



UNIVERSITY OF PRISHTINA
FACULTY OF ARTS

STRATEGIC PLAN 2025–2030

Aprill 2025

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I. INTRODUCTORY SECTION

1. Institutional Opening Statement

The Strategic Plan of the Faculty of Arts for the period 2025–2030 represents the fundamental guiding document for the long-term orientation of academic, creative, institutional, and international development of this institution. It reflects the collective vision of the artistic, pedagogical, and administrative community to build a contemporary, inclusive, and sustainable Faculty, harmonized with European standards of higher education in the field of arts.

The document is drafted in full compliance with the requirements of the Kosovo Accreditation Agency (KAA), as well as with the best strategic planning practices of higher education institutions in Europe. Through this plan, the Faculty of Arts aims to strengthen its role as a center of education, creativity, and artistic innovation at both national and international level, providing the foundation for good governance, sustainable academic quality, and broad cultural impact.

This document is official and operational in nature, and will be implemented in coordination with the Action Plan and the Development Plan."

2. Foreword by the dean

Dear members of the academic community, students, institutional partners, and representatives of society,

With honor and a high sense of professional responsibility, I have the pleasure to present to you the Strategic Plan of the Faculty of Arts for the period 2025–2030, a fundamental document that defines the direction of our long-term institutional, academic, creative, and social development.

This plan has been drafted in the spirit of inclusiveness, through a consultative and reflective process that has engaged all internal structures of the faculty. It is based on an in-depth analysis of the current situation and on a responsible assessment of the challenges and opportunities that characterize arts education in Kosovo and beyond. Guided by international standards for quality assurance, as well as by national objectives for the development of higher education, this document aims to serve as a roadmap for advancing our academic and creative mission.

The Faculty of Arts considers this plan as a moral and institutional contract with all stakeholders – our students, academic and administrative staff, the artistic community, and the public – to ensure commitment to quality, innovation, interdisciplinarity, and social responsibility.

In this spirit, I invite all of you to read and treat this document as a platform for collaboration and joint development, with the aim of building an even stronger, more open, and sustainable institution for the future.

Best regards,

Prof. Dr. Hazir Haziri

Dean of the Faculty of Arts

3. Executive summary

The Strategic Plan of the Faculty of Arts for the period 2025–2030 represents the guiding document for the institutional, academic, and creative development of this academic unit of the University of Prishtina. The document reflects the faculty's commitment to enhancing quality in higher artistic education, strengthening connections with the community, advancing internationalization, and fostering research and creativity in a contemporary interdisciplinary environment.

The strategy is built upon a comprehensive analysis of the current situation and includes five key strategic objectives:

1. Improvement of academic quality and curriculum.
2. Development of artistic research and creativity within the departments of the Faculty of Arts.
3. Expansion and modernization of infrastructure and the teaching environment.
4. Internationalization and cooperation with international networks and institutions.
5. Activation of alumni and strengthening of partnerships with the community.

Each objective is accompanied by detailed activities, timelines, identified resources, and measurable indicators for progress monitoring. A structured action plan and a transparent system for implementation monitoring and evaluation ensure the realization and adaptation of the strategy throughout its entire duration.

This document is drafted in accordance with the standards of the Kosovo Accreditation Agency (KAA) and the strategic planning guidelines of the University of Prishtina. It is intended to serve as a foundational basis for future institutional and program accreditation, as well as for advancing the role of the Faculty of Arts within the country's educational and cultural system. The implementation of this Strategic Plan is operationalized through the Action Plan 2025–2030, which includes concrete objectives, timelines, performance indicators, and resources for implementation, and through the Development Plan. These three documents are interlinked and form the basis for the accreditation and sustainable development of the Faculty.

The strategy will be reviewed periodically in 2027 and 2030, in accordance with the established evaluation mechanisms.

II. INSTITUTIONAL PROFILE AND ANALYSIS

4. Profile of the Faculty of Arts

The Faculty of Arts is one of the oldest and most influential institutions in the field of higher artistic education in Kosovo. Its foundation dates to the year 1970, with the establishment of the Higher Pedagogical School / Department of Visual Arts, which laid the groundwork for structured academic training in the visual arts in the country.

In 1973, this school was transformed into the Academy of Figurative Arts, officially established by the Assembly of Kosovo on July 31, 1973, and began its academic activity on December 25, 1973, with three core disciplines:

- Painting
- Sculpture
- Printmaking

Over the years, the Academy developed and expanded into other artistic fields, reflecting the dynamism and cultural needs of Kosovar society:

ACADEMIC YEAR	MAIN DEVELOPMENT
1970	Higher Pedagogical School / Department of Visual Arts
1973	Academy of Figurative Arts
1975/76	Establishment of the Department of Music Arts
1989/90	Establishment of the Department of Dramatic Arts (Directing and Acting)
1995	Master Studies – Department of Fine Arts
1986/87	Renamed as the Faculty of Arts
<i>These developments represent a strategic moment in the unification of Visual Arts, Music, and Dramatic Arts into a single academic structure, fostering interdisciplinary collaboration and strengthening the institutional infrastructure for a comprehensive artistic education.</i>	

5. The strategic plan development process

The drafting of the Strategic Plan 2025–2030 is the result of a collaborative, transparent process based on internal and external analyses of the Faculty of Arts. The process has included:

- Broad consultation with the heads of the three academic departments
- Engagement of academic and administrative staff in working meetings
- Analysis of relevant documents: self-evaluation reports, accreditation reports, and the ESG standards for higher education
- Reference to national policies for higher education and cultural development
Inclusion of students and external stakeholders through discussions and consultations

The document has been compiled with the aim of improving institutional quality, building new partnerships, and increasing the faculty's impact in the field of education and culture in Kosovo.

6. Academic and organizational structure

Today, the Faculty of Arts functions as a public academic unit of the University of Prishtina, committed to the development of art, education, and research at the national and international level. It is composed of three departments:

1. Department of Visual Arts (Painting, Sculpture, Printmaking, Drawing and Illustration, Graphic Design and Multimedia)
2. Department of Music Arts (Performance, Composition, Music Education)
3. Department of Dramatic Arts (Acting, Directing, Dramaturgy, Film and Television)

ACADEMIC PROGRAMS		
Level of Studies	Number of Programs	Accreditation Status
Bachelor (BA)	3	In re-accreditation process
Master (MA)	6	Valid accreditation

Fakulteti është në përpjekje të vazhdueshme për:

1. Modernizimin e kurrikulave;
2. Zhvillimin e programeve të reja (përfshirë programe ndërdisiplinore dhe të orientuara nga tregu i punës);
3. Fuqizimin e hulumtimit krijues dhe akademik;
4. Rritjen e bashkëpunimit ndërkombëtar;
5. Avancimin e kushteve infrastrukturore dhe digjitale për mësimdhënie dhe praktikë artistike.

7. Mission, vision, values

Mission

The Faculty of Arts of the University of Prishtina has the mission to offer an inclusive, creative, and challenging academic environment for the professional, artistic, and intellectual development of students and staff in the fields of Visual Art, Music, and Drama. Through accredited programs structured according to European higher education standards and focused on continuous quality enhancement, the faculty aims to educate artists, researchers, and educators who actively contribute to the cultural, social, and economic life of Kosovo and beyond.

The faculty views artistic education as an essential tool for individual and collective development, as well as a bridge between cultural heritage and contemporary innovation. Therefore, its mission is grounded in the commitment to provide inclusive, ethical, and future-oriented education that supports the development of creative, critical, and engaged citizens.

Vision

The Faculty of Arts aims to be a leading institution in the region and a recognized actor in Europe in the fields of artistic education, creative research, and cultural innovation. Its vision is to develop a vibrant artistic and academic ecosystem that promotes creative freedom, interdisciplinary inclusion, and international exchange, becoming a point of reference for higher artistic education and for generating positive impact in society.

By integrating technology, critical thinking, and contemporary practices, the faculty aspires to create the conditions for advancing art and culture, increase its role as a center for local and global cooperation, and serve as a promoter of sustainable values through art.

The Faculty of Arts aims to become an active member of international higher education networks in art, such as ELIA (European League of Institutes of the Arts), AEC (Association Européenne des Conservatoires), and ENCATC (European Network on Cultural Management and Policy). This commitment will serve as a catalyst for enhancing quality, circulation of ideas, and the international promotion of student and staff creativity.

Core Values

VALUE	DESCRIPTION
Innovation	Encouraging innovation in art, pedagogy, and technology to address contemporary challenges.
Interdisciplinarity	Promoting collaboration between disciplines to create new creative approaches.
Inclusion	Ensuring equality in opportunities, participation, and representation for all members of the academic community.
Academic Integrity	Upholding the highest standards of ethics, honesty, and transparency in teaching and research.
Collaborative Culture	Building an environment of dialogue, respect, and cooperation among students, staff, and the community.
Cultural Representation	Valuing and promoting Kosovo's cultural heritage and global cultural diversity.

8. Methodology for drafting the strategic plan

The drafting of the Strategic Plan of the Faculty of Arts for the period 2025–2030 was developed in accordance with the principles of institutional strategic planning and the guiding documents of the University of Prishtina, as well as the standards of the Kosovo Accreditation Agency (KAA).

This process was supported by:

1.	The Statute of the University of Prishtina, specifically Article 26 and Article 72, which define the competencies of academic units for strategic development and quality assurance.
2.	The Higher Education Strategy in the Republic of Kosova;
3.	The Strategic Plan of the University of Prishtina (2023–2027).
4.	The ESG Standards for quality assurance in higher education in Europe.

8.1. Establishment of the Working Group and Decision-Making Process

Based on the competencies defined by the Statute and internal regulations, the Faculty of Arts appointed a Working Group for the drafting of the Strategic Plan, composed of representatives from the three academic departments.

The Working Group followed a structured work process through the following phases:

1.	Analysis of relevant institutional and national documents.
2.	Internal consultations with academic and administrative staff.
3.	Workshops with students and alumni representatives.
4.	Consultations with external stakeholders such as cultural institutions, NGOs, and international partners.

8.2. Drafting Phases

Nr.	THE PROCESS INCLUDED FIVE CLEAR METHODOLOGICAL PHASES
1.	Contextual Analysis: Trends in arts education, self-evaluation reports, and strategic documents of the University of Prishtina and the Ministry of Education were reviewed.
2.	SWOT Analysis: Conducted for each department, focusing on identifying competitive advantages and challenges.
3.	Formulation of Objectives: Based on the SWOT analysis, five strategic objectives and related specific objectives were defined.
4.	Development of Monitoring and Evaluation Plan: To ensure sustainable implementation and institutional transparency.
5.	Institutional Validation: The final draft was reviewed and prepared for publication and implementation.

8.3. Inclusiveness and Participation

The document reflects an inclusive and cross-sectoral approach, where all institutional structures actively contributed to ensure that the strategy is realistic, representative, and applicable. Interdisciplinary participation was ensured through representation from all artistic profiles and the involvement of stakeholders from various fields of art and culture.

As part of the drafting process, three roundtables were held with students from all departments, two forums with active alumni, and one open session with representatives from the local cultural sector, in order to ensure that the strategy reflects the real needs of the academic and artistic community.

9. Swot analysis

Context and Methodological Approach

To draft a comprehensive and realistic development strategy, the Faculty of Arts assessed its current situation through the SWOT methodology (Strengths, Weaknesses, Opportunities, Threats). This analysis represents a key instrument for evaluating the faculty's internal capacities and the external factors that influence institutional performance, the achievement of strategic objectives, and the accreditation process.

The elements of the analysis were identified through a combined process involving consultations with academic and administrative staff, analysis of existing documentation (self-evaluation reports, statistical data, input from alumni and students), as well as based on current trends in higher artistic education at the local and European levels.

The SWOT analysis served as the basis for defining the faculty's strategic objectives, ensuring that the strategy is grounded in actual resources, addresses structural weaknesses, utilizes opportunities presented by the environment, and takes preventive measures against identified risks.

Swot Analysis Table

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Highly qualified academic staff with recognized artistic expertise.	Lack of shared infrastructure for the three departments.	Open calls for research and artistic projects funded by the EU.	Talent migration due to lack of advanced conditions.
Consolidated structures for quality assurance, ethics, and academic mentoring.	Inadequate or outdated technological equipment for artistic practice.	Growing demand for professionals in creative and multimedia fields.	Lack of sustainable funding for artistic and infrastructure projects from the state budget.
Strong institutional reputation in higher artistic education in Kosovo.	Difficulties in systematically integrating technology into the curriculum.	Favorable trends in digital art, animation, AR/VR, 3D audio, and creative technologies.	Competition from private programs with flexible approaches and modern technologies.
Prominent and engaged alumni are active in local and international scenes.	Unstructured student involvement in the development of institutional strategies.	Opportunities for strategic partnerships with local and regional cultural institutions.	Administrative delays and obstacles hinder the implementation of reforms and development plans.
Active participation in programs such as Erasmus+, Creative Europe, biennials, and exhibitions.	Need for further staff development in new teaching methodologies.	Positioning the Faculty as a center of interdisciplinary innovation and contemporary art in the region.	Uncertainty in education policy and lack of continuity in institutional and legislative support.

Conclusion

This detailed analysis of the internal and external environment enables the Faculty of Arts to set clear development priorities and to build a sustainable institutional strategy that considers existing potential and real challenges. The findings of this analysis have been directly reflected in the formulation of the five strategic objectives presented in the following chapter, which constitute the main pillars of the Strategic Plan 2025–2030.

III. STRATEGIC OBJECTIVES (2025–2030)

10. Presentation of the Strategic Objectives and the Rationale Behind Their Selection

In alignment with the institutional vision and mission of the Faculty of Arts and based on the analysis of internal and external context, five strategic objectives have been defined as the core pillars of this planning document for the period 2025–2030. These objectives address priority areas for the academic and institutional development of the faculty, aiming at continuous improvement of quality in education, research, and creativity, modernization of infrastructure, expansion of international cooperation, and strengthening of community and alumni engagement.

Each strategic objective is structured into several clear sub-sections, including objective description, specific goal, key planned activities for its realization, expected results, performance indicators, timelines and necessary resources, as well as risk analysis and preventive measures. This structure enables the creation of a sustainable and measurable strategic implementation process, ensuring a direct link between planning and practical action.

The objectives are interconnected and approached in an integrated manner to reflect the Faculty of Arts' interdisciplinary and inclusive approach to institutional development. Their definition is aligned with the standards of the Kosovo Accreditation Agency (KAA) for higher education, the strategic planning guidelines of the University of Prishtina, and European best practices in the field of arts education.

The following section presents the five detailed strategic objectives, each accompanied by its respective action plan and implementation components.

Each of the five strategic objectives (SO1–SO5) is presented separately in dedicated subsections and accompanied by a table summarizing the key components: specific goal, activities, outcomes, measurable indicators, timelines, resources, and risks.

ACADEMIC QUALITY

11. Strategic Objective 1- Academic quality

11.1	Objective Description	To modernize the existing study programs in the three departments (Fine Arts, Music, and Drama) through course revision, alignment with ESG standards, integration of new technologies, and increased involvement of external actors (alumni, labor market, international experts) in the design and implementation of curricula.	
11.2	Specific Goal	To improve the quality of teaching and align study content with contemporary developments in art and the labor market.	
11.3	Key Activities	• Comprehensive revision of all existing courses (BA/MA) for alignment with ESG standards and contemporary trends.	
		• Development of new courses integrating technology such as: artificial intelligence, virtual reality, 3D audio, computer-generated arts, interactive design, etc.	
		• Strengthening the external advisory board by including alumni and professionals from the labor market to provide input for program development.	
		• Organizing staff training in new pedagogical methods and digital teaching.	
11.4	Expected Results	• 50% of existing courses were reformed and approved by the UP Senate by 2027.	
		• At least 3 new courses developed in digital technology fields by the end of 2026.	
		• Annual consultations with stakeholders (alumni and employers) on curriculum improvement.	
11.5	Performance Indicators	• 25% increase in student satisfaction with academic program content by 2027 (based on annual surveys).	
		• 20% increase in graduate employability in the relevant field by 2028.	
		• Integration of new technological tools in at least 30% of practical courses.	
11.6	Timelines and Resources	• Timeline: January 2025 – December 2027	
		• Resources: Staff time, Erasmus+ funded training, involvement of experts, tools for digital module development	
1	Risks and Preventive Measures	RISK	PREVENTIVE MEASURE
11.7			
		Resistance to change from part of the staff	Awareness training and pedagogical support
		Delay in approval of new courses	Early planning and close cooperation with UP and the Faculty Council
		Lack of funding for training and equipment	Application to international projects and dedicated professional development funds

RESEARCH AND INNOVATION

12. Strategic Objective 2 - Research and innovation

12.1	Objective Description	To establish a functional infrastructure for artistic research and joint creative projects among the three departments, so that the Faculty of Arts transforms into a center of innovation and contemporary artistic expression.
12.2	Specific Goal	To promote artistic production and creative research inside and outside the curriculum through institutes, laboratories, exhibitions, performances, and regular publications of works and theoretical reflections.
12.3	Key Activities	<ul style="list-style-type: none"> Operationalization of the Internal Institute of Arts (gallery, innovation lab, and research center). Organization of 3–5 interdepartmental projects per year, with research and artistic character. Creation of an annual catalog featuring student and staff work and projects. Support for staff and student participation in symposia, biennials, festivals, and international exhibitions. Regular applications to funding calls from the Ministry of Culture, the EU, and other donors.
12.4	Expected Results	<ul style="list-style-type: none"> Full operationalization of the Institute of Arts units by the end of 2026. Implementation of at least 15 joint artistic projects during the 2025–2030 period. Publication of 5 catalogs and digital exhibitions by the end of 2028.
12.5	Performance Indicators	<ul style="list-style-type: none"> Increased visibility of the faculty in media, artistic networks, and academic publications. 40% increase in student involvement in research projects compared to 2024. Creation of new collaborations with artistic institutions outside Kosovo each year.
12.6	Timelines and Resources	<ul style="list-style-type: none"> Timeline: January 2025 – December 2030 Resources: Internal UP funds, Erasmus+ projects, Creative Europe, existing gallery and lab spaces, staff from all three departments.

2		RISK	PREVENTIVE MEASURE
12.7	Risks and Preventive Measures		
		Poor coordination among departments in project implementation	Formation of mixed teams and preliminary training on artistic management
		Difficulties in securing full project funding	Diversification of funding sources and phased implementation
		Lack of engagement from specific units	Clear definition of responsibilities and inclusion in performance evaluation

INFRASTRUCTURE

13. Strategic Objective 3 - Infrastructure

13.1	Objective Description	To improve and expand the physical and technological infrastructure of the Faculty of Arts to guarantee optimal working conditions for students, staff, and artistic projects. The goal is to create an integrated campus for the three departments (Fine Arts, Music, Drama), offering studios, ateliers, technology laboratories, performance spaces, and environments for individual and collective work.	
13.2	Specific Goal	To ensure a sustainable, functional, and modern infrastructure that supports the learning process, creativity, and academic research in the arts.	
13.3	Key Activities	• Drafting a detailed project for the construction of a new joint facility for the Faculty of Arts.	
		• Securing funding from UP, the Ministry of Culture, the EU, and other partners for phased construction.	
		• Equipping facilities with contemporary technology for digital art, audio/video, augmented reality, recording studios, and theatre.	
		• Temporary use of existing spaces for pilot projects and training until the new facility is completed.	
		• Monitoring and involving the academic community in the planning of new spaces.	
13.4	Expected Results	• Finalized and approved architectural project by the end of 2025.	
		• Completion of the first phase of the building by 2028.	
		• 100% of programs delivered in suitable and technologically updated spaces by 2028.	
		• Increase in the number of artistic events organized in Faculty premises.	
13.5	Performance Indicators	• 50% increase in student and staff satisfaction with working conditions by 2030.	
		• Increase in public participation in exhibitions, concerts, and performances held in the new spaces.	
		• Maximum use of digital technology in at least 50% of creative and teaching practices.	
13.6	Timelines and Resources	• Timeline: January 2025 – December 2030	
		• Resources: UP budget, Ministry of Culture, IPA and Creative Europe projects, external donors, architectural and spatial management experts	
3	Risks and Preventive Measures	RISK	PREVENTIVE MEASURE
13.7			
		Delay in public funding	Definition of construction phases and applications to international projects for co-financing
		Slow development of technical project	Early involvement of architects and ongoing communication with central authorities
		Lack of academic community involvement	Consultative meetings with staff and students to assess real space needs

INTERNATIONALIZATION

14. Strategic Objective 4 - Internationalization

14.1	Objective Description	To increase academic and creative exchange with international institutions through bilateral agreements, joint projects, participation in European professional networks, and involvement in platforms for artistic and pedagogical exchange	
14.2	Specific Goal	To expand the international presence of the Faculty of Arts and to establish a sustainable culture of cooperation in teaching, research, and artistic exhibition.	
14.3	Key Activities	<ul style="list-style-type: none"> • Signing at least 10 new international agreements by 2027 	
		<ul style="list-style-type: none"> • Participation in Erasmus+, Creative Europe, ENCATC, AEC, and other artistic networks 	
		<ul style="list-style-type: none"> • Sending academic staff and students for semester mobility, training, and joint projects 	
		<ul style="list-style-type: none"> • Inviting international professors and artists to lectures, exhibitions, workshops, and collaborations 	
		<ul style="list-style-type: none"> • Creating English-language modules to attract foreign students for short-term studies 	
14.4	Expected Results	<ul style="list-style-type: none"> • At least 15 student and staff mobilities per year starting from 2026 	
		<ul style="list-style-type: none"> • Implementation of 5 international projects between the faculty departments and external partners by 2030 	
		<ul style="list-style-type: none"> • Six open lectures or workshops with international professors each year 	
14.5	Performance Indicators	<ul style="list-style-type: none"> • 30% increase in the international visibility of the Faculty on academic and artistic platforms 	
		<ul style="list-style-type: none"> • Participation in at least 3 European networks by 2026 	
		<ul style="list-style-type: none"> • Increased interest in collaboration from universities abroad 	
14.6	Timelines and Resources	<ul style="list-style-type: none"> • Timeline: January 2025 – December 2030 	
		<ul style="list-style-type: none"> • Resources: Erasmus+ coordinators, Office for International Relations, EU funds, bilateral partnerships 	
4	Risks and Preventive Measures	RISK	PREVENTIVE MEASURE
14.7			
		Delay in mobility due to administrative issues	Strengthening administrative staff and training for mobility management
		Lack of funding for long-term collaborations	Annual applications to EU calls and regional programs
		Lack of knowledge on international applications	Training for staff and technical assistance from UP and the Projects Office

ALUMNI AND COMMUNITY

15. Strategic Objective 5 - Alumni and community

15.1	Objective Description	The Faculty of Arts aims to establish a digital platform for alumni that promotes networking, mentoring, and involvement in artistic and academic life. At the same time, it seeks to strengthen ties with the community through sustainable cultural, educational, and social collaborations.	
15.2	Specific Goal	To engage alumni and the community as active parts of the Faculty, linking education with the labor market and the cultural needs of society.	
15.3	Key Activities	• Digital platform for alumni registration and networking	
		• Annual events with alumni: Forum, Career Fair, Art Days	
		• Involvement of alumni in mentoring and guest lectures	
		• Community projects with schools and cultural institutions	
		• Professional internships in partnership with the creative sector	
15.4	Expected Results	• Active platform starting from 2025	
		• Two annual alumni events	
		• Three courses with alumni mentors/lecturers by 2027	
		• Regular collaboration with the local community	
		• Alumni engaged in cultural activism and mentoring	
15.5	Performance Indicators	• Cultural diplomacy and international representation of students	
		• 50% increase in alumni engagement in Faculty activities by 2028	
		• Increase in community collaboration for out-of-classroom projects	
15.6	Timelines and Resources	• Strengthening of partnership networks for student internships and projects	
		• Timeline: January 2025 – December 2028	
		• Resources: Alumni and Internship Office, partner support, online platform, public spaces, co-financing from municipalities and cultural institutions	
15.7	Additional Activities	• Public seminars, exhibitions, and cultural forums in collaboration with NGOs and local institutions	
		• Educational projects with high schools and marginalized communities	
		• Student involvement in civic initiatives and intercultural dialogue	
5	Risks and Preventive Measures	RISK	PREVENTIVE MEASURE
15.8		Low participation of alumni in the platform	Promotional campaign and engagement from the final year of studies
		Lack of capacity for managing community relations	Coordination with cultural institutions and municipal offices for joint projects
		Difficulty identifying internship partners	Development of a database of potential partners and cooperation agreements

The following table presents the thematic and logical alignment between the Strategic Plan, the Action Plan, and the Development Plan for the Faculty of Arts, ensuring institutional continuity and coherence between strategic objectives and concrete implementation measures.

IV. IMPLEMENTATION AND MONITORING PLAN

16. Alignment of Strategic Objectives with Development Actions and Implementation Measures at the Faculty of Arts (2025–2030)

STRATEGIC OBJECTIVE	ACTIONS IN THE DEVELOPMENT PLAN	CORRESPONDING MEASURES IN THE ACTION PLAN
SO1 – Quality	Curriculum development, teaching technology	Staff training, smart classrooms, student mentoring
SO2 – Research	Research center, laboratories, databases	Support for scientific projects, grants, publications
SO3 – Internationalization	Agreements, mobility, partnerships	Erasmus+, academic exchanges, joint programs
SO4 – Infrastructure	New campus construction, galleries, equipment	Infrastructure projects, modern equipment, digitization
SO5 – Inclusion	Policies for equality and social inclusion	Training, reporting platforms, balanced representation

17. Summary Table of Financial Resources (2025–2030)

This table summarizes the expected financial resources for each strategic objective of the Faculty of Arts for the period 2025–2030. The estimates are indicative and serve as a basis for budget planning and mobilization of funds from various local and international sources.

No.	STRATEGIC OBJECTIVE	EXPECTED RESOURCES	COMMENTS / SPECIFICATIONS
1.	Academic Quality and Curriculum	UP, Erasmus+, external experts	Trainings, development of digital modules
2.	Artistic Research and Creativity	Ministry of Culture, Creative Europe, UP	Projects, publications, institutes
3.	Infrastructure and Teaching Environment	UP, Ministry of Culture, IPA III, EU, donors	Construction, technological equipment
4.	Internationalization and Global Partnerships	Erasmus+, UP, partners	Mobilities, guest professors, networks
5.	Alumni and Community Partnerships	Municipalities, local donors	Platform, activities, cultural collaborations

18. Structure of Strategic and Operational Objectives by Key Development Areas of the Faculty of Arts (2025–2030)

No.	STRATEGIC OBJECTIVE	RELATED OPERATIONAL OBJECTIVE		MAIN AREA
1.	Academic Quality	Objective 1	Teaching	Education & Pedagogy
		Objective 2	Curriculum	
2.	Research & Creativity	Objective 3	Research	Artistic Innovation
3.	Infrastructure	Objective 4	Digitalization & Spaces	Academic Environment
4.	Internationalization	Objective 5	Mobility & Partnerships	Global Cooperation
5.	Community, Alumni & Governance	Objective 6	Civic Engagement	Society and Public Impact
		Objective 7	Governance and Sustainability	Management, Inclusion and Quality,

19. Implementation strategies and action plan (with the corresponding tables)

To operationalize the strategic objectives defined in this document, the Faculty of Arts has developed a Detailed Action Plan, which translates institutional goals into concrete, measurable, and monitorable actions. The implementation strategies presented in this chapter represent the direct connection between the vision and mission of the faculty, as well as between the structure of strategic objectives and day-to-day academic, research, and managerial practice.

This action plan is grounded in the principles of performance cycle management, evidence-based planning, and sustainable institutional development. It aims to ensure an integrated approach through interdepartmental coordination, mobilization of internal and external resources, and a clear division of responsibilities at each level of implementation.

The following table summarizes the key activities for each strategic objective, implementation timelines, responsible institutional units, required resources for realization, progress indicators, and possible risks that may impact the implementation process.

This structured approach guarantees effective strategy management and helps build a culture of accountability and transparency in decision-making.

The Action Plan has been developed in accordance with the standards of the Kosovo Accreditation Agency (KAA), the strategic planning guidelines of the University of Prishtina, and the European Standards and Guidelines for Quality Assurance in Higher Education (ESG). It will serve as a key instrument for systematic monitoring and evaluation of progress during the period 2025–2030 and for guiding necessary interventions during the implementation phases.

19.1. The table below presents the tabular summary of the Action Plan for the period 2025–2030, divided by the five strategic objectives of the Faculty.

No.	STRATEGIC OBJECTIVE	KEY ACTIVITIES	TIMELINE	MAIN RESPONSIBLE UNITS	RESOURCES	PERFORMANCE INDICATORS	POSSIBLE RISKS
1.	Academic Quality and Curriculum	Module review; creation of new tech-based courses; staff training; alumni advisory board	2025–2027	Departments, Quality Office, Faculty Council	Staff, Erasmus+ funds, external experts	% of updated courses, student surveys, new courses	Resistance to change, lack of funds
2.	Artistic Research and Creativity	Interdepartmental projects; exhibitions and catalogs; internal institutes	2025–2030	Institute of Arts, Gallery, Innovation Lab	UP, Ministry of Culture, Creative Europe, Erasmus+	Number of projects, exhibitions, student involvement	Lack of interdepartmental cooperation, lack of funds
3.	Infrastructure and Environment	Construction of joint facility; modern equipment; staff inclusion in planning	2025–2030	UP, Dean's Office, Ministry of Culture	Capital budget, strategic partners	Approved project, completed phases, staff satisfaction	Funding delays, lack of temporary infrastructure
4.	Internationalization	Bilateral agreements; mobilities; international projects; visiting professors	2025–2030	International Relations Office, Program Coordinators	Erasmus+, European partners	Number of mobilities, international networks	Lack of funds, administrative delays
5.	Alumni and Partnerships	Alumni platform; mentoring; community and cultural collaborations	2025–2028	Alumni Office, Internship Centers	Digital platform, local partners	Number of events, alumni engagement	Low engagement, lack of coordination with the community

To visually support the interpretation of the strategy's structure, a visual diagram illustrating the interconnection between Strategic Objectives (SO), Operational Objectives (OO), and Key Performance Indicators (KPI) is included in Annex 3. This diagram facilitates a systematic understanding of the planning architecture of the Faculty of Arts for the period 2025–2030.

20. Monitoring and Reporting Mechanisms

To ensure that the implementation of the Action Plan aligns with quality standards and is regularly measured, the Faculty of Arts will establish a Strategic Development Committee, which will be responsible for:

- Collecting performance data from all academic and administrative units.
- Drafting annual progress reports and submitting them to the Dean's Office and Faculty Council.
- Monitoring indicators included in the Action Plan and recommending corrective actions in case of deviations.
- Cooperating with the Office for Quality Assurance and relevant units of the University of Prishtina.
- Organizing a mid-term review of the plan every two years and a full review at the end of the strategic cycle.

Monitoring reports will also serve as a basis for institutional annual reporting and as supporting documentation during accreditation processes and external audits.

21. Monitoring, evaluation, and implementation

21.1. Strategic Objective Monitoring System

The implementation of the Strategic Plan is supported by a clear and structured system for monitoring objectives. For each strategic and specific objective, key performance indicators, data sources, and responsible units have been defined. Relevant units (departments, dean's office, functional commissions) collect data periodically and report progress according to institutional procedures. The system enables objective measurement of achievements, identification of deviations, and corrective actions to ensure effective implementation of the strategy. Every action in the Action Plan is directly linked to the strategic objectives to enable systematic tracking of progress.

21.2. Evaluation Mechanisms and Responsible Structures

The Faculty Council holds executive responsibility for strategy implementation and appoints a Monitoring and Evaluation Committee, composed of academic and administrative staff and student representatives. The Committee cooperates with relevant structures and central offices of UP to gather data, assess progress, address challenges, and present recommendations. Its findings are documented and submitted to the Faculty management for further action.

21.3. Reporting Frequency and Responsibilities

Data collection and reporting are conducted quarterly or semi-annually. The Committee prepares an annual progress report in cooperation with the Office for Institutional Development at UP. The report includes information on implemented activities, outcomes and impacts, encountered challenges, lessons learned, and recommendations for improvement. It is submitted to the Faculty Council and the university's central level for integration into institutional strategies.

All annual monitoring and evaluation reports will be documented and archived as part of the institutional and programmatic accreditation dossier. They will serve as evidence of the effective implementation of the strategy and of continuous improvement.

21.4. Periodic Review and Plan Improvement

The strategy is subject to regular annual review and the publication of results on the website following progress analysis. A mid-term evaluation will be conducted in 2027/2028, and a final evaluation will be carried out at the end of 2030. The findings will be used to improve future objectives and actions and to draft subsequent strategies, in accordance with KAA standards and best practices.

21.5. Involvement of Internal and External Stakeholders

To ensure an inclusive strategy that reflects actual needs, the evaluation process includes staff, students, alumni, and labor market representatives. Contributions are gathered through

questionnaires, consultations, and advisory forums, and are integrated into annual analyses and future actions.

21.6. Link between the Action Plan and Strategic Objectives

The Action Plan functions as a practical mechanism for implementing the strategy. Each strategic objective is accompanied by concrete activities, timelines, responsibilities, and measurable indicators aligned with both the Action Plan and the Development Plan indicators. The Monitoring and Evaluation Committee oversees the fulfillment of these activities and, in the event of deviations, proposes corrective measures. This vertical linkage ensures coherence and efficiency throughout the 2025–2030 cycle, connecting the strategic vision with day-to-day implementation.

In the event of deviations from the achievement of strategic objectives or planned performance, the Monitoring and Evaluation Committee, in collaboration with the Faculty Council, will propose specific corrective measures. These may include a revision of activities, reorganization of resources, or extension of deadlines, as needed.

21.7. Summary Table of Monitoring and Evaluation

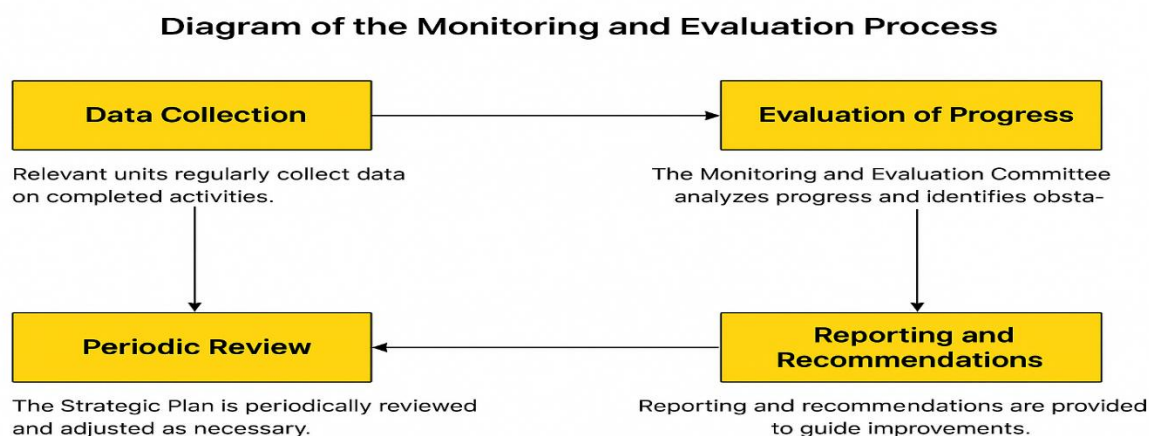
The following table summarizes the key mechanisms for monitoring and evaluating the strategic plan, specifying responsibilities, frequency, and tools to be used for each component of the process.

Table of Monitoring and Evaluation Mechanisms for the Strategic Plan

COMPONENT	RESPONSIBILITY	FREQUENCY	INSTRUMENT / METHOD	REFERENCE DOCUMENT
Activity Monitoring	Relevant Units / Departments	Every 3–6 months	Progress reports, working meetings	Action Plan
Objective Evaluation	Monitoring and Evaluation Committee	Annual / Mid-term	Annual report, mid-term and/or final evaluation	Strategic Plan
Stakeholder Engagement	Faculty Council / Alumni / Partners	Annual / As needed	Questionnaires, consultative meetings, roundtables	Development Plan
Strategy Review	Faculty Council and Strategic Committee	Annual and 2027 / 2030	Revised strategic document, decisions, and analysis	Strategic Plan

22. Monitoring and Evaluation Process Diagram

The following flow diagram visualizes the monitoring and evaluation cycle for the implementation of the Strategic Plan of the Faculty of Arts. This cycle consists of four main phases: data collection, progress evaluation, reporting and recommendations, and periodic review. Each phase is linked to the others to ensure continuous improvement in implementation and alignment with current developments.



23. Expected Impact on Society and Culture

The implementation of the Strategic Plan 2025–2030 is expected to have a sustainable impact on cultural and social life in Kosovo. Through deep academic reforms, advancement of creativity, and community engagement, the Faculty of Arts will position itself as a key factor in cultural development and civic education.

The impact will be measured through:

- Student involvement in public artistic life and community-based projects.
- Alumni contributions to the local and international cultural sectors.
- Structured collaboration with public institutions and cultural NGOs.
- Exposure of research and creative work through European networks and academic platforms.
- Increased public access to artistic and educational events organized by the faculty.

This intended impact reinforces the transformative role of the faculty as a promoter of cultural innovation and social interaction.

To measure public impact and the Faculty's role in society, indicators such as the number of events open to the public, the number of attendees at exhibitions and concerts, as well as the Faculty's presence in the media and cultural social networks will be used.

V. CONCLUSIONS AND RECOMMENDATIONS

24. Final Summary of the Strategic Plan

The Strategic Plan of the Faculty of Arts 2025–2030 presents a clear vision for the institutional and academic development of this key unit of the University of Prishtina. Through this document, the faculty aims to consolidate academic quality, promote artistic creativity and research, advance internationalization, and build sustainable bridges with the community and the labor market.

Based on internal and external analysis, as well as a comprehensive strategic planning process, the faculty has defined five key objectives to guide development over the five-year period. These objectives are supported by clear, measurable, and achievable implementation strategies, which will be systematically monitored by the responsible structures.

25. Recommendations for Successful Implementation

- **Mobilization of Resources:** Engage all internal and external capacities to secure the necessary funds, expertise, and partnerships for the implementation of the strategy.
- **Strengthening Evaluation Mechanisms:** Ensure the full functionality of the Monitoring and Evaluation Committee and continuously involve the university community in periodic assessments.
- **Updating and Flexibility of the Plan:** Review the strategic plan annually and make necessary adjustments based on new needs or unforeseen circumstances.
- **Increasing Visibility:** Ensure regular communication with the public through reports, meetings, and representation of activities to strengthen the faculty's image and reputation.
- **Professional Development of Staff and Students:** Promote a culture of continuous learning and strengthen capacities for the effective management and implementation of the strategy.

The implementation of the Strategic Plan 2025–2030 represents a real opportunity for transforming the Faculty of Arts into a vibrant center of education, creativity, and collaboration. With institutional commitment, cross-sectoral cooperation, and broad participation of the academic community, this strategy will become a key instrument for sustainable development and fulfillment of the faculty's academic and social mission.

25.1. Indicative Financing Table for Strategic Objectives

STRATEGIC OBJECTIVE	INDICATIVE BUDGET (€)	MAIN SOURCE OF FUNDING
OS1 – Quality	550,000	UP, donations, Erasmus+
OS2 – Research	380,000	IPA, EU, international partnerships
OS3 – Internationalization	250,000	Erasmus+, European networks
OS4 – Infrastructure	14,000,000	State budget, donors, UP
OS5 – Inclusion	75,000	UP, civil society organizations
TOTAL	15,255,000	

VI. ANNEXES (structured according to content logic)

Annex 1: Strategic Plan for the Construction of the New Campus of the Faculty of Arts

Project Objective

This appendix reflects the strategic orientation of the Faculty of Arts for the construction of a new unique and functional campus that will bring together all departments and institutional units — Visual Arts, Music, and Drama — in one space, overcoming physical fragmentation and the lack of adequate infrastructure.

The objective is the construction of a modern artistic complex, comparable to the most advanced art universities in Europe, which will provide optimal conditions for teaching, creativity, performance, research, and international collaboration, and will be developed as a contemporary laboratory space for arts education.

Description of the New Campus (Modular)

UNIT	BRIEF DESCRIPTION
Department of Fine Arts	Studios for Painting, Sculpture, Printmaking, Drawing & Illustration, Conceptual and Multimedia Arts
Department of Music	Concert Hall, Composition Studio, Pedagogical Room, Instrument Classrooms, Choir Rehearsal Rooms
Department of Drama	Indoor black box theater, studios for acting, directing, dramaturgy, camera and editing
Research and Innovation Center	Advanced labs for digital art, sound, AI, visual experiments, and contemporary art
Arts Library and Archive	Contemporary literature, multimedia collection, reading spaces, and digital creativity database
Institutional Offices and Social Spaces	Academic and administrative offices, café-culture, bookstore, public art shop, relaxing areas

Implementation of Phases and Timelines

PHASE	CONTENT	PLANNED TIMELINE
Phase I – Design	International competition for the architectural project	2025
Phase II – Budgeting	Fund applications, state budget, strategic donors	2025–2026
Phase III – Construction	Implementation in 2 stages: 1) Visual Arts; 2) Music and Drama	2026–2029
Phase IV – Operationalization	Equipment, recruitment, and relocation of departments	2029–2030

Indicative Budget and Funding Sources

CATEGORY	ESTIMATED VALUE (€)	SOURCE
Design	250,000	UP, donations, EU projects
Construction	12,000,000	State budget, MASHTI, partners
Equipment and Technology	1,500,000	UP, EU, IPA funds, Erasmus+
Gallery + Creative Spaces	500,000	UP, MASHTI, MKRS, cultural funds
Laboratories and Studios	750,000	Artistic networks, research projects
TOTAL	15,000,000 €	

Strategic Value for Faculty and Society

- The unification of all units into a single shared complex will eliminate physical, organizational, and creative barriers.
- The campus will serve as a model for interdisciplinary collaboration between visual arts, music, and drama.
- It will create conditions for cultural diplomacy, international co-productions, and a modern approach to arts education.
- It will function as a cultural center for the city and beyond.
- The campus will provide accessibility for persons with disabilities, open access to art, and will generate social impact.

Annex 2: The Faculty of Arts' Approach to Gender Equality and Inclusion

Core Principles

The Faculty of Arts is committed to promoting gender equality, social inclusion, and respect for cultural, gender, ethnic, and socio-economic diversity at all levels of its academic and institutional functioning. This commitment aligns with the policies of the University of Prishtina and the European Union standards for higher education institutions.

Objectives for Equality and Inclusion

- Ensure equal access to education and academic opportunities for all genders.
- Create safe, inclusive, and non-discriminatory conditions for all students and staff.
- Promote balanced gender representation in the academic body and leadership positions.
- Integrate gender perspectives into curricula and research projects.
- Women and men shall be represented in all committees and structures with a minimum of 40 percent.

Concrete Actions

AREA OF IMPACT	CONCRETE MEASURE	TIMELINE	RESPONSIBILITY	REFERENCE DOCUMENT
Institutional Policies	Drafting an internal policy on equality and inclusion	2025	Faculty Council	Guide for Equality and Inclusion
Education and Awareness	Trainings for staff and students on gender equality and rights	2025–2026	Dean's Office, Gender Equality Coordinator	Gender Equality Action Plan
Representation	Monitoring gender representation in committees and decision-making structures	Annually	Secretariat and Dean's Office	Annual Faculty Reports
Scientific Research	Encouraging research topics on equality and diversity	Ongoing	Departments	Faculty Research Policy
Reporting and Evaluation	Annual report on progress in equality and inclusion	Annual	Quality Assurance Office	Monitoring and Evaluation Mechanisms

Partnerships and Alignment

The Faculty of Arts aims to collaborate with national and international networks focused on gender equality in education, and align its policies with the agendas of UNESCO, UN Women, and Erasmus+ for inclusion and diversity.

Integration into Strategic and Institutional Action Plans

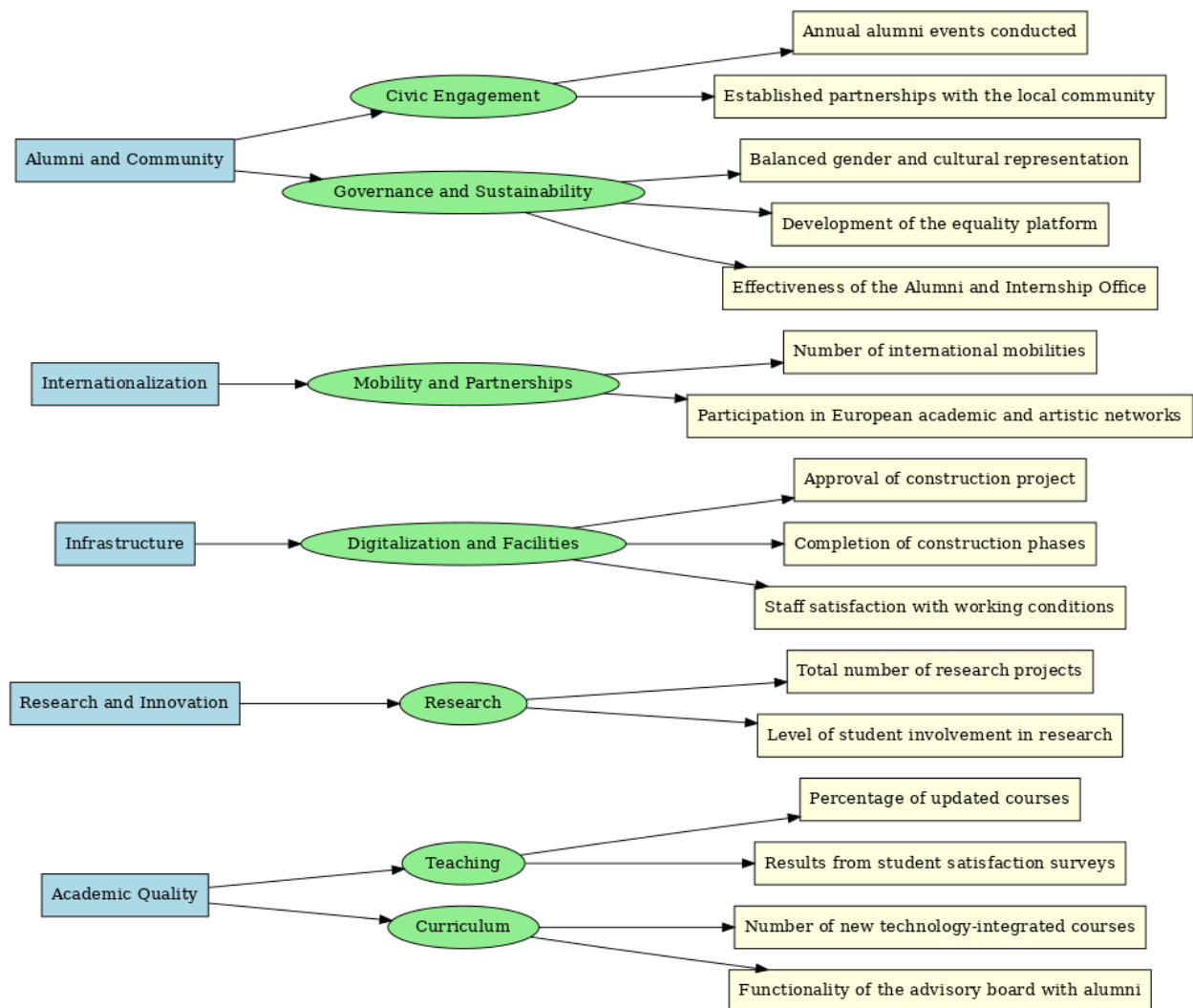
The approach to gender equality and inclusion will be an integral part of the Faculty of Arts' strategic objectives and will be reflected in:

- Student admission policies
- Staff recruitment and advancement
- The creation of a sustainable culture of respect and equality within the faculty's environment

This appendix is an integral part of the Strategic Plan 2025–2030 and will be implemented in accordance with the Action Plan for the corresponding period.

Annex 3: Diagram of the Link between SO–OO–KPI

This diagram presents the logical architecture of the Strategic Plan of the Faculty of Arts, illustrating how Strategic Objectives (SO) are broken down into Operational Objectives (OO), and subsequently into Key Performance Indicators (KPI), which are translated into concrete actions in the 2025–2030 Action Plan.



Annex 4: Visual Summary of the Strategy

Vision

The Faculty of Arts aspires to become a leading center for arts education, creative research, and cultural diplomacy in the region, contributing to the cultural and educational development of society through innovation, inclusion, and quality.

5 Strategic Objectives

SO1 – Academic Quality

Enhancement of teaching quality, curricula, and the student experience.

SO2 – Research and Innovation

Development of research capacities, projects, and publications.

SO3 – Infrastructure

Development of the new campus and contemporary conditions for learning and creativity.

SO4 – Internationalization

Strengthening of international partnerships and increasing academic mobility.

SO5 – Alumni and Community

Empowerment of alumni networks and the Faculty's impact on the community.

This visual summary provides a clear overview of the strategic priorities of the Faculty of Arts for the period 2025–2030 and may be used for public communication, institutional website content, and meetings with partners.

ANNEX 5: Alignment between Strategic Objectives, Operational Objectives and Core Thematic Fields

This diagram illustrates the logical alignment between the five Strategic Objectives (OS) of the Faculty of Arts Strategic Plan 2025–2030 and their corresponding Operational Objectives (OO), thematically categorized into key institutional priority areas. This structure supports coherence between institutional planning and interdisciplinary developmental

Creative Diagram of Strategic, Operational Objectives and Key Areas

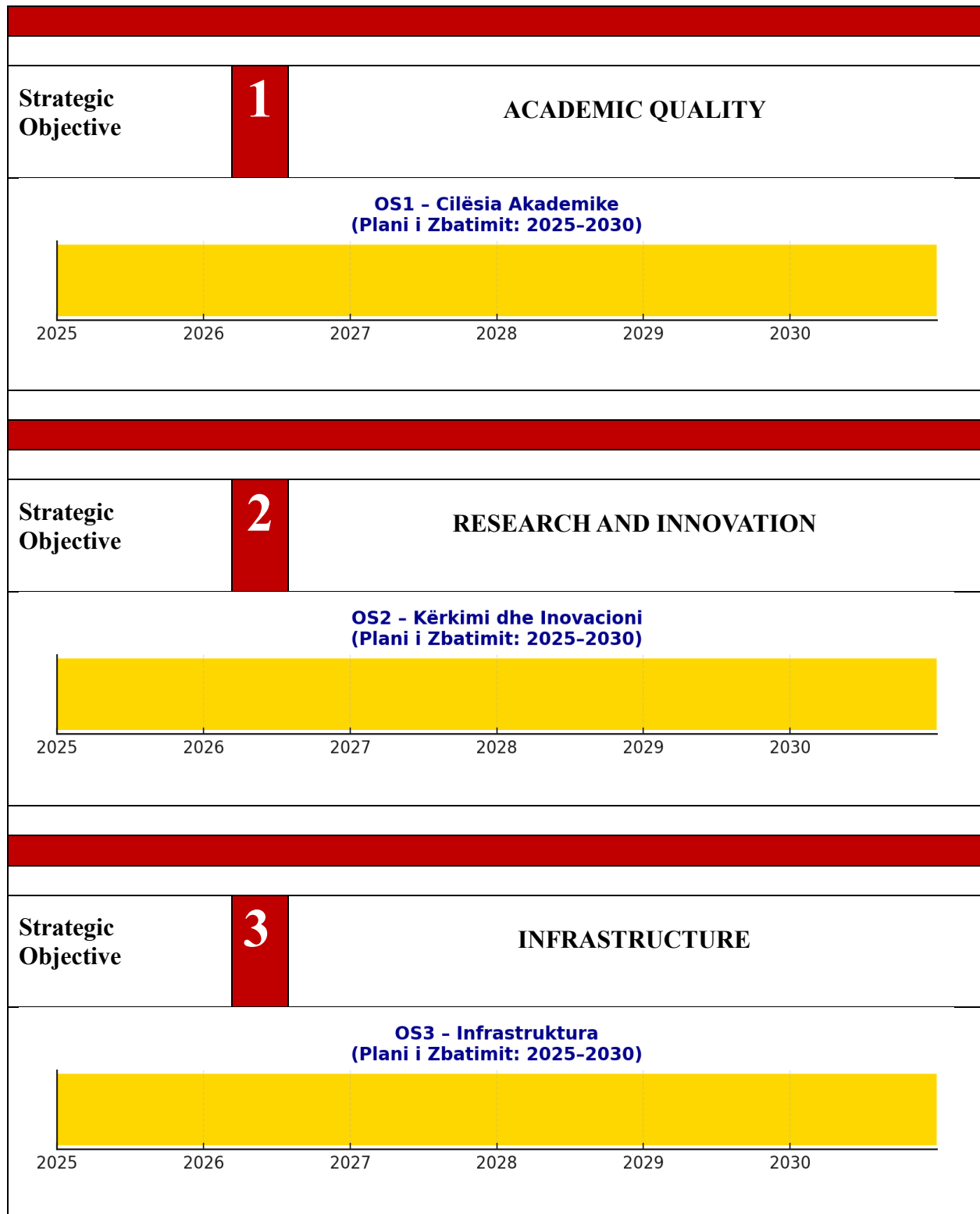


Annex 6: Glossary of Terms

TERM	DEFINITION
Annex	<ul style="list-style-type: none"> A term similar to “appendix,” more commonly used in operational and planning documents such as the Action Plan and the Development Plan.
Gender Equality	<ul style="list-style-type: none"> The promotion of equal conditions for all genders in all aspects of education, employment, and institutional representation.
Cultural Diplomacy	<ul style="list-style-type: none"> International activities that promote artistic and cultural values through collaboration, exchange, and the representation of arts institutions.
Education and Awareness	<ul style="list-style-type: none"> Informative activities and trainings aimed at raising awareness on important issues such as equality, rights, inclusion, and discrimination.
ESG (European Standards and Guidelines)	<ul style="list-style-type: none"> European guidelines for quality assurance in higher education, which define standards for planning, implementation, and quality evaluation.
Faculty of Arts (UP)	<ul style="list-style-type: none"> An academic unit of the University of Prishtina, comprising three departments: Visual Arts, Music, and Drama.
KPI Indicator	<ul style="list-style-type: none"> A specific measurement unit for a KPI, representing data used to track progress (e.g., percentage, achieved number, annual change).
University Campus	<ul style="list-style-type: none"> A shared physical complex where all academic, creative, and administrative units of a higher education institution are housed.
KPI (Key Performance Indicator)	<ul style="list-style-type: none"> A key performance indicator; used to measure the achievement of objectives through concrete data, statistics, or measurable progress.
Annual Monitoring	<ul style="list-style-type: none"> A regular process conducted once a year to review the implementation of planned measures and report progress toward objectives.
Operational Objective	<ul style="list-style-type: none"> A specific planned action aimed at achieving a strategic objective; measurable and linked to timelines, responsibilities, and resources.
Specific Objective	<ul style="list-style-type: none"> A more focused subdivision of an operational objective that allows for detailed measurement and direct actions to achieve it.
Strategic Plan	<ul style="list-style-type: none"> A long-term document focused on institutional objectives, outlining key priorities, developmental directions, and measures for systematic implementation.
Inclusive Approach	<ul style="list-style-type: none"> A principle aimed at the active inclusion of all groups, without exception, in academic life and institutional decision-making.
Institutional Sustainability	<ul style="list-style-type: none"> The institution’s capacity to maintain and develop its academic, organizational, and financial functions in a stable and long-term manner.
Academic Networking	<ul style="list-style-type: none"> The connection and collaboration of the faculty with institutions, universities, organizations, and international networks for joint academic and creative development.
Appendix	<ul style="list-style-type: none"> An additional section at the end of a document containing supplementary data, technical plans, project proposals, or thematic specifications supporting the content.
Institutional Strategy	<ul style="list-style-type: none"> A joint, planned, and approved approach to the long-term direction and development of the institution across various fields (education, research, services).
UP (University of Prishtina)	<ul style="list-style-type: none"> The public institution of higher education and scientific research in Kosovo, offering study programs across various academic fields.

Annex 7: Visual Charts for the Implementation of Strategic Objectives (2025–2030)

(Timeline for implementation of each strategic objective, presented visually)

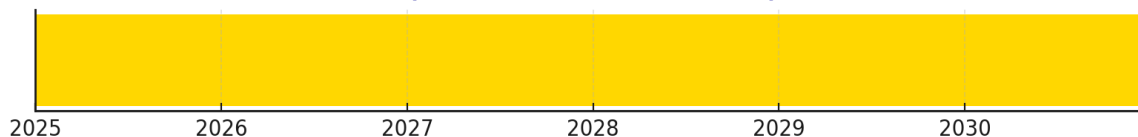


**Strategic
Objective**

4

INTERNATIONALIZATION

OS4 - Ndërkombëtarizimi (Plani i Zbatimit: 2025-2030)

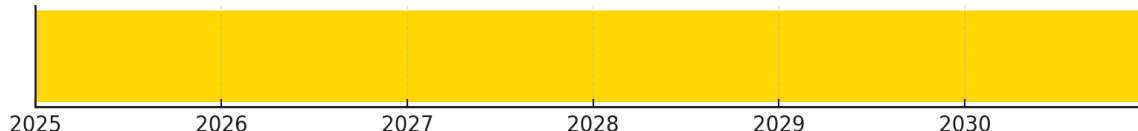


**Strategic
Objective**

5

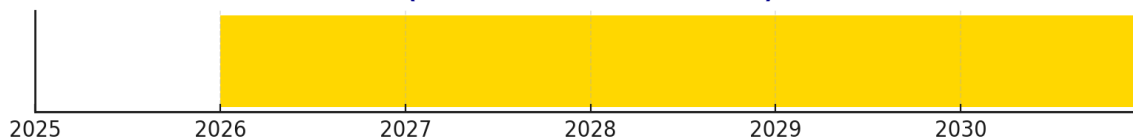
ALUMNI AND COMMUNITY

OS5 - Alumni dhe Komuniteti (Plani i Zbatimit: 2025-2030)



STRATEGIC PLAN FOR THE CONSTRUCTION OF THE NEW CAMPUS OF THE FACULTY OF ARTS

OS6 - Plani Strategjik për Ndërtimin e Kampusit të Ri të Fakultetit të Arteve (Plani i Zbatimit: 2025-2030)



Annex 8: The Faculty's Commitment to Implementation, Sustainability, and Vision

The Strategic Plan of the Faculty of Arts 2025–2030 represents a comprehensive development and vision document for an artistic institution that aspires to be a national model and competitive within the European higher education landscape.

This plan is the result of a deep institutional process, which included internal analysis, consultation with key stakeholders in the field, students, academic and administrative staff, as well as alignment with the standards of the most advanced international institutions.

The implementation of this plan will be led by the Dean's Office and the Faculty Council, in full coordination with all constituent units, ensuring continuous monitoring, reporting, and institutional improvement.

The Faculty of Arts remains committed to building an inclusive, creative, and sustainable environment, fostering the development of new talents and strengthening the role of art in the emancipation of contemporary society.

Institutional Sustainability and Commitment to the Future

The Faculty of Arts is committed to sustainable strategic development through the preparation of a new generation of academic staff, increased funding for research, and periodic review of the strategy in 2027 and 2030. The goal is to maintain leadership in arts education and cultural diplomacy at both the national and international levels.

Institutional Statement on the Use and Review of the Document

The Strategic Plan of the Faculty of Arts of the University of Prishtina for the period 2025–2030 is an official document approved by the competent bodies of the Faculty and aligned with the developmental policies of the University of Prishtina, as well as with national and European standards for higher education.

The document is subject to regular periodic reviews in accordance with institutional changes, educational and cultural developments at the national and international level, and the findings of internal monitoring and evaluation mechanisms.

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