREA	**MAIN RESPONSIBLE UNIT**	**SUPPORTING PARTNERS**
Teaching and quality	Departments, Quality Assurance Office	Curriculum Coordinators, Dean's Office
Research and innovation	Research Centers, MA Coordinators	Academic Staff, Research Partners
Internationalization	International Relations Coordinator	Erasmus+, European Networks
Infrastructure	Dean's Office, Directorate of Infrastructure	Ministry of Education (MASHTI), Donors, University of Prishtina (UP)
Alumni and community	Alumni and PR Office	Alumni, Cultural Institutions
Governance and management	Faculty Secretariat, Dean's Office	UP, Management Partners
Equality and inclusion	Gender Equality Coordinator	Civil Society Organizations

4.9. Key Performance Indicators (KPIs) by Priority Area

In accordance with the Action Plan 2025–2030, measurable Key Performance Indicators (KPIs) have been defined for each development priority area. These will serve as the basis for institutional monitoring and annual reporting.

Priority Area	Key Performance Indicators (2025–2030)
Teaching and Curriculum	• ≥85% student satisfaction in annual surveys • ≥10 new modules introduced • Full curriculum revision every 5 years
Research and Innovation	• ≥10 research projects supported annually • ≥8 international presentations per year • ≥3 artistic or scientific publications annually
Infrastructure and Digitalization	• ≥10 renovated learning spaces • 100% access to professional software • 1 functional digital academic platform
Internationalization	• ≥5 new Erasmus+ agreements • ≥30 students/staff in international mobility • 1 program delivered in a foreign language
Alumni and Community	• ≥5 alumni-led projects implemented • 1 alumni networking platform • ≥3 partnerships with cultural/local organizations
Governance and Sustainability	• 1 annual performance report • ≥90% budget execution rate according to plan • 1 mid-term review in 2027

5. Monitoring, evaluation, and updating of the plan

The implementation of the Development Plan will be supported by a structured system of monitoring and evaluation to ensure alignment with strategic and operational objectives, as well as to enable continuous adaptation to internal and external institutional changes.

5.1. The main mechanisms include:

- Appointment of a Strategic Development Coordinator within the Faculty.
- Annual reporting for each development objective in accordance with the indicators of the Action Plan.
- Periodic meetings with heads of departments and units to assess progress.
- Inclusion of students and alumni in the evaluation process through surveys and focus groups.
- Preparation of an interim report in 2027 and a full review in 2030.

Table 5 A.

Evaluation per objective				
Objective	**Key kpi**	**Data source**	**Evaluation frequency**	**Responsibilities**
Curriculum development	% of revised programs	Department reports	Annual	Academic Committees
Research and innovation	Number of research projects	Reports of the Center for Research and the Institute for Film and Television Production	Annual	Directorate of Institutes
Infrastructure and digitalization	Number of functional laboratories	Technical and financial reports	Every 2 years	Administration and Vice-Dean's Office
Internationalization	Number of new partnerships	International Cooperation Office	Every 2 years	Erasmus+ Coordinator
Alumni and community	Number of public activities	Event records and surveys	Annual	Alumni Office, Departments
Institutional governance	% of digitalized services	Institutional Management System	Every 3 months	Secretariat and IT Department

These measures aim to strengthen:

- Accountability of the relevant structures.
- Transparency and institutional documentation.
- Creation of a culture of continuous improvement.
- Data-driven decision-making support.

At the end of each year, a Monitoring Report will be prepared, containing an analysis of achievements and recommendations for further improvements. An interim review will be conducted in 2027, while in 2030 a final evaluation will be carried out to conclude the plan cycle and initiate the drafting of the next plan.

5.2. Institutional Mechanisms for Implementation and Monitoring

To ensure coordinated, transparent, and measurable implementation of the objectives defined in this Plan, the Faculty of Arts has established clear institutional mechanisms for monitoring and progress reporting.

These mechanisms include:

- **The Strategic Monitoring Group**, composed of representatives from the three departments, the Quality Office, the administration, and students. This group is mandated to oversee implementation and provide recommendations for continuous improvement.
- **The Quality Assurance Office**, which collects and processes data on the fulfillment of objectives, use of resources, and achievement of performance indicators.
- **Annual and mid-term reporting**, which will be based on collected data and submitted to the Faculty's governing bodies and the relevant offices of the University of Prishtina.
- **Plan review in 2027**, which will include an analysis of progress, adjustment of objectives, and re-evaluation of performance indicators.

These mechanisms are closely aligned with Chapter 8 of the Action Plan and ensure full compliance with ESG standards and the requirements of the Kosovo Accreditation Agency for quality assurance in higher education.

5.2.1. Professional Development of Non-Academic Staff

In addition to the ongoing advancement of academic capacities, the Faculty of Arts aims to strengthen the professional skills of administrative and technical staff through a structured training program.

Priority areas for training will include:

- Use of digital systems for academic and institutional data management (e.g., SIMS, grading and archive platforms, electronic documentation);
- Development of interpersonal and managerial competencies, including institutional ethics, effective communication, and time management;
- Familiarization with ESG standards and KAA requirements for quality assurance and documentation processes;
- Training in the preparation of bilingual official documents, aligned with the needs of accreditation and international cooperation.

The goal is to ensure equal professional development opportunities for all non-academic personnel and to engage them actively in institutional performance enhancement.

5.3. Compliance with ESG and KAA Standards

The monitoring and evaluation process of the Development Plan is fully aligned with the European Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) and with the standards of the Kosovo Accreditation Agency (KAA).

This alignment ensures that:

- Quality policies are grounded in the institutional cycle of continuous improvement (ESG 1.1);
- Students are actively involved in monitoring processes through structured feedback mechanisms (ESG 1.3);
- Institutional reports are public and accessible (ESG 1.7);
- Strategic planning is continuously improved through annual and mid-term evaluations (ESG 1.9).

This structure enables the Faculty not only to comply with national accreditation requirements but also to position itself as an institution that implements the highest standards of quality in higher education across Europe.

6. The institutes and supporting units of the faculty

To reinforce the cross-departmental implementation of the Development Plan, the Faculty of Arts has initiated the establishment of a comprehensive internal Institut**e**, which will consist of three core units:

- **The Center for Artistic Research**, which will coordinate scholarly and interdisciplinary artistic practices in collaboration with all three departments;

- **The Art Gallery**, serving as a public platform for showcasing the creative work of students and academic staff—currently functional and active in organizing exhibitions and cultural events;

- **The Innovation Lab**, which will support technological development, collaborations with the creative industries, and the incubation of new ideas generated by students and faculty.

In addition to these new units, the Faculty already possesses an Art Gallery, Theater, and Concert Hall, which serve as essential infrastructure for achieving its academic, artistic, and community objectives. These facilities will be integrated into the functions of the Institute to support the practical implementation of the Development Plan.

Within this context, the Department of Drama is currently preparing for the establishment of a specialized Institute for Film and Television Production, which will operate as a dedicated unit for advancing contemporary practices in cinema, television, and visual media. This new institute will aim to:

- Enhance the creative and technical capacities of acting and directing students;

- Develop independent productions and international collaborations in the field of film;

- Support projects in screenwriting, directing, post-production, and digital media;

- Create platforms for the public presentation of student films and for connections with the media industry.

The Institute for Film and Television Production is expected to become an integral part of the Faculty's broader Institute, adding a specialized dimension to the interdisciplinary approach to contemporary art and media education.

Planned Objectives for the Institutes (2025–2030):

- To be formalized and made operational by 2026;

- To develop and coordinate ≥3 interdepartmental projects annually following their establishment;

- To generate income through national and regional projects in the amount of ≥€20,000 per year;

- To support the implementation of the KPIs outlined in the Development Plan and the Action Plan;

- To integrate the Film and Television unit into the network of international projects and partnerships in the visual, performing, and media arts.

7. Policies on Equality, Ethics, and Social Inclusion

The Faculty of Arts is committed to fostering an equitable, inclusive, and ethical environment for all members of the academic community. These principles are embedded in the institution's mission and practices and are directly linked to Objective 7 of the Action Plan and the ethics and integrity policies in the Strategic Plan.

Key goals include:

- Promoting equal participation of women and men at all institutional levels;
- Eliminating all forms of discrimination, harassment, and bias within the university environment;
- Supporting marginalized groups and ensuring the social inclusion of all student categories;
- Implementing academic ethics and integrity policies in all teaching, creative, and administrative processes.

For the implementation of these policies, the Faculty will rely on existing institutional mechanisms:

- **The Committee for Ethics and Equality**, which will monitor policy implementation and provide recommendations for improvement;
- **The Equality and Diversity Coordinator**, who will serve as the focal point for social inclusion issues;
- **The Quality Assurance Office**, which will include equality and inclusion indicators in its annual reporting.

8. Human resources and professional development

Human resources represent a key factor in the realization of the Development Plan. Capacity building and continuous professional development are essential to ensure quality implementation, innovation, and sustainability.

Strategic needs include:

- Recruitment of new academic staff in interdisciplinary fields (new media, cultural diplomacy, digital design);
- Training for current staff in modern teaching methodologies and use of technology.
- Capacity building for artistic research and management of international projects.
- Involvement of technical and administrative staff in training for digital system management and institutional transparency.

Objectives:

≥5 new staff members recruited by 2027.

Annual training for all staff on pedagogical innovation.

≥3 projects led by new staff by 2030.

Staff performance evaluations every 2 years for sustainable development.

9. Development of academic departments

Për të siguruar një zhvillim të balancuar dhe të orientuar drejt cilësisë në të gjitha njësitë përbërëse, Fakulteti i Arteve parashikon qasje të përshtatura për secilin nga tre departamentet e tij: Artet e Bukura, Muzikë dhe Dramë.

Department of Fine Arts:

- Expansion of digital and interdisciplinary modules (VR/AR, contemporary design, new media).
- Support for visual technology laboratories and digital exhibition platforms.
- Integration with music and performance modules for joint projects.

Department of Music:

- Enhancement of international collaborations for joint programs in musicology and media composition.
- Digitalization of music education through advanced software (e.g., Ableton, Sibelius).
- Creation of courses that merge with visual arts and theatre for interdisciplinary performances.

Department of Drama:

- Development of platforms for digital theatre and new performing arts.
- Strengthening cooperation with local theatres and festivals for student professional practice.
- Creation of modules for acting in non-traditional spaces and political/socio-critical art.

This chapter ensures that each department maintains its academic specificity while contributing equally to the shared vision of the faculty as an advanced center of artistic education in Kosovo and beyond.

10. Risks and success factors in implementation

The implementation of the Development Plan may face several challenges related to human resources, finances, and institutional context. To address this, the faculty has identified key risks and proposed preventive measures along with critical success factors.

Table 10 A.

Main risk	Preventive measure	Success factors
Lack of funds for projects and investments	Request for additional budget from UP, applications to national/EU projects	Proactive approach to alternative funding, partnerships with donors
High administrative workload on academic staff	Redistribution of tasks, digitalization of processes	Effective coordination and efficient training
Lack of motivation for engagement in research and innovation	Linking performance to academic promotion; internal grants	Supportive culture for research and creativity
Delays in the approval of internal documents or new structures	Early communication with UP governing bodies	Active involvement of management and the Dean's Office
Rapid changes in education policies	Flexibility in planning and periodic adjustments	Integrated mechanism for plan review

These elements will be monitored alongside the plan's KPIs to ensure sustainable implementation and continuous improvement of institutional capacities

10.1. Institutional Risk Mitigation and Crisis Resilience

The Faculty of Arts considers risk management a core component of sustainable planning. Beyond identifying operational and strategic risks as outlined above, the Plan also foresees the development of mechanisms to address them with flexibility and long-term preparedness.

This institutional resilience will be supported through:

- The establishment of an internal crisis management unit, with representatives from all three departments and the administration;
- The integration of risk management and emergency preparedness modules into training programs for academic and administrative staff;

- The provision of alternative tools for academic and administrative continuity, such as online systems, distance learning platforms, and full digitalization of institutional documentation;
- The creation of an internal emergency fund to cover urgent technical or social needs (e.g., for students in hardship).

These measures will contribute to institutional sustainability and ensure the continued delivery of quality education and services in unforeseen circumstances.

11. Appendix I – objectives and indicators (KPI)

Table: Appendix I.1.

Area	Objective	Kpi	Deadline	Responsible unit
Teaching	Curriculum revision	100% of programs revised	2026	Academic Committees
Research	Supported research projects	≥10/year	Annually	Center for Research
Infrastructure	Functional laboratories	100% of units	2030	Administration
Internationalization	New partnerships	≥10	2030	Erasmus+ Coordinator
Alumni	Platform and activities	Platform + ≥3 activities/year	2026	Alumni Office
Governance	Digitalization of services	≥90%	2030	Secretariat, IT Department

12. Appendix ii – estimated budget table (2025–2030)

Table: Appendix II.1

Priority area	Main activity	Estimated value (€)	Source of funding	Comment
Teaching and Curriculum	Program revision, new modules	62,000	UP Budget + IPA Projects	Focus on BA & MA
Research and Innovation	Support for research and laboratories	332,000	Grants, Erasmus+, IPA	Includes the Center and the Laboratory
Infrastructure and Digitalization	Equipment, smart classrooms	595,000	UP Budget, donations	Covers all 3 departments
Internationalization	Mobility, joint programs	122,000	Erasmus+, partners	Focus on foreign-language programs
Alumni and Community	Alumni platform, activities	47,000	Faculty, local partners	Community engagement
Institutional Governance	Digital systems and training	23,000	UP + donations	IT and management
Design and Publication of Plans	Design and publishing costs for planning docs	5,000	UP Budget	Includes: Strategic Plan, Action Plan, Development Plan
Ethics and Intellectual Property	Manuals, training, creative database	23,500	UP, EU, NGO partners	Manuals, Trainings, and Creative Database
TOTAL ESTIMATED (2025–2030): €1,209,000				
This budget is indicative and may be revised annually in accordance with the priorities and financial capacities of the Faculty and strategic partners.				

Table: Appendix II.2.

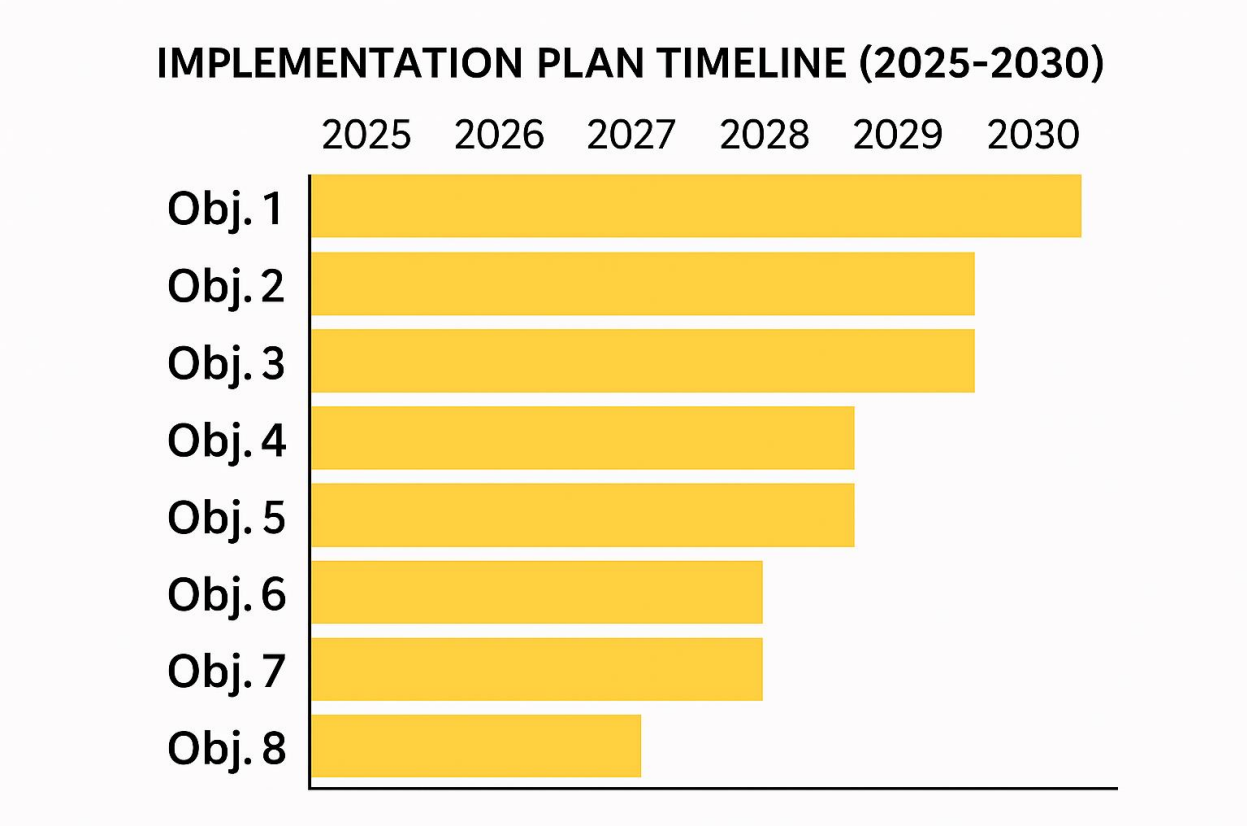
General budget for the development plan		
Priority area	**Estimated amount (€)**	**Source of funding**
Teaching and Quality	550,000	UP, Erasmus+, development projects
Research and Innovation	380,000	IPA, Horizon Europe, international partners
Internationalization	250,000	Erasmus+, European artistic networks
Infrastructure and Campus	14,000,000	State budget, UP, strategic donors
Alumni and Community	30,000	Faculty, local partners
Institutional Governance	45,000	UP, partner-funded projects
Gender Equality and Inclusion	75,000	UP, NGOs, international donations
TOTAL	**15,330,000**	

13. Appendix III – Implementation calendar of the plan (2025–2030)

The Visual Implementation Calendar below outlines the key phases of implementation and evaluation of the Development Plan for the period 2025–2030. It helps illustrate the projected progress, critical milestones, and deadlines for review and strategic reflection.

Table: Appendix C III.1

No.	Year	Key event
1.	2025	Curriculum review and launch of new modules
2.	2026	Implementation of interdisciplinary modules and staff training
3.	2027	First review of the Development Plan and institutional annual report
4.	2028	Expansion of infrastructure and thematic laboratories
5.	2029	Increase in mobility and international collaborations
6.	2030	**Final Evaluation of the Plan Period and Strategic Review** Presents the key phases of the implementation and evaluation of the Development Plan in a visual format for the 2025–2030 period. It helps illustrate the projected progress, critical milestones, and timelines for strategic review and reflection.



14. Appendix IV

14.1. Institutional structure

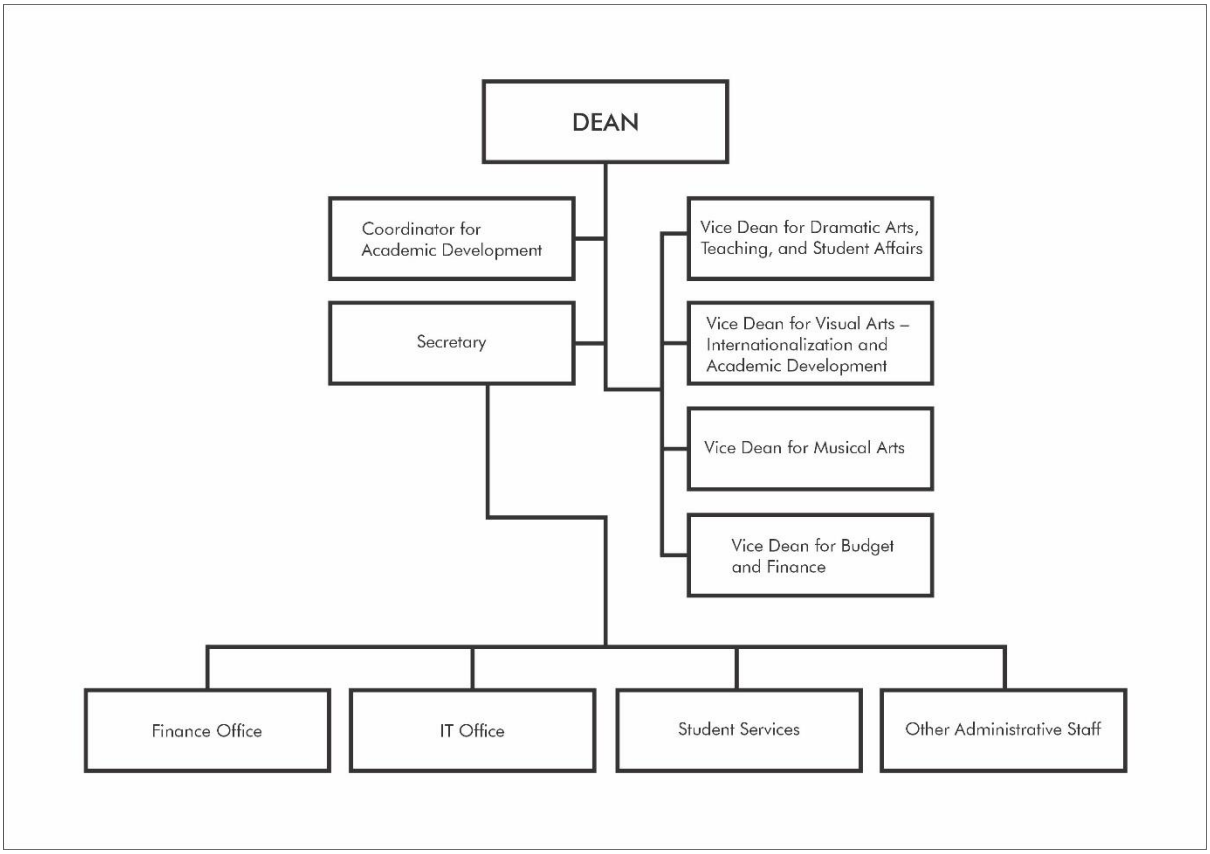


Figure 1. Organizational structure of the Faculty of Arts.

14.2. Monitoring and Evaluation Process Diagram

This appendix presents a visual diagram of the monitoring and evaluation process for the implementation of the Development Plan of the Faculty of Arts for the 2025–2030 period. The process consists of four interconnected phases: data collection, progress evaluation, reporting with recommendations, and periodic review. The cycle is designed to ensure continuous improvement, institutional transparency, and adaptability.

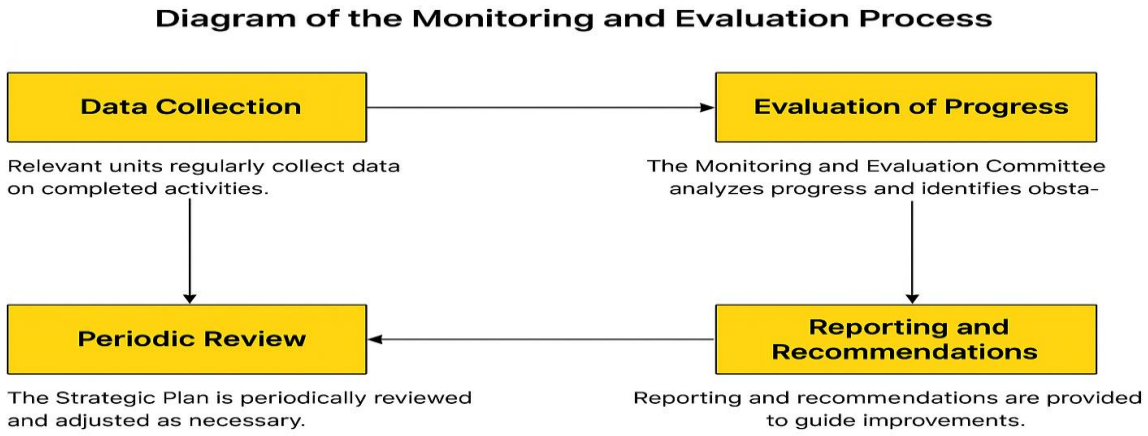


Figure: Monitoring and Evaluation Process

15. Appendix V: 5 strategic objectives of the development plan

1. Enhancing academic quality and improving the curriculum
2. Developing capacities for artistic research and interdisciplinary innovation
3. Modernizing infrastructure and digitalizing processes
4. Advancing internationalization and strengthening cooperation with European partners
5. Engaging alumni and the community for broader social impact

16. Appendix VI: New campus project of the faculty of arts

16.1. The Importance of the Facility and the Current Context

The Faculty of Arts has been an academic unit within the University of Prishtina since 1973, playing an irreplaceable role in the development of art, culture, and artistic education in Kosovo. Despite its significant contribution, the Faculty still lacks a single, dedicated facility for its operations. Currently, teaching and academic activities are spread across three physically separate buildings, which hinders functional integration of units and interdisciplinary collaboration among students and faculty.

The construction of a new, unified, and modern campus—outlined in the Faculty's Development Plan 2025–2030—is a strategic necessity for meeting contemporary standards of higher artistic education. This campus will provide equal conditions for all academic profiles, enhance academic and artistic quality, and strengthen the institutional identity of the Faculty of Arts as a regional leader in education, research, and creativity in visual arts, music, and drama.

Table: Appendix VI.1

Area	Content
Appendix Title	New Campus Construction Project for the Faculty of Arts
Purpose	To provide an integrated, functional, and contemporary environment for the development of the three academic units: Visual Arts, Music, and Drama
Brief Description	This project foresees the construction of an independent and specialized campus modeled after the most advanced arts universities in Europe. It will provide infrastructure for artistic production, scientific research, cultural diplomacy, and international collaboration.
Strategic Importance	The new campus reinforces the Faculty's identity as a unique and strategic institution for the development of culture and artistic education in Kosovo. The project is closely linked with the Strategic and Action Plan 2025–2030.
Main Beneficiaries	Students, professors, local and international artists, the cultural community, international partners
Compliance	The project aligns with the standards of European higher education institutions in visual, performing, and musical arts, and with the University of Prishtina's development policies.
Expected Outcome	The construction of a functional, attractive campus equipped with all physical, technological, digital, and creative components required by a 21st-century art university

16.2. Campus content

The campus will include:

- The Faculty of Visual Arts with all ateliers and laboratories
- The Faculty of Music with spaces for performance, composition, and recording
- The Faculty of Drama with a theatre, scenography workshops, film studios, and a cinema
- An exhibition gallery for students, faculty, local, and international artist work
- Research institutes and centers for cultural diplomacy
- Advanced technology studios, AI, and virtual reality labs
- A center for creative entrepreneurship and interdisciplinary education
- Artist residences, an interactive museum, public and recreational spaces

16.3. Total Surface Area

Component	Area (m²)
Core academic components	8,200
Gallery, library, shop	800
Administration and support	900
Additional modern components	2,950
Total	**12,850**

16.4. Investments

Investment category	Amount (€)
Physical construction	14,265,000
Technological equipment and laboratories	1,500,000
Furnishing and software	800,000
Professional galleries and studios	1,250,000
Total Investment	**17,815,000**

16.5. Implementation Phases (2025–2030)

2025:	Project design, technical documentation, and securing of funding
2026–2027:	Construction of buildings for Visual Arts and Administration
2028:	Construction of buildings for Music and Drama, performance halls
2029:	**2029**: Installation of technologies and full furnishing
2030:	**2030**: Activation of centers for research, innovation, and cultural diplomacy

For the year 2025, the University of Prishtina has allocated an initial amount of €400,000 for the preliminary phase of the new campus project of the Faculty of Arts. This amount will cover the conceptual and technical project design, preliminary studies, and initial construction procedures. However, the full realization of the project depends on the annual institutional budget, approved by the University of Prishtina's Governing Council and distributed to academic units according to strategic priorities. Therefore, all financial estimates presented in this plan are indicative and subject to annual review.

16.6. Strategic Justification

This campus will serve not only for formal education but also as a national center for art development, cultural diplomacy, and integration with European arts university networks.

16.7. Reference to the Action Plan

This project is incorporated as a priority measure in the Faculty of Arts' Action Plan 2025–2030 and is supported by the institution's strategic objectives.

17. Appendix VII – Policy on gender equality and inclusion

Within the framework of its 2025–2030 Development Plan, the Faculty of Arts treats gender equality and inclusion as essential elements in building a fair, safe, and inclusive academic environment. Development policies foresee equal access for all genders in student admissions, balanced support for the professional development of academic staff, and sustained engagement in the inclusion of marginalized groups in institutional life.

One of the key priorities of this plan is the advancement of gender representation in decision-making bodies and the creation of internal mechanisms for measuring and promoting inclusion. Development policies will be supported by instruments such as training, cooperation platforms, and systematic monitoring of progress in the field of equality.

18. Development plan 2025–2030 – key points

The Faculty of Arts aims to:

1. Reform the curriculum in accordance with ESG standards
2. Develop innovative laboratories and artistic research
3. Increase internationalization and English-language programs
4. Improve infrastructure for visual arts, music, and theatre
5. Strengthen connections with the community and alumni
6. Include KPIs, budget, implementation calendar, and monitoring mechanisms

19. Anticipated Institutional and Cultural Impact

The implementation of the Development Plan 2025–2030 is expected to generate long-term and transformative effects on the institutional capacities of the Faculty of Arts and its role within and beyond the University of Prishtina.

This impact will be realized across several key dimensions:

- **Institutionally**, the Faculty will operate on a solid foundation of governance, resource management, and quality assurance, with a culture of decision-making grounded in evidence and broad stakeholder engagement.

- **Academically**, students and staff will benefit from a modernized, digitalized, and internationalized learning environment, with expanded opportunities for mentorship, mobility, and collaborative research.

- **Culturally**, the Faculty will position itself as a dynamic hub for the production, presentation, and promotion of contemporary art in Kosovo and the region, with increased influence in cultural diplomacy and the creative development of local communities.

These benefits will stem from a carefully planned and inclusive approach rooted in high standards of quality and institutional professionalism.

20. Conclusion

The Development Plan 2025–2030 of the Faculty of Arts represents a comprehensive strategic document that translates the institutional vision into actionable and measurable steps. Grounded in the principles of equity, quality, and inclusion, this plan aims to build a contemporary academic environment that responds to the challenges of 21st-century art and arts education.

This document serves not only as a roadmap for strengthening institutional capacities and improving existing processes but also as a platform for long-term transformation and the cultivation of an academic culture that promotes innovation, international collaboration, and the creative development of the community.

Through this plan, the Faculty of Arts affirms its role as a dynamic center of contemporary art, cultural leadership, and the education of future creative generations in Kosovo and beyond.

To ensure institutional continuity and long-term planning quality, the Faculty of Arts will use this plan as the foundation for drafting the next development cycle beyond 2030. The review process will begin in 2029, in alignment with the revision of the Strategic Plan and the final implementation report of the Action Plan.

This approach will ensure that the progress achieved during the 2025–2030 period is institutionalized and serves as a foundation for new objectives, based on measurable evaluations, contextual analyses, and accumulated institutional experience.

21. Fjalori i termave dhe shkurtesave

No.	Abbreviation	Description
1.	UP	University of Prishtina
2.	FA	Faculty of Arts
3.	BA/MA	Bachelor / Master of Arts
4.	ESG	European Standards and Guidelines for Quality Assurance
5.	EHEA	European Higher Education Area
6.	KPI	Key Performance Indicator
7.	IPA	Instrument for Pre-Accession Assistance
8.	KShC	Kosovo Accreditation Council (Këshilli Shtetëror i Cilësisë)
9.	QA	Quality Assurance
10.	ICT	Information and Communication Technologies
11.	NCP	National Contact Point
12.	VR/AR	Virtual Reality / Augmented Reality
13.	AI	Artificial Intelligence

22. Glossary of Terms and Acronyms

Term / Acronym	Description
Faculty of Arts	Academic unit offering programs in visual arts, music, and drama
University of Prishtina	The main institution to which the Faculty of Arts belongs
Development Plan	The guiding document for institutional development (2025–2030)
Strategic Plan	The core document outlining the Faculty's long-term objectives
Action Plan	The operational framework for implementing the strategy
Strategic Objective (SO)	Long-term institutional goal
Operational Objective (OO)	Concrete, actionable, and measurable objective
Priority Area	Key intervention domain in institutional development
KPI – Key Performance Indicator	Indicator for measuring the achievement of objectives
ESG – European Standards and Guidelines	Quality assurance framework for higher education in Europe
KAA – Kosovo Accreditation Agency	National body responsible for accreditation and quality
Self-assessment	Internal process of analysis and reflection
Governance	System of institutional leadership and management
Digitalization	Use of technology in academic and administrative functions
Internationalization	Engagement in global cooperation and networks
Social Inclusion	Equal participation and support for all student groups
Gender Equality	Fair treatment and equal opportunities for all genders
Committee for Ethics and Equality	Institutional body overseeing ethical standards
Quality Assurance Office	Unit responsible for academic quality monitoring
Strategic Monitoring Group	Cross-functional team for plan implementation assessment
Mid-term Review	Evaluation conducted mid-way through the plan's implementation
New Campus	Planned modern facility for the Faculty of Arts
Cultural Diplomacy	Use of art to promote international engagement and representation
Interdisciplinary Collaboration	Cooperation across artistic and academic disciplines
Faculty Institute	Research and development unit within the Faculty
Alumni	Graduates maintaining ties with the institution
Academic Integrity	Principles of honesty and responsibility in higher education

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