



**FACULTY OF LIFE AND ENVIRONMENTAL SCIENCES**  
University "Ukshin Hoti" Prizren  
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Republic of Kosova

**FACULTY OF LIFE AND ENVIRONMENTAL SCIENCES**

# **STRATEGIC PLAN**

## **2020-2024**

**FACULTY OF LIFE AND  
ENVIRONMENTAL SCIENCES**

# **Strategic Plan**

**2020-2024**

**Nature care,  
care for ourselves**

December 2019

## GLOSSARY

<b>AGB</b>	Agribusiness
<b>EU</b>	European Union
<b>FES</b>	Forest and Environmental Sciences
<b>FLES</b>	Faculty of Life and Environmental Sciences
<b>GIS</b>	Geographic information system
<b>IAB</b>	Industrial Advisory Board
<b>KAA</b>	Kosovo Accreditation Agency
<b>MAFRD</b>	Ministry of Agriculture, Forestry and Rural Develop.
<b>MEST</b>	Ministry of Education, Science and Technology
<b>MH</b>	Ministry of Health
<b>OJQ</b>	Non-Governmental Organizations
<b>SER</b>	Self-evaluation report

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## THE DEAN'S WORD

In the capacity of Dean of the Faculty of Life and Environmental Sciences (hereinafter referred to as FLES) of the University "Ukshin Hoti" Prizren, on behalf of the academic, administrative staff and students and on my behalf, I welcome you.

FLES's academic staff takes care of quality teaching, providing good education experiences based on the European Framework of Education. The collaboration and interaction of the academic staff with our students is multidimensional. Students benefit from combining theoretical knowledge with practical work, through study visits and expeditions. The added value of FLES is the opportunity to work internally in well-equipped laboratories. Proper vocational training enables our students to have a competitive advantage in the job market.

Furthermore, FLES conducts an intensive activity of research work, together with its students. FLES is proud to represent one of the few institutions of higher learning that implements the "Learning by doing" system, by combining case studies with theoretical knowledge.

Finally, FLES places particular emphasis on working closely with the business community. This cooperation extends to the production, agro-processing, management and trade, forestry and environmental protection industries.

I welcome you to join our creative community!

Prof. Asoc. Dr. Isuf Lushi  
Dean of the Faculty of Life and Environmental Sciences

## DRAFTING THE STRATEGIC PLAN

This strategic plan has been drafted based on the decision of the FLES Council with Reference 01-69 dated 29.08.2019 and its amendment-modification according to the decision 01-119 dated 11.12.2019.

The Strategic Plan 2020-2024 was drafted after intensive and comprehensive consultations of internal and external stakeholders of FLES. All development activities of FLES will be supported and guided by this strategic plan.

### Members of the strategic plan drafting committee

Prof. Ass. Dr. Albana Plakiqi Milaimi, chairperson  
Prof. Asoc. Dr. Isuf Lushi, member  
Prof. Ass. Dr. Sadik Maloku, member  
LL. M. Nexhmedin Krasniqimember  
Z. Shpend Laçaj, member (student representative)  
Z. Egzon Elshani, member (representative of the Directorate of Agriculture, Forestry and Rural Development, Prizren Municipality)  
Z. Sami Dida, member (representative of the business community of the Municipality of Prizren)  
Z. Bexhet Basha, member (Representative of the NGO "Recovery of agriculture").

## HISTORY OF FLES

FLES was founded in 2016. On the proposal of the former rector and professional commission for the study programs, the Governing Council of “Ukshin Hoti” University, has established FLES.

Based on the specifics of University and the labor market requirements in the Prizren (and Kosovo) region the new study programs presented in this strategy contribute not only to increasing the performance of University, but also to brand University. Taking into account the tradition of the Prizren region and its geographical position, these programs will contribute to the sustainable economic and scientific development of this region.

Currently, 232 students are enrolled in FLES; respectively 90 students in the field of Agribusiness and 142 students in the field of Forest and Environmental Sciences. Students' socio-economic structure responds to students from rural Kosovo, mainly from Prizren district, but also from other parts of Kosovo.

FLES organizes bachelor's degree programs in Albanian language. At the same time, within the medium term it plans to open master's degree programs.

Current study programs at Bachelor level are:

- Agribusiness, and
- Forest and Environmental Sciences.

Planned study programs at Bachelor level are:

- Food Science and Nutrition,
- Landscape architecture and
- An English language program according to labor market requirements.

Planned study programs at Master level:

- Agribusiness Management, and
- Integrated forest and environmental management.

FLES teachers, in individual and group form, conduct scientific research in their fields of study. The results of these searches, are presented at congresses, conferences and other scientific meetings at home and abroad. In view of the internationalization process, it is planned the involvement of foreign academic staff in the teaching process, in the development of joint research projects, as well as in joint publications of scientific papers, monographs, university texts, etc.

FLES has established the Industrial Advisory Board (IAB) for the purpose of faculty collaboration and interaction with the business community and external stakeholders. This collaboration aims to exchange good experiences and recommendations with mutual benefit (counseling, training, joint studies, employment opportunities, expertise, professional practices etc.).

The FLES facility is located within the University campus. The infrastructure of FLES aims to advance and create a suitable space, in support of teaching and research. Modernization of technological infrastructure (equipping laboratories with inventory and laboratory equipment) is also planned, computing cabinet), as well as enriching the library remain a FLES priority item.

## Planning of the scientific-research work

Scientific research of academic staff is focused on:

- Integrated rural development strategies and policies.
- Case studies of agribusiness companies in Prizren region.
- Contribution to national and regional agricultural policy.
- Input and Output Management Strategies in Agriculture.
- Agribusiness Management Strategies and Policies.
- Strategies and policies for integrating farmers into local and international markets.
- Supply chain management & marketing problems and creating added value.
- Strategies and policies for the development of private companies in line with sustainable regional development.
- Rural tourism development strategies and policies.
- Agricultural property management policies, as well as their integration and co-operation.
- Analysis of food markets and food diversification.
- Providing advisory services to farmers, with particular emphasis on the Prizren region.
- The potential of organic products in the local market.
- Study of vegetation in contaminated sites and comparison with control sites.
- Study of forest pests (phytophagous and xylophagous) in native forests.
- Study of forest plant diseases by microorganisms.
- Study of the impact of environmental pollution on vegetation and the animated world of forests.
- Development of forest sector in historical focus.
- Development of inventory and monitoring methods for aromatic and medicinal plants.
- Dendroecological study of forest species grown under extreme stationary conditions.
- Increasing teaching and research capacity in the fields of forestry policy and economics.
- Micro and macroscopic structure of wood, physical, mechanical and technological properties of wood and wood-based materials.
- Sustainable Management of Forests and Forest Resource
- Applying silvicultural methods in the context of forest management.
- Identification of the types of forest trees that exist in our country, and endemic species.
- Dendrometric and dendrochronological expertise of forest trees.
- Applying newer methods of forest use.
- Activities in the context of Forest Planning, Management Plans, National Inventories, etc.
- Protected Area Management Activities.
- Applying Agropian methods, as activities of high international trend.
- Training of forest operations workers.
- Management of protected forest areas.
- Protection of forest personnel in forest use.
- Mountain and ecological tourism in Kosovo.
- Possibilities of replanting the forest with sustainable silvicultural methods.
- Possibility of using new technologies in forests.
- Silvicultural interventions.
- Revitalizing degraded forest areas.
- Protection of forests from fires.

# 1. FOUNDATIONS OF THE STRATEGIC PLAN

The FLES strategic decisions are based on the historical heritage, business and commercial tradition of the Prizren region, as well as the features of cultural and linguistic diversity.

- FLES is a **public institution** identified as an academic unit within “Ukshin Hoti” University. This faculty is built on the foundations of a macro environment with rich business, craft, scientific, cultural and historical heritage of the region.
- The headquarters of FLES is located in the **town of Prizren**. This city is officially recognized as the historic capital of the Republic of Kosovo. Otherwise known as the headquarters of the Albanian League of Prizren and as the cradle of history, culture, art and science.
- The community in which FLES operates is known for its **tradition in business**. Historically, this community has contributed to the overall economic development of the region, nationally and beyond.
- The macro environment in which FLES operates is characterized by a **linguistic, ethnic and religious diversity**. This diversity represents an added value for the Faculty of Life Sciences and the Environment.
- FLES currently has **2 bachelor's degree programs**.

- FLES has standardized **the infrastructure and study spaces** in accordance with the needs and requirements of students, academic staff and administrative staff.
- FLES has internationalized its activities through **international networking** by signing a significant number of cooperation agreements.
- FLES has consolidated the **faculty library and the electronic library** by enriching it with a large fund of books for study and research needs.
- FLES has built a close bond with the business community. To this end it has established the Industrial Advisory Board (IAB).

## 1.1. Mission

FLES's mission is to provide quality education and research in the fields of Agribusiness and Forest and Environmental Sciences, as well as the contribution of FLES to the local, national and beyond community.

## 1.2. Vision

FLES strives to be an example to support students, the community and everything related to them. In everything we do, we aim:

- To be a leader in providing national and competitive education at regional level, as well as to work closely with the Innovation and Employment Center in Prizren.
- To provide community consulting services (businesses, NGOs, public institutions, etc.).
- To be a leader in scientific research in fields such as: Food Economics, Farm Management, Crop Production and Processing of Agricultural Products, Environmental Monitoring, Dendrological and dendrometric expertise of forest trees, Silvicultural interventions, revitalization of degraded forest areas, protection of forests from forest fires.
- To organize an international conference on agricultural and environmental resources,
- Twinning with sister institutions and creating international mobility of students and academic staff etc.

## 1.3. Values

The values upon which the 2020-2024 Strategic Plan is drawn are guided by the fulfillment of its mission and vision. FLES promotes universal, individual and group values:

- **Academic freedom:** We nurture and protect independent research and responsible researchers. We also value the free exchange of ideas, as well as collegiality and mutual respect for each other's abilities, interests, and perspectives.
- **Quality and Excellence:** Through our students, faculty, staff and alumni office, we strive for excellence and educate students to the highest standards. We value quality and excellence in teaching, research and outreach activities.
- **Integrity:** We value integrity and honesty in everything we do.
- **Innovation:** We value the pursuit and dissemination of creative research and discoveries.
- **Collaboration:** We value an environment that fosters teamwork and collaboration among colleagues.
- **Diversity:** We value diversity and strive to integrate diverse cultures, ethnicities, gender, socioeconomics and views into the culture of our academic unit.
- **Effectiveness:** We value the active administration and resource development of the Faculty.
- **Academic Development:** We value opportunities for personal growth and leadership development.



## 1.4. Stakeholders

FLES plans its strategic development for the period 2020-2024 based on close cooperation and interaction with internal and external stakeholders of the FLES environment.

### ACADEMIC STAFF

Academic staffs are the main stakeholders of the educational process and research activities. This stakeholder group is represented by full-time professors, hired professors, assistants, and research assistants. The regular academic staff is categorized according to the academic call to Prof. Assoc. Dr., Prof. Ass. Dr. and Ass.

### ADMINISTRATIVE AND TECHNICAL STAFF

Admin and technical staff constitute internal stakeholders who perform the operational and technical functions of FLES.

- Secretary
- Student Services Officers (Bachelor and Master)
- Librarian
- Technical staff

### MANAGEMENT OF FLES

FLES management is the leading body responsible for the management and smooth running of educational research.

- Dean
- Vice-Dean
- Faculty Council
- Quality Assurance Commission

### STUDENTS

Students are the biggest beneficiaries of the process of knowledge creation and transfer. This interest group is comprised of Kosovar and international students, including full-time and part-time students.

### ALUMNI (GRADUATE STUDENTS)

Alumni are graduate students who continue to enjoy FLES services and contribute to connecting FLES communication bridges with the outside community. This stakeholder group can create their own community after completing their studies.

### BUSINESS COMMUNITY

The business community is a strategic stakeholder consisting of industry representatives and local and international businesses. FLES works closely with the business community through the Industrial Advisory Board (IAB).

### LOCAL AND CENTRAL GOVERNMENT AUTHORITY

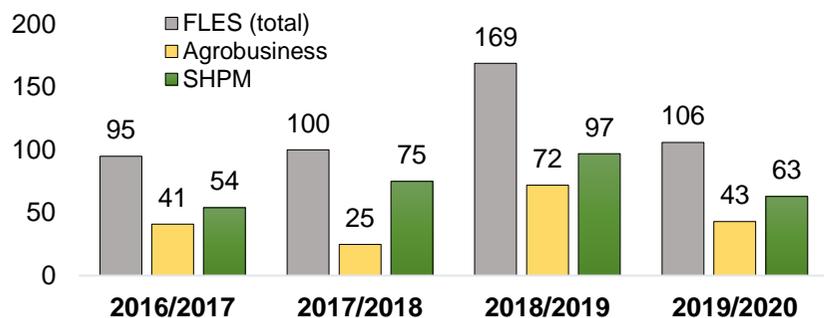
The government authority at the local and central level is an important factor in the implementation of the strategic plan. This includes representatives of the Municipal Assemblies of Prizren region, MEST, Ministry of Finance etc.

### EXTERNAL ACADEMIC AND SCIENTIFIC COMMUNITY

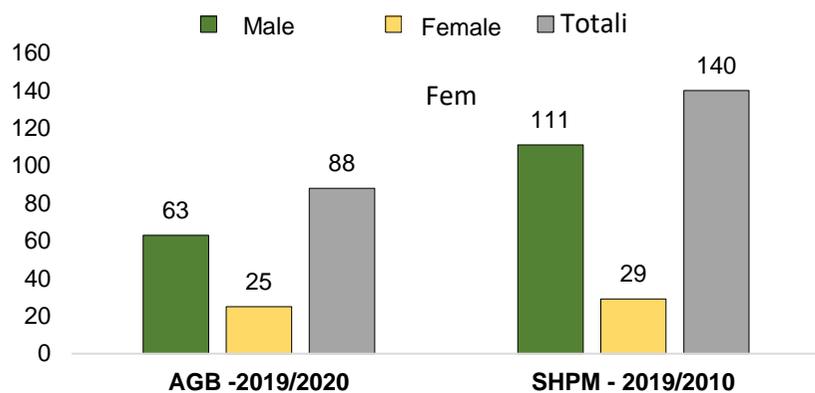
The external academic and scientific community consists of external strategic partners, including high schools, sister faculties within and outside the Republic of Kosovo, research institutes, etc.

# Summary Statistics

### Number of active students (FLES)

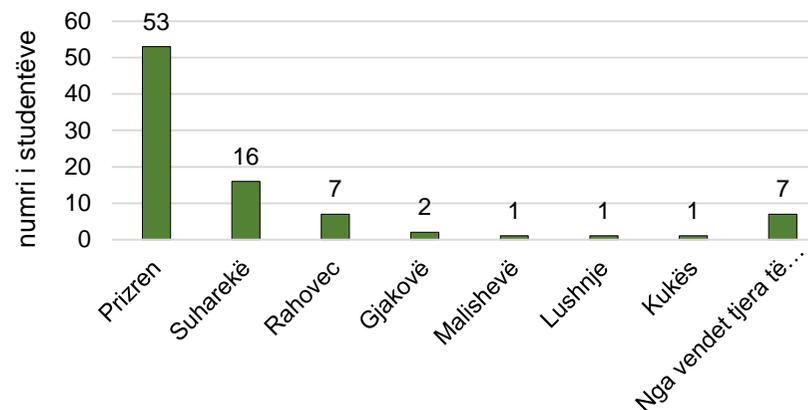


### Number of students, by gender 2019/2020

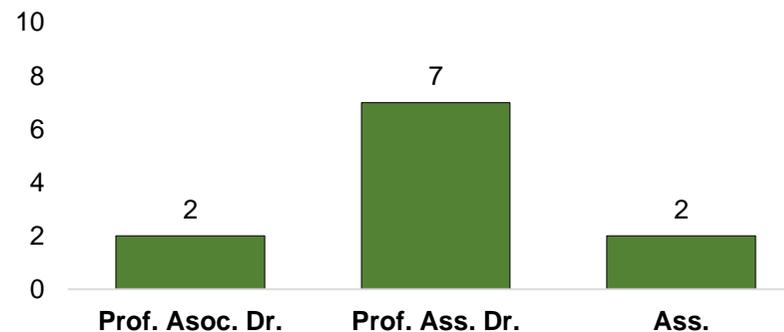


# Summary Statistics

### Student background by city (2019/2020)

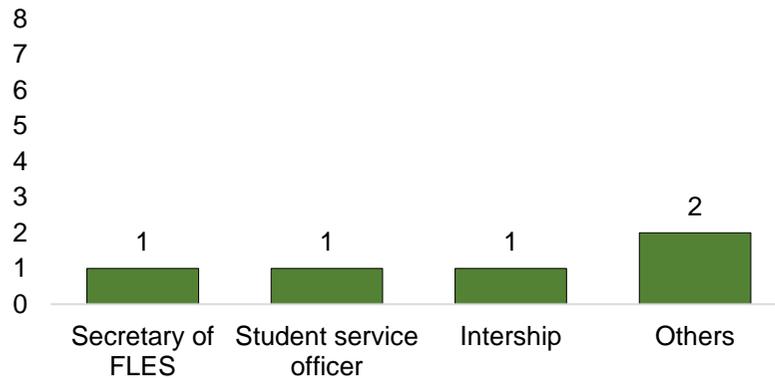


### Academic personnel full-time (2019)

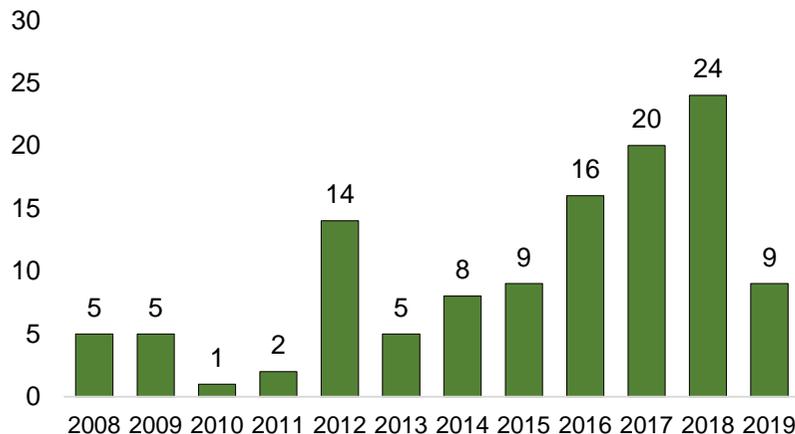


# Summary statistics

Administrative and technical support staff (2019)



Number of scientific papers of academic staff



## 2. THE STRATEGIC PLANNING PROCESS

FLES aims to **enhance quality** by promoting the synergy between the education process and research based on good European experiences.

In this regard, this Strategic Plan seeks to **identify the strategic objectives** of the faculty in the medium term 2020-2024.

Due to the fact that FLES is a relatively new academic unit, the Strategic Plan 2020-2024 introduces a new plan that **identifies FLES strategic objectives** in line with the context of academic, social and labor market needs and demands.

This Strategic Plan identifies the **strategic objectives and expected results** within each strategic objective.

At the same time, this Strategic Plan includes the **Action Plan** within which the activities, measures, implementation timelines, providers and financing costs are planned.

Within the Strategic Plan 2020-2024, FLES has identified **6 strategic objectives** that incorporate: quality assurance in the educational process, development of research, interaction with the business community, deepening of international cooperation, improvement of infrastructure and digitalization, as well as capacity building for financial sustainability.

# STRATEGIC OBJECTIVES

Strategic plan 2020-2024 of FLES has identified the following strategic objectives:



# Strengths

- Unique, quality and attractive study programs
- New academic staff with international prof. experience
- Developed network of international contacts
- Focus on developing students' skills
- Collaborative approach with the business community
- Efficient and quality administrative services
- High degree of staff cooperation
- Social responsibility and transparency at work
- Functional buildings for the realization of educational work

- High market demand for graduate students
- High employment rate of the graduates
- Graduates' skills to establishing start-ups
- Increased interest of graduates for FLES programs
- Intensive cooperation with research institutes
- Capacity building of the FLES institute

# Opportunities

# Weaknesses

- Relatively small number of regular academic staff
- Students with average performance from high schools
- Low degree of mobility of academic staff and students
- Limited financial support for research work
- Increased level of complacency
- Limited number of women among the academic staff

- Fierce competition with private universities
- High rate of youth emigration (students)
- Restricted access to European research projects
- Institutional accreditation of the university
- Restricting access to international markets
- Relatively low youth employment rate
- Relatively outdated technology
- Substantial dependence on government funds
- Increased level of complacency

# Risks

### 3. STRATEGIC OBJECTIVES

The FLES strategic plan is built on the framework of 6 (six) strategic objectives:

- Quality assurance in the educational process;
- Development of research work;
- Interaction with the community and FLES contribution;
- Deepening international cooperation;
- Improving infrastructure and digitization; and
- Capacity building for financial sustainability.

These strategic objectives are broken down into expected results of the interest to FLES.

#### 3.1. Quality assurance in the educational process

Within this strategic objective FLES has defined these expected results:

- **Expected result 1.1:** Assessment and quality control in the educational process through the processes and procedures provided by the “Ukshin Hoti” University Regulation on Quality Assurance;
- **Expected result 1.2:** Implementation of contemporary teaching methods that aim at applying the most modern teaching methods;
- **Expected result 1.3:** Organize study visits in the field and in public and private enterprises in order to fulfill the syllabus;

- **Expected result 1.4:** Opening study programs: Food Sciences and Nutrition and Landscape Architecture at bachelor's level and two master's degree programs: Agribusiness Management and Integrated Forest and Environmental Management;
- **Expected result 1.5:** According to the demands and priorities of the labor market, a program of study in English will be opened with the aim of promoting the mobility of academic staff and students and advancing the internationalization process;
- **Expected result 1.6:** Recruit new academic and administrative staff according to study program needs, in line with planning to expand the study program portfolio, including recruiting administrative assistant and library staff.

#### 3.2. Development of scientific-research work

Within this strategic objective FLES has defined these expected results:

- **Expected result 2.1:** Establishment of the Institute of Life Sciences in close cooperation with the academic and professional community within and outside the University;
- **Expected result 2.2:** Support for scientific research in the fields of agribusiness, crop and animal production, management and marketing of agricultural and food products, dendrology, forest utilization and reforestation, environmental protection and monitoring;

- **Expected result 2.3:** Joint development of research projects: collaborative projects, research papers, monographs, etc., which help to increase the productivity of scientific research;
- **Expected result 2.4:** Recruitment of scientific associates and technical staff to meet the objectives of the Institute of Life Sciences, as well as the operation of laboratories.

### 3.3. Interaction and community contribution

Within this strategic objective FLES has defined these expected results:

- **Expected result 3.1:** Active participation in business forums in Kosovo, which aims to address problems and exchange experiences.
- **Expected result 3.2:** Provide professional advice to stakeholders through which it aims to transform FLES into a consulting center for businesses, monitoring centers and relevant government bodies;
- **Expected result 3.3:** Organizing thematic scientific conferences and career fairs aimed at achieving long-term community partnership with FLES;
- **Expected result 3.4:** Organizing joint meetings with the business community through which it is aimed at identifying labor market needs and opportunities for the evolution of study programs and the development of new programs.

### 3.4. Deepening international cooperation

Within this strategic objective FLES has defined these expected results:

- **Expected result 4.1:** Concluding cooperation agreements with sister international academic units aiming at adopting prestigious international experiences;
- **Expected result 4.2:** Mobility and exchange of academic staff with sister international academic units experienced in the Bologna system;
- **Expected result 4.3:** Mobility and exchange of FLES students with fellow international academic units, experienced in the Bologna system;

### 3.5. Improving infrastructure and digitization

Within this strategic objective FLES has defined these expected results:

- **Expected result 5.1:** Development of existing infrastructure, including provision of a computer cabinet with computers and other associated IT and software components. Investments in additional equipment are planned in the Soil and Microbiology and Environmental Monitoring Laboratory;

- **Expected result 5.2:** Equipping the Laboratory of Microbiology and Environmental Monitoring with inventory and other accompanying equipment to serve students and academic staff for practical work as well as for joint scientific-research work;
- **Expected result 5.3** Construction of a Geographic Information System (GIS) lab with access to 30 students.
- **Expected result 5.4:** Continuous supply of consumables for student exercises and the scientific research work;
- **Expected result 5.5:** Extension of FLES study and library space: construction of at least one classroom with a capacity of 50 seats and an area of 75m<sup>2</sup>. Providing inventory and supply of books for the FLES library to meet the needs of students for reading and research space. Particular emphasis will be given to fully operationalizing the electronic (digital) sources of literature and scientific works;
- **Expected result 5.6:** Full functionality of Internet access (WI-Fi) throughout the FLES area and free internet access for each student.

### 3.6. Capacity building for financial sustainability

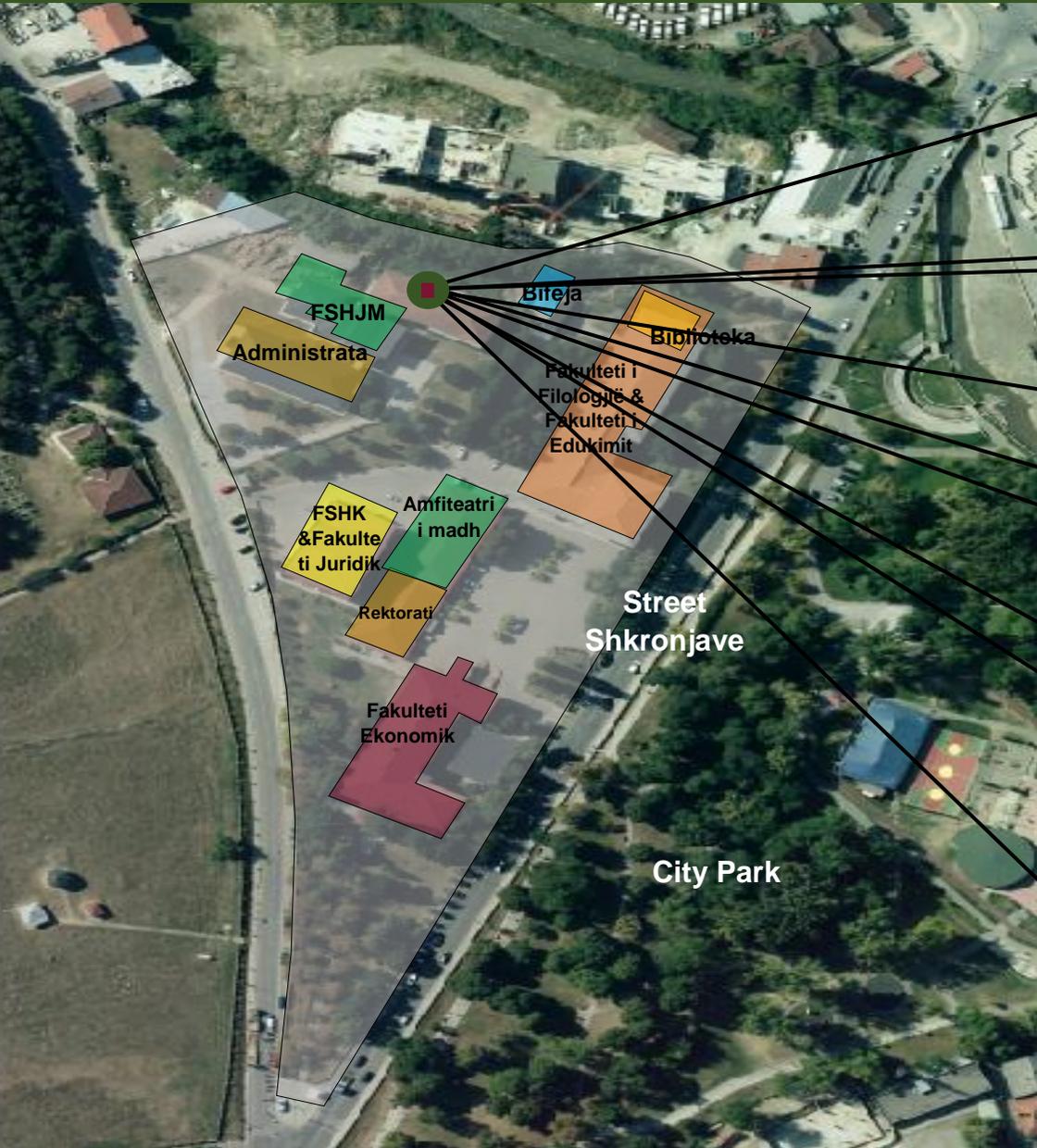
Within this strategic objective FLES has defined these expected results:

- **Expected result 6.1:** Generating own financial income through performing genetic and pedagogical analysis, professional expertise etc.;
- **Expected result 6.2:** Generating funding sources for meeting strategic objectives through funding of joint research projects with national and international strategic partners;
- **Expected result 6.3:** Winning of research projects through EU funds and other international institutions, whereby it is planned to design various scientific projects and provide advice or provide training to various businesses and public and private organizations.



# University Campus

# FLES INFRASTRUCTURE



**3,134m<sup>2</sup>**

**6 Classrooms  
649 m<sup>2</sup>**

**1 Amphitheater and library  
251 m<sup>2</sup>**

**1 Informatics Cabinet  
50 m<sup>2</sup>**

**6 Office for Academic Personnel 231 m<sup>2</sup>  
1 Hall for Professors  
75 m<sup>2</sup>**

**1 Office for the FLES Management**

**2 Offices for the admin. personnel  
48 m<sup>2</sup>**

**1 Herbarium hall  
100 m<sup>2</sup>**

**5 Laboratories  
270 m<sup>2</sup>**



## ACTION PLAN

NO.	Expected results	Activities	Measures	Carriers	Deadline	Cost (Euro)
<b>Strategic objective 1: Quality assurance in the educational process</b>						
1.	Assessment and quality control in the education process.	Conducting student surveys, teaching monitoring.	<ul style="list-style-type: none"> <li>• Setting standards for the form and manner of the survey and compiling results reports ;</li> <li>• Monitoring the progress of learning several times per semester</li> </ul>	<ul style="list-style-type: none"> <li>• Dean, Vice Dean and administrative staff</li> <li>• Quality Assurance Commission within FLES.</li> </ul>	2020-2024	0,000
2.	Implementation of contemporary teaching methods	Training of academic staff in new teaching techniques.	<ul style="list-style-type: none"> <li>• Applying for continuing career advancement projects</li> </ul>	FLES Council, Senate and external stakeholders	2020-2024	0,000
3.	Field study visits.	Organizing thematic study visits in accordance with the syllabuses of the study subjects.	<ul style="list-style-type: none"> <li>• Drafting a detailed plan of activities</li> <li>• Providing transportation, accommodation, meals and other costs</li> </ul>	FLES, Rector and external stakeholders	2020-2024	2,000
4.	Opening new study programs.	Opening study programs: Bachelor: Food Sciences, Nutrition and Landscape Architecture. Master: Agribusiness Management and Integrated Forest and Environmental Manag.	<ul style="list-style-type: none"> <li>• Drafting the SER and applying for accreditation at KAA</li> </ul>	FLES academic staff and program providers, Senate, University Governing Council	2020-2024	0,000

5.	Opening at least one English language program	The profile of the program is determined after studying the reasonableness	Designing the SER and applying for accreditation at KAA	FLES academic staff and program providers, Senate, University Governing Council	2020-2024	100, 000
6.	Recruiting new academic staff	Recruit new academic staff in accordance with the requirements of the new programs	<ul style="list-style-type: none"> <li>Opening of the competition for the recruitment of eight (8) professors, four (4) assistants.</li> <li>A lab- scientific / tech. associate and</li> <li>An administrative assistant.</li> </ul>	Faculty Council, Senate, General Secretary and Rector	2020-2024	150,000
<b>Strategic objective 2: Development of scientific-research work</b>						
1.	Establishment of the Institute of Life Sciences	Further equip the Laboratories with the equipment provided and train the staff on their use. Recruitment of three scientific associates	<ul style="list-style-type: none"> <li>Accreditation of laboratories by the Ministry of MAFRD and MoH and their licensing</li> <li>Staff training and licensing for lab work</li> </ul>	FLES, "Ukshin Hoti" University	2020-2024	150,000
2.	Supporting scientific- research work	Creating scientific groups for the areas that respond to the study programs	<ul style="list-style-type: none"> <li>Financial support for the organization of scientific-research activities organized by academic staff or students</li> </ul>	FLES, "Ukshin Hoti" University	2020-2024	0,000
3.	Joint development of scientific-research projects	Implementation of joint projects with international institutions	<ul style="list-style-type: none"> <li>Creating opportunities to deliver lectures or practices led by international partner institutions with FLES</li> </ul>	FLES, International Organizations, "Ukshin Hoti" University	2020-2024	0,000

4.	Meeting the needs of scientific collaborators and technical staff	Recruiting new staff	<ul style="list-style-type: none"> <li>• Open competition for a research associate who will perform the lab work and maintain the laboratories</li> <li>• Opening a vacancy for an administrative assistant</li> </ul>	Faculty Council, Senate and General Secretary	2020-2024	15,000
<b>Strategic objective 3: Interaction and community contribution</b>						
1.	Active participation in business forums in Kosovo	Providing training and other professional services	<ul style="list-style-type: none"> <li>• Business training for workers</li> <li>• Services for vegetable and animal products, marketing, plant protection and environment, etc.</li> </ul>	FLES	2020-2024	0,000
2.	Provide professional advice to stakeholders	Offering professional and scientific-research activities	<ul style="list-style-type: none"> <li>• Providing information, advice, recommendations derived from scientific research</li> </ul>	FLES	2020-2024	0,000
3.	Organization of scientific conferences, business fairs	Organizing scientific conferences in the field of agribusiness and forestry and environmental sciences	<ul style="list-style-type: none"> <li>• Presentation of scientific papers in the field of Agribusiness Management and Marketing</li> <li>• Presentation of scientific works in the field of forestry and ecotoxicology</li> </ul>	FLES	2020-2024	0,000
4.	Labor market research, namely the search for innovative areas	Opening of the project office	<ul style="list-style-type: none"> <li>• Designing projects for businesses in order to increase additional income .</li> </ul>	FLES, IAB	2020-2024	0,000

			<ul style="list-style-type: none"> <li>• Services to the community, the country's governing bodies, NGOs and other donor organizations.</li> </ul>			
<b>Strategic objective 4: Deepening international cooperation</b>						
1.	Memorandums of Understanding with Universities of International States	Utilizing current partnerships with International Universities and trying to forge new partnerships	<ul style="list-style-type: none"> <li>• Organize teaching by the academic staff of EU Partner Universities.</li> <li>• Sharing mutual experiences in innovation</li> <li>• Offering cooperation with international universities in areas of common interest.</li> </ul>	FLES, University	2020-2024	0,000
2.	Exchange of academic staff with international universities	Mobility of academic staff	<ul style="list-style-type: none"> <li>• Teaching arrangements by the academic staff of Partner Universities</li> <li>• Examine opportunities for lectures by FLES academic staff at the respective Universities</li> </ul>	FLES	2020-2024	0,000
3.	Exchange of FLES students with international universities	Student mobility	<ul style="list-style-type: none"> <li>• Organizing lectures and exercises, as well as professional and field practice for foreign students</li> <li>• Utilizing cooperation agreements for attending courses or even studies of our</li> </ul>	FLES	2020-2024	0,000

			students at international universities			
<b>Strategic objective 5: Improving infrastructure and digitization</b>						
1.	Development of existing infrastructure	Supply of FLES facility with classrooms and laboratory equipment, computers, experimental greenhouse, etc.	<ul style="list-style-type: none"> <li>• Supply of computer room with computers and software</li> <li>• Equipping the land and central laboratories with missing equipment</li> <li>• Experimental greenhouse construction in the FLES yard</li> <li>• Enriching the herbarium hall with new plant species</li> <li>• Enrichment (planting) of the botanical garden with plant species (trees and shrubs)</li> <li>• Equipping the FLES corridors with display cabinets for plant and animal species</li> </ul>	FLES, "Ukshin Hoti" University	2020-2024	82,000
2.	Equipment of the Laboratory of Microbiology and Environmental Monitoring with inventory and other monitoring equipment	Develop procurement procedures for the supply of equipment and inventory to the relevant laboratory.	<ul style="list-style-type: none"> <li>• Listing with relevant equipment and inventory for the Microbiology and Environmental Monitoring laboratory</li> <li>• Requirement for approval of</li> </ul>	FLES, "Ukshin Hoti" University	2020 - 2023	100,000

			equipment's with appropriate apparatus			
3.	Construction of a Geographic Information System (GIS) lab with accessibility for 30 students	Development of procurement requirements and procedures for the supply of equipment with the relevant material.	<ul style="list-style-type: none"> <li>Draft the list with the appropriate equipment and inventory for the GIS laboratory</li> </ul>	FLES, "Ukshin Hoti" University	2020 - 2023	20,000
4.	Supply of consumable material	Develop procedures for continuous supply of consumables	<ul style="list-style-type: none"> <li>Demand for equipment with consumables (chemicals, laboratory containers, herb paper, seedlings of various plants, such as: herbs, shrubs and trees; work tools, etc.) for the purpose of holding student exercises and staff research work academic of FLES</li> </ul>	FLES, "Ukshin Hoti" University	2020-2024	15,000
5.	Expansion of FLES study and library space	Creating the FLES Library Room	<ul style="list-style-type: none"> <li>Supply of library room with literature</li> <li>Empowering the online system in the literature</li> </ul>	FLES, "Ukshin Hoti" University	2020-2024	0,000
6.	Full functionality of Internet access (via Wi-Fi) throughout the FLES space	Modernization of technological infrastructure	<ul style="list-style-type: none"> <li>Digitization of FLES facility with network and other accompanying equipment</li> </ul>	FLES, "Ukshin Hoti" University	2020-2024	5,000
7.	Opening of the Food Sciences and Nutrition and Landscape Architecture program at bachelor level and two master's degree programs: Agribusiness Management and	Hiring academic staff	<ul style="list-style-type: none"> <li>Announcement of the recruitment of academic staff (8 professors and 4</li> </ul>	Faculty Council, Senate and Rector	2020-2024	150,000 (mentioned in 1.6)

	Integrated Forest and Environmental Management		assistants).			
<b>Strategic objective 6: Capacity building for financial sustainability</b>						
1.	Generating own financial income	<p>Activation of central laboratory and provision of other laboratories with additional equipment.</p> <p>Recruitment of three scientific researchers</p>	<ul style="list-style-type: none"> <li>• Chimney placement and adjustment of the water network in the central FLES laboratory</li> <li>• Use of PCR for genetic analysis (plant, animal, human and microorganisms)</li> <li>• Use of ICP and other equipment for pedagogical analysis (soil chemical analysis)</li> <li>• Use of central laboratory for ecotoxicological (environmental, plant, animal and human) and food analysis</li> <li>• Contest for admission of three scientific researchers</li> </ul>	Faculty Council, Senate, Management Board of "Ukshin Hoti" University	2020-2024	0,000
2.	Gaining of research projects through EU supported funds, international institutions etc.	Increase of income through research projects	<ul style="list-style-type: none"> <li>• Applying and providing continuing education programs for consultancy and services</li> <li>• Increasing financial contribution from students</li> </ul>	FLES	2020-2024	0,000