



UNIVERSITY OF PRISHTINA "HASAN PRISHTINA"
FACULTY OF ARCHITECTURE

STRATEGIC PLAN 2024-2028

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GLOSSARY

EU	European Union
FA	Faculty of Architecture
IRAU	Institute for Research in Architecture and Urbanism
IPAU	<i>International Platform of Architecture and Urbanism</i>
KQSC	Central Commission for Quality Assurance
MEST	Ministry of Education, Science and Technology
MM	Memorandum of Understanding
NJA	Academic Units
SP	Study Programs
SPFA	Strategic Plan of the Faculty of Architecture
SPUP	Strategic Plan of the University of Prishtina
CES	Center for Energy and Sustainability
CILT	Center for Innovation, Laboratory, and Technology
CET	Center for Excellence in Teaching
UCL	University Center for Language
CCD	Center for Career Development
UA	University Associations
IT	Information Technology
UP	University of Prishtina
USAID	United States International Development Assistance
OIR	Office for International Relations
ORSP	Office for Research, Sponsored Projects
QDO	Quality Development Office

1. EXECUTIVE OVERVIEW

The Faculty of Architecture (FA), in harmony with the 2023-2027 Strategic Plan of the University of Prishtina "Hasan Prishtina" (UP) and the 2022-2026 Education Strategy of the Ministry of Education, Science and Technology (MEST), has identified strategic objectives, with to advance the competitive position in the provision of quality services for the needs in the field of architecture and urbanism for the citizens of Kosovo and beyond. Their priorities have been identified based on human, financial, and logistical capacities and resources to achieve this goal. In this way, to develop and be guided towards the fulfillment of strategic objectives, respectively in the following priority areas:

- **Academic Excellence and Innovation:** reviewing and updating study programs and curriculum to reflect developments in architecture and urbanism, including innovative teaching methods and technology to improve the quality of teaching and learning.
- **Research-scientific activity and service to society and the country:** encouraging and supporting faculty members to carry out research-scientific and professional activities of high international quality and standard and to secure financial resources for research, professional, cultural, and social activities.
- **Student Success and Support:** ensuring the success and well-being of students by providing academic advising, mentoring, and support to achieve their academic and professional goals while promoting diversity and inclusion.
- **Local and International Engagement and Outreach:** building links with the local and international community, industry partners, and professional organizations, organizing public events, and collaborating on research and professional projects in the European Higher Education Area and local and European Enterprises and Studios in the field of architecture and urbanism.
- **Infrastructure and Resources:** providing the necessary infrastructure to support teaching, research, and professional service, including investment in the library, the Institute for Research in Architecture and Urbanism, the Center for Innovation, Laboratory and Technology, studio spaces, and state-of-the-art equipment, which complies with digital transformation trends.

The Strategic Plan of the Faculty of Architecture (SPFA) weighs strategic objectives and defines five priority areas. The strategic objectives address the critical problems of the priority areas of the FA. They are broken down into specific goals that relate to the leading causes of the relevant vital issues and aim for practical results in the short term. For each particular objective, the activities leading to achieving the objective have been identified according to priority areas.

2. Foreword

Architecture studies at the University of Prishtina "Hasan Prishtina" (UP) began as one of the four (4) departments of the Technical Faculty, established in 1961. As of 2019, the Faculty of Architecture (FA) is

one of fourteen (14) independent units of the University of Prishtina " Hasan Prishtina" public institution, the largest in the country in providing higher education. The purpose of FA within UP is to promote academic and intellectual life and architectural and urbanistic changes depending on the political, economic, and social life of the progress of the country and the Kosovar society. FA bears the state and civic responsibility in educating the youth of Kosovo to prepare themselves as worthy and valuable citizens for the needs of the architectural and urban development of the country and beyond.

FA has continuously contributed to the academic community, offering students and alums time and space to reflect on the rich heritage of architectural studies. It proudly celebrates half a century of creating frameworks, achievements, and graduate architects' significant influence in the country, region, and beyond designed and built environment. Within the framework of UP, FA has survived the times and has been a leader in providing learning and development to young architects.

However, along with UP, FA also faces objective challenges to meet the demands of students and society in general, keep pace, and meet the needs of the Kosovar economy. Although he has worked without interruption in teaching and improving the quality of architecture studies in the framework of higher education, in continuous scientific research in the fields of architecture, with a focus on architectural design, urbanism and spatial planning; urban-architectural sustainability, architectural heritage; applied technology in architecture; and energy efficiency; at the service of society and the country; higher education of professionals compatible with market requirements and European standards; professional activities in the fields of architecture to meet the requirements of the market economy and public state institutions; development of technology and innovation in the field of architecture; following the trends of higher education in Europe and the USA.

As a result of the current situation and the labor market requirements in Kosovo, FA has worked on the Strategic Plan to address the current challenges and needs. After identifying them, in cooperation with the Faculty Council and the dean, a working group was created to draft the document "Strategic Plan of FA 2024-2028" to improve the quality of all FA services. The working group has divided these activities to organize and implement the planned activities comprehensively, effectively, and efficiently. It needs to be divided into five main pillars - strategic objectives, with branches into specific objectives, which are presented in the document in tabular form to facilitate their reading and execution.

The academic units, FA of UP, are expected to draw up an action plan to implement the objectives and activities within them. The Action Plan, attached to the Strategic Plan, will continue to be improved with input from stakeholders inside and outside the faculty, approved by the university, to be as concrete as possible in taking the necessary actions to achieve strategic and specific objectives. The Action Plan also contains the approximate financial cost of each action.

3. STRATEGY COMPILATION METHODOLOGY

Following the sufficient institutional construction of the FA from its establishment on 01.10.2019 until now, the accreditation processes, and based on the Strategic Plan of the UP published on 24.10.2023, the conditions for the drafting of the strategic plan of the FA have been met. Parks the vision, objectives, indicators, target values, and planned actions related to its further development in 4 (four) years.

Based on the powers determined according to articles 72 and 26 of the Statute of UP, the Council of the Faculty of Architecture decides to appoint the working group to draft the Strategic Plan of FA with no. Prot. 3248/1 dated 31.10.2023. This strategy will guide all FA development activities and be a performance indicator of the faculty's management structures.

The working group for drafting the FA Strategy Plan consists of seven members: Prof. Dr. Violeta Nushi, who heads the commission and its members, and Prof. Asoc. Dr. Vlora Navakazi, Prof.Asoc.Dr. Teuta Jashari Kajtazi, Prof.assis.dr. Arta Xambazi, Prof. ass. dr. Rozafa Basha, Prof. ass. dr. Dukagjin Hasimja, and Prof.assis.dr. Miranda Rashani. The Commission has made an initial preparation by completing the relevant documentation for drafting the Strategic Plan of the Faculty of Architecture, including the strategic documents of MEST for higher education, the sectoral and strategic documents of UP, and the international documents of higher education.

The document's preparation has followed a dynamic approved by the Faculty Council, including the stages of the draft by the Working Group established by the FA Council and the finalization of the document for public discussion with teachers and student representatives before the Council of Faculty approves it.

The working group held working and consultative meetings to define priorities and draft an initial document draft. After the workshop on 29.03.2024, this draft was sent for additional contributions to the regular academic staff, administrative staff, and FA student representatives between 29.03 and 05.04.2024, respectively.

The Working Group thanks all those who contributed to drafting the 2024-2028 FA Strategic Plan.

4. ANALYSIS OF THE CURRENT SITUATION

The activity of the Faculty of Architecture is based on the Statute and relevant regulations of the Governing Council and the Senate of the University of Prishtina. The annual work reports prove that the FA has succeeded in pursuing and realizing the main strategic objectives. This complex success can be attributed to the dedication and commitment of the management structures, academic and administrative staff, and FA students. Significant results have been recorded in all the main strategic areas of the FA's activity, which show that this institution has managed to be built in institutional and organizational aspects within a relatively short period, although in the absence of administrative personnel and architectural space.

The Faculty of Architecture, at the moment of the evaluation process, has the Department of Architecture and the Department of Energy Efficiency with study programs, active or in the process of accreditation:

- BSc in Architecture, three (3) years, with 180 ECTS credits;
- MSc in Architecture with specializations, two (2) years, with 120 ECTS credits;
- MSc in Architecture, integrated with BSc, five (5) years, with 300 ECTS credits; AND
- MSc in Energy Efficiency, two (2) years, with 120 ECTS credits.

The current study programs in Architecture and Energy Efficiency, in general, consist of Compulsory Courses, Elective Courses, and the Thesis of the Bachelor of Science degree, Professional Master or/ and Master of Science degree, which are based on the achievement of professional knowledge, scientific research, and multidisciplinary skills according to the needs of the study programs.

Currently, FA has two active study programs. The current study program, Bachelor of Science in Architecture, which is three (3) years long, has one hundred and eighty (180) ECTS credits, and has six (6) semesters, including the diploma thesis; the study program Master of Science in Architecture with Specialization, two (2) years that has one hundred and twenty (120) ECTS credits respectively four (4) semesters, including the diploma thesis; as well as the Master of Science in Energy Efficiency study program, which is two (2) years long, has one hundred and twenty (120) ECTS credits, respectively has four (4) semesters, including the diploma thesis, which was updated in the academic year 2023/2024. Currently, there are two study programs in progress: Master of Science in Architecture, integrated with Bachelor, which is five (5) years, has three hundred (300) ECTS credits, respectively ten (10) semesters, including the possibility of working on one of two diploma, BSc or MSc level, ending with the generation accepted in the academic year 2020/2021; and the Professional Master's study program in Energy Efficiency, a one (1) year program, which has sixty (60) ECTS credits, respectively has two (2) semesters, including the diploma thesis, which ends with the generation accepted in academic year 2021/2022.

In the context of positive developments in 2023, as the base year for evaluating the impact of the 2024-2028 Strategy, it should be noted that FA has managed to develop further interactive structures between academic programs and labor market actors and is in the process of the construction of schemes, which enable the findings from such interaction to be reflected in academic programs and thus in the further improvement of the quality of studies. Likewise, it has continued with the academic development of the academic staff and the improvement of the quality of teaching through the continuous provision of training, which is focused on supporting teachers through the demonstration of best practices, respectively, in the application of characteristic creative and activating methods for modern teaching.

To ensure the renewal of the academic staff and provide opportunities for the new generations with adequate preparation, FA, through the administrative mechanisms of the UP, has successfully carried out the public competition, through which a significant number of assistants and young professors have been hired, who are expected to bring a new dynamic to the teaching process and research-scientific activity in the following years. Good results were also noted in scientific research, where a significant increase in scientific publications in credible scientific journals was stressed, as expressed in Figure 1.

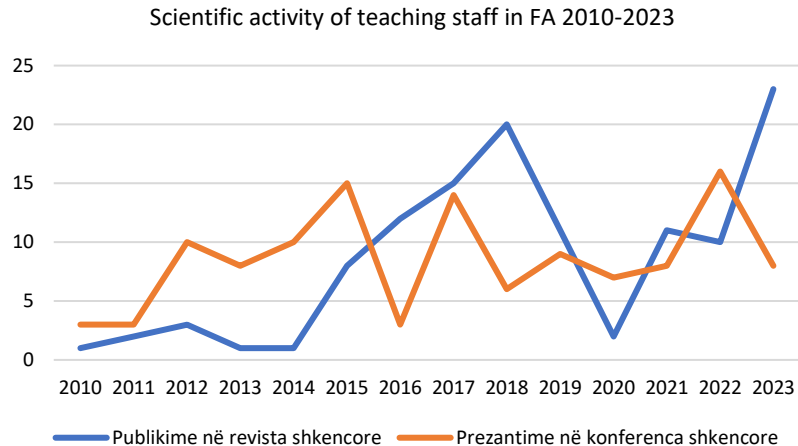


Figure 1 – Scientific activity of the teaching staff.

Likewise, in international and local cooperation, significant results have been recorded by signing cooperation agreements with international and regional universities and institutions. The cooperation agreements have resulted in several critical curricular projects in which the students have benefited.

Despite the progress noted in all relevant priority areas of FA activity, presented in the 2023 Report with no. Prot. 3930/1 dated 21.12.2023, FA continues to face challenges of various natures. One of the main challenges faced by the FA in 2023, which is expected to continue in the future, is maintaining the accreditation of existing academic programs and developing new programs in the context of new accreditation standards, the needs of society, and the country. Other challenges identified are the realization of competition for academic personnel in regular periods, maintaining the already established standard, improving administrative services, and increasing the efficiency of this service through the realization of competition for administrative personnel and the filling of vacant positions with individuals selected through transparent procedures; and the impossibility of expanding the faculty's premises due to the lack of a site utilization certificate that has stalled the procurement procedures for the realization of capital projects.

The impossibility of infrastructural development with new architectural spaces that the FA campus potentially has remains a challenge that has co-lateral effects, such as the non-realization of the efficient and timely functioning of the Institute for Research in Architecture and Urbanism (IRAU); the malfunctioning of new mechanisms and the further development of existing ones for the promotion of research-scientific activity; obstacles to networking, socializing and cultural activities of students; the suspended planning of the infrastructure improvement for the Center for Innovation, Laboratory and Technology (CILT) for academic needs and for the needs of the services that are required in subsequent accreditations. The slowing down of the recruitment process of the administrative staff and the stagnation of infrastructural development affect the slowing down of many services, the inefficient flow of the teaching, learning, and administrative process, research-scientific activity, and the impossibility of supporting students.

5. OBJECTIVES OF THE FACULTY OF ARCHITECTURE

This strategic plan has five objectives divided into five specific objectives, listed below in order of importance. These objectives include indicators for measuring the achievement of the aim, timelines, responsible personnel, and resources needed to realize them. Listing these specific objectives provides areas of focus for the next four years at the FA.

The list of priorities summarizes the areas of institutional focus that should be considered. Still, progress and focus should be reviewed regularly, at least annually, based on indicators and in a periodic formal process of reviewing and reassessing the action plan. The specific objectives are designed to be unique, although they seem repetitive in contrast to the complex matrix and their interweaving with the strategic objectives.

The strategic objectives are tabular to facilitate their reading and execution. The academic unit, the Faculty of Architecture of the University of Prishtina, is expected to draft an Action Plan to implement the objectives and activities within them. The Action Plan, attached to the Strategic Plan, will continue to be improved with input from stakeholders inside and outside the faculty, approved by the university, to be as concrete as possible in taking the necessary actions to achieve strategic and specific objectives. The Action Plan will also contain the approximate financial cost of each action.

STRATEGIC OBJECTIVE 1	Academic Excellence and Innovation
STRATEGIC OBJECTIVE 2	Research-scientific activity and Service for society and the country
STRATEGIC OBJECTIVE 3	Student Success and Support
STRATEGIC OBJECTIVE 4	Local and international engagement and outreach
STRATEGIC OBJECTIVE 5	Infrastructure and Resources

The Faculty of Architecture has defined indicators for measuring the achievement of strategic objectives and the target in 2028. The achievement of strategic objectives will result in higher student results, an increase in the number of students and graduates, an increase in quality in teaching and learning, an improvement in the FA's position in the international arena, digitization of administrative and teaching services, improvement of infrastructure, resources, and work tools, and strengthening of governance and financial management.

Strategic Objective 1 - Academic Excellence and Innovation

This strategy foresees some specific objectives to increase the quality of teaching and learning, such as encouraging excellence in teaching through the application of inventive methods, revising and advancing study programs, implementing high standards for inter-institutional evaluation and evaluation of study programs, increasing student involvement and engagement, and increasing academic performance.

STRATEGIC OBJECTIVE 1	Academic Excellence and Innovation
SPECIFIC OBJECTIVE 1.1	Promoting excellence in teaching with new methods
SPECIFIC OBJECTIVE 1.2	Review and advancement of study programs
SPECIFIC OBJECTIVE 1.3	Evaluation of study programs according to institutional standards
SPECIFIC OBJECTIVE 1.4	Encouraging student involvement and engagement
SPECIFIC OBJECTIVE 1.5	Assessment and monitoring of academic performance

Specific objective 1.1 – Encouraging excellence in teaching with new methods

To promote excellence in teaching, they will use clear indicators such as the comparison of the levels of the number of graduates that will serve the growth of graduates, the review and advancement of study programs, the evaluation of study programs according to institutional standards, the promotion of inclusion and engagement of students and assessment and monitoring of academic performance, which are related to quality assurance in teaching and learning. The strategy aims to increase the number of graduates by 15% from the current trend and the level of student evaluations. Moreover, this objective intends that within the period of implementation of the Strategy, about 10% of the academic staff will participate in training related to teaching since almost 90% of the staff have the appropriate qualifications. Moreover, the Strategy aims to achieve at least four international cooperation agreements within four years to enable access to exchange experiences in the teaching methodology through mobility.

Strategic Objective 1 – Academic Excellence and Innovation	
Specific objective 1.1 – Encouraging excellence in teaching with new methods	
INDICATORS	Target value 2028

Strategic Objective 1 – Academic Excellence and Innovation	
Specific objective 1.1 – Encouraging excellence in teaching with new methods	
Higher graduation rates	15% increase from the current trend
Comments/ratings from students	15% increase from the current trend
Academic staff qualifications	90% of the academic staff have the appropriate qualifications
Continuous training of academic staff within UP	90% of academic staff participate in teaching-related training at least twice
Provide internal training on new teaching methodologies in the fields of architecture and urbanism	2 sessions per year
Access to the exchange of international experiences	4 new international cooperation agreements
Access to UP quality resources	15% increase from the current approach trend
Planned actions	
1.1.1	Development of specialized courses for teaching staff in new teaching techniques and methods, following the Strategy and Regulations of UP
1.1.2	Encouraging the academic staff to a more active and practical approach to learning through the development of teaching activities based on projects and practical/laboratory work following the UP Strategy and Regulations
1.1.3	Ensuring that students have access to the latest technologies and tools to learn and practice learning following the UP Strategy and Regulations
1.1.4	Creating an innovative culture in teaching through competition and the sharing of good practices among teachers, following the Strategy and Regulations of UP
1.1.5	Establishing programs and scholarships for teachers and students to study and practice new methods for successful teaching methodology, referred to international levels, and following the Strategy and Regulations of UP.

Specific objective 1.2 – Review and advancement of study programs

The quality of teaching and learning is intended to be improved through the review and advancement of study programs. This specific objective will be measured by assessing the success rate of students in exams, aiming to increase the pass rate by 10% within the next four years. Another indicator of this objective's achievement will be the students' graduation level. The strategy aims to increase the graduation rate by 15%, the number

of candidates applying to study at FA, and the employment rate by 15%. The quality of teaching and learning is also intended to be improved by using new information technology and modern study materials. These indicators will be measured by introducing new innovative/virtual learning platforms.

Strategic Objective 1 – Academic Excellence and Innovation	
Specific objective 1.2 – Review and advancement of study programs	
INDICATORS	Target value 2028
Student success rate in exams	Increase throughput by 10% more.
Student graduation rate	15% increase from the current trend respecting the regulations in force
Use of IT equipment and study materials in teaching	Introducing new platforms, creating podcasts, virtual writing/presenting, and more.
Increasing the number of candidates to study at FA	15% increase in the number of candidates, following the UP Strategy and Regulations
Increasing the number of Study Programs	1 PS PhD, 1 PS integrated MSc (300 ECTS credits) and 3 PS MSc (120 ECTS credits)
Student employment rate after graduation	15% increase from the current number, following the Strategy and Regulations of UP
Planned actions	
1.2.1	Designing effective curricula that include continuous assessment
1.2.2	Creation of new study programs (PhD, MSc integrated with BSc, and MSc)
1.2.3	Analysis of labor market needs and promotion of cooperation with industry
1.2.4	Consultation with students and teachers and monitoring of student performance
1.2.5	Promotion of study programs to increase awareness and interest of students and employers

Specific objective 1.3 – Evaluation of study programs according to institutional standards

Implementing high standards of institutional assessment is also intended to improve the quality of teaching and learning. Evaluation standards will contribute to internal quality assurance. This will be measured by evaluating students' academic performance, increasing the involvement of international professors, developing internal training programs, teaching mobility, and increasing student satisfaction with the content of the study program. Implementing these activities will increase the graduation rate by at least 15%.

Strategic Objective 1 – Academic Excellence and Innovation	
Specific objective 1.3 – Evaluation of study programs according to institutional standards	
INDICATORS	Target value 2028
Academic performance of students	15% increase in graduation rate
Involvement of international professors	15% increase from the current trend
Programs for the professional development of academic staff	Development of two internal training programs
Peer evaluation	50% increase from the current trend
Academic staff performance in teaching	10% increase in the degree of satisfaction with the content of the study program
Planned actions	
1.3.1	Identification of assessment standards for internal quality assurance based on UP and FA indicators
1.3.2	Development of evaluation plans, referring to UP plans that will derive FA plans
1.3.3	Conducting regular evaluation and monitoring through UP mechanisms
1.3.4	Data analysis and interpretation through UP mechanisms
1.3.5	Performance improvement

Specific objective 1.4 – Encouraging student involvement and engagement

One of the specific objectives within the first strategic objective is to increase the involvement of students in decision-making. This will be made possible through completing or issuing new regulations. This objective also aims to increase the opportunities for the engagement of students as teaching assistants and in research projects. This will be achieved by adding opportunities for special consultation services. The strategy aims to increase the university's commitment and, therefore, the faculty to help students find practical work. Moreover, referring to the UP Strategy Plan, SPFA aims to create operational conditions for student organizations, which will contribute to an increase of at least 20% in student-organized activities. This specific objective also envisages increasing FA alum activities and helping organize at least two events annually.

Strategic Objective 1 – Academic Excellence and Innovation	
Specific objective 1.4 – Encouraging student involvement and engagement	
INDICATORS	Target value 2028

Strategic Objective 1 – Academic Excellence and Innovation	
Specific objective 1.4 – Encouraging student involvement and engagement	
Involvement of student representatives in decision-making	Following the Strategy and Regulations of UP
Involvement of students as research assistants	Two assistants for paid research work, following the Strategy and Regulations of UP
Space for student organization/s	20% more space for organizations and activities organized by students
Involvement of teaching assistants	80% of professors have at least one assistant in a regular teaching relationship
Increasing the number of alumni events	2 events per year
Assisting students to find practical work within IRAU and CILT	20% more number of students applying for internships
Planned actions	
1.4.1	Promoting and providing opportunities for students to be involved in scientific research
1.4.2	Involvement of students in quality assurance
1.4.3	Improving services for students
1.4.4	Creating interest clubs that can help foster engagement and bonding with students, as well as organizing social and cultural activities
1.4.5	Enabling voluntary work that can help increase social sensitivity and develop various skills

Specific objective 1.5 – Assessment and monitoring of academic performance

Assessment and monitoring of academic performance directly affects the quality of teaching and learning. To achieve this specific objective within the framework of excellence and academic innovation, the faculty will follow the instructions from the university. Namely, it will commit itself to implementing the performance card accurately; at least ten special trainings will be offered to support learning and provide access to quality resources through international databases. Moreover, this strategic objective aims to increase group work and lecture discussions. Among the planned actions is the recognition and reward of excellence in teaching and research, including the practical work essential to learning.

Strategic Objective 1 – Academic Excellence and Innovation	
Specific objective 1.5 – Assessment and monitoring of academic performance	
INDICATORS	Target value 2028

Strategic Objective 1 – Academic Excellence and Innovation	
Specific objective 1.5 – Assessment and monitoring of academic performance	
Evaluation in the Performance Card	The performance card is strictly enforced.
Assessment methods support learning.	Presentation of new assessment methods, two special trainings per year, led by UP
Teachers have access to quality resources.	The performance card is strictly enforced.
Work in groups and discussions in lectures	5% greater number of group work
Planned actions	
1.5.1	Creation of effective evaluation systems, referring to UP regulations and standards
1.5.2	Promotion of academic integrity
1.5.3	Recognizing and rewarding excellence in teaching and research
1.5.4	Investment in infrastructure and resources through UP
1.5.5	Focus on specialized and standardized programs for fields of study.

Strategic objective 2 – Research-scientific activity and Service for society and the country

Through advancing science and innovation, the strategic plan aims to link research-scientific and professional activity with the economy, market, and industry. To achieve this objective, SPFA envisages the increase of young people's participation in research activities through the rise in participants with advanced qualifications in the fields of science, architecture, urbanism, and engineering through the increase of *outputs* for relevant knowledge that responded to the economy, market, and industry and knowledge about projects and innovations from these institutions. It is also intended to create a joint international group for increasing the influence of local researchers in global development through projects such as *Horizon Europe*, as well as through the improvement of existing infrastructure and the development of new buildings to support scientific, academic, and professional research.

STRATEGIC OBJECTIVE 2	Research-scientific activity and Service for society and the country
SPECIFIC OBJECTIVE 2 .1	The growth of new participants in the advancement of technology and innovation

SPECIFIC OBJECTIVE 2.2	Increasing the number of participants with advanced qualifications for scientific research
SPECIFIC OBJECTIVE 2.3	Creation of groups with local and international participants
SPECIFIC OBJECTIVE 2.4	Advancement of the Institute for Research in Architecture and Urbanism
SPECIFIC OBJECTIVE 2.5	Creation of the Center for Innovation, Laboratory, and Technology

Specific objective 2.1 – Growth of new participants for the advancement of technology and innovation

The FA Strategic Plan foresees concrete actions to increase young people's participation in advancing science, technology, and innovation that will serve society and the country. It is intended to benefit at least one of the ten guarantees per year that are expected to be offered to researchers and young researchers at the UP level. To exchange experiences, SPFA foresees special mentoring of young researchers by their senior colleagues. This will also affect the growth of students as research assistants. The strategy also foresees opportunities/training for self-development in the field of specialization and the attraction of alumni to work at FA.

Strategic Objective 2 – Research-scientific activity and Service for society and the country	
Specific objective 2.1 – Growth of new participants for the advancement of technology and innovation	
INDICATORS	Target value 2028
Grants for young scholars/researchers	One grant per year, following SP and UP regulations
Mentoring opportunities for young researchers	Special mentoring provided by senior colleagues
Involvement of students as research assistants	2% more research assistants following the Statute, Strategy, and Regulations of UP and the Academic Development of FA
Involvement of student organizations in decision-making	Following the Statute and Regulations in force within the UP
Opportunities/training for self-development in the field of specialization	Following the Statute, Strategy, and Regulations of the UP
Enticing alumni to work at FA	Following the Statute, Strategy, and Regulations of the UP

Strategic Objective 2 – Research-scientific activity and Service for society and the country	
Specific objective 2.1 – Growth of new participants for the advancement of technology and innovation	
Planned actions	
2.1.1	Creation of joint scientific research groups with other international universities to create platforms for application to European programs/grants
2.1.2	Linking scientific results to the economy and direct application to industry as well as their patenting
2.1.3	Development of requirements for scientific research by improving the existing infrastructure with a focus on laboratories and monitoring spaces to achieve the goals of equivalence with other universities
2.1.4	Tendency to create joint PhDs according to agreements with other international universities and targeting double PhD degrees
2.1.5	Increased cooperation with national and international market requirements through the adaptation of existing study programs and trends for new programs in line with the requirements of the free labor market

Specific objective 2.2 – Increasing the number of participants with advanced qualifications for scientific research

The FA Strategic Plan aims to increase opportunities for short-term and long-term employment schemes by increasing cooperation with stakeholders. Among the main actions for achieving this objective are the organization of joint tables with interest groups and workshops.

Strategic Objective 2 – Research-scientific activity and Service for society and the country	
Specific objective 2.2 – Increasing the number of participants with advanced qualifications for scientific research	
INDICATORS	Target value 2028
Additional scheme for short-term employment	Newly employed persons, following the Strategy and Regulations of UP
Additional scheme for long-term employment	Newly employed persons, following the Strategy and Regulations of UP
Exchange schemes	Newly employed persons, following the Strategy and Regulations of UP
Planned actions	

Strategic Objective 2 – Research-scientific activity and Service for society and the country	
Specific objective 2.2 – Increasing the number of participants with advanced qualifications for scientific research	
2.2.1	Data on the interest in the development of specific areas, such as requests from the FA and the local economy and mediated by the UP
2.2.2	The base of the groups is the disposition to achieve the objectives in the respective fields.
2.2.3	Organization of joint tables with stakeholders
2.2.4	Creation of groups of narrow fields with orientations/specializations towards advancements to achieve the desired goal.
2.2.5	Organization of focused workshops by local and foreign Faculties and advisory bodies of sister units.

Specific objective 2.3 – Creation of groups with local and international participants

Achieving this objective begins with identifying the economic, trade, and industry requirements to align the study programs with the labor market requirements. This target envisages the addition of research projects for 10% more projects. The connection with the needs of the local and international labor market foresees the increase of financing from the private sector through the services offered and mediated by the university. The achievements of the projects will be published in indexed scientific journals. SPFA aims to increase the number of publications in top scientific journals by 10% more publications.

Strategic Objective 2 – Research-scientific activity and Service for society and the country	
Specific objective 2.3 – Creation of groups with local and international participants	
INDICATORS	Target value 2028
Publications in quality scientific journals	10% more publications
Scientific, academic, and professional projects	10% more projects
Increasing financing from the public and private sector, donations, or own income from IRAU and CILT	25% increase in funds
Planned actions	
2.3.1	Identification of the requirements of the country's economy and industry and alignment with the updating of study programs

Strategic Objective 2 – Research-scientific activity and Service for society and the country	
Specific objective 2.3 – Creation of groups with local and international participants	
2.3.2	Creation of focus groups from the economy led by FA staff, utilizing the IRAU and the FA CILT
2.3.3	Formation of groups, including international MSc and PhD students, in preparing projects, prototypes, and models/simulations.
2.3.4	The achievements of research projects should be published in indexed journals with a scientific target.
2.3.5	Implementation of outputs and the need for updates and adaptations after application

Specific objective 2.4 – Advancement of the Institute for Research in Architecture and Urbanism

Through projects like *Horizon Europe* and similar, the FA Strategic Plan aims to create a joint international group for the initiative and advance the influence of local researchers in global development. This approach means establishing IRAU contacts with international universities to develop consortia for joint application in international projects. The success of implementing this objective would be measured by increasing the number of applications in international projects to at least 3 per year and by increasing the number of joint scientific research projects to at least 1 per year.

Strategic Objective 2 – Research-scientific activity and Service for society and the country	
Specific objective 2.4 – Advancement of the Institute for Research in Architecture and Urbanism	
INDICATORS	Target value 2028
Number of domestic and international projects financed	At least three applications per year
Joint scientific studies/publications	At least one search per year
Number of international applications	At least one application per year
Planned actions	
2.4.1	The search for requirements and deadlines for application in international projects based on the analysis of opportunities in projects related to the specialist fields of architecture and urbanism
2.4.2	Contact the people of the project office of international sister faculties for participation in joint consortiums.
2.4.3	Follow-up of deadlines for completion of documentation by the FA in cooperation with the project office within the UP

Strategic Objective 2 – Research-scientific activity and Service for society and the country	
Specific objective 2.4 – Advancement of the Institute for Research in Architecture and Urbanism	
2.4.4	Benefits of knowledge and experiences from similar applications with international sister faculties
2.4.5	Creating a sustainable budget from business revenues and other local and international institutions, as well as public-private institutions

Specific objective 2.5 – Creation of the Center for Innovation, Laboratory, and Technology at AU

Through projects like *Horizon Europe* and similar ones at the local level, the advancement of science and innovation, laboratory and technological experimentation in FA and beyond, SPFA aims to institutionalize the existing infrastructure and develop the Center for Innovation, Laboratory, and Technology (CILT), accompanied by new buildings and equipment to support scientific, academic and professional research. This means increasing the budget for developing urban-architectural, digital infrastructure, increasing access to various international databases, and direct investments in classrooms, libraries, and laboratories for developing scientific research.

Strategic Objective 2 – Research-scientific activity and Service for society and the country	
Specific objective 2.5 – Creation of the Center for Innovation, Laboratory, and Technology (CILT)	
INDICATORS	Target value 2028
Development of architectural infrastructure	Increase the budget for this purpose, following the strategy and regulations of the UP.
Development of digital infrastructure	Increase the budget for this purpose, following the strategy and regulations of the UP.
Access to various international databases	Increase the budget for this purpose, following the strategy and regulations of the UP.
Investments in laboratories/buildings for the development of innovations and technological experiments	Increase the budget for this purpose, following the strategy and regulations of the UP.
Investments in halls and building	Increasing the number of halls, a separate building, following the strategy and regulations of UP
Planned actions	
2.5.1	Research of market requirements and adaptation to the existing infrastructure for IRAU and CILT

Strategic Objective 2 – Research-scientific activity and Service for society and the country	
Specific objective 2.5 – Creation of the Center for Innovation, Laboratory, and Technology (CILT)	
2.5.2	Creation of new spaces for IRAU and CILT for the specialized fields of architecture and urbanism
2.5.3	Invitation and provision of spaces for companies to develop products within the framework of IRAU and CILT
2.5.4	Realization of collaborations in the growth of new buildings and infrastructure for innovative approaches
2.5.5	Creating a sustainable budget from business revenues and other local and international institutions, as well as public-private institutions

Strategic Objective 3 – Student Success and Support

The third strategic objective aims to significantly improve the position and role of the FA in the local and international scene. This is intended to be achieved through increasing the number and opportunities of study and research at FA for international students and researchers, increasing participation in international programs of academic and professional cooperation, improving the brand of FA in the world ranking, expanding opportunities for students and researchers of FA to conduct studies and research abroad, as well as through increasing cross-cultural knowledge.

STRATEGIC OBJECTIVE 3	Student Success and Support
SPECIFIC OBJECTIVE 3.1	Review of the number of students in study programs
SPECIFIC OBJECTIVE 3.2	Mobility of high-performing students
SPECIFIC OBJECTIVE 3.3	Provision of information technology for students
SPECIFIC OBJECTIVE 3.4	Organization of intercultural events for students

Specific objective 3.1 – Review of the number of students in study programs

The improvement of FA's position on the international stage through the revision of the number of students will start by increasing the opportunities for international students and scientific researchers alongside local students. Specifically, within four years, SPFA aims to increase the number of international students by 5% from the current number and international professors by 2%. The number of joint international projects, as

well as joint scientific research with other universities, will be used as a measuring indicator, where this number is intended to increase by 5%. The actions planned within this strategic objective are providing scholarships and financial aid packages, courses in foreign languages, and double degrees in cooperation with international universities. These actions are expected to be based on a new publicity strategy.

Strategic Objective 3 – Student Success and Support	
Specific objective 3.1 – Review of the number of students in study programs	
INDICATORS	Target value 2028
Number of international students	5% increase from the current trend
Number of international professors	2% increase from the current trend
Participation in international projects	5% increase from the current trend
Joint scientific research with other universities	5% increase from the current trend
Planned actions	
3.1.1	Targeted publicity and recruitment strategies following the UP Strategy and Regulations
3.1.2	Providing competitive scholarships and financial aid packages, following the Strategy and Regulations of UP
3.1.3	Offering courses and academic programs in foreign languages/joint degrees and double degrees following the UP Strategy and Regulations
3.1.4	Development of a functional database for the internationalization services of UP
3.1.5	Creation of partnerships with international agencies and institutions through UP

Specific objective 3.2 – Mobility of high-performing students

The creation of partnerships with universities and international research institutions, the support of personnel for joint projects to obtain international funds, and the strengthening of institutional capacities for internationalization and project development will contribute to FA's improved position on the international scene. Improving participation in academic and scientific cooperation programs will also result in an increase in the number of joint publications and an increase in exchange programs, thus an increase in the number of high-performing students who go for a semester abroad.

Strategic Objective 3 – Student Success and Support	
Specific objective 3.2 – Mobility of high-performing students	
INDICATORS	Target value 2028
Number of group applications	5% increase from the current trend
Number of individual applications	5% increase from the current trend
Number of students going for a semester abroad	10% increase from the current trend
Number of exchange programs	5% increase from the current trend
Number of publications shared by mobilities	5% increase from the current trend
Planned actions	
3.2.1	Increasing partnerships with leading international universities and research institutions
3.2.2	Encouraging and supporting academic staff for joint projects to receive international funds that support mobility programs
3.2.3	Development of FA capacities for internationalization and development of projects
3.2.4	Diaspora involvement in research and mobility programs
3.2.5	Encouraging and supporting students and academic staff for joint publications from student mobility.

Specific objective 3.3 – Provision of information technology for students

Based on UP's strategic plan, the strategy foresees concrete actions to improve the brand in the next four years. SPFA aims to reach four new partnership agreements with other universities. The measuring indicator of this objective will be the rise of the UP ranking in *Webometrics* and *New Times Higher Education*, which the FA also helps. The FA will increase the platform's presence and reach by creating a social media publicity and marketing plan. The international mobility of students and international academic staff will directly influence the increase in the recognition and appreciation of FA in the international and local scene.

Strategic Objective 3 – Student Success and Support	
Specific objective 3.3 – Provision of information technology for students	
INDICATORS	Target value 2028
Number of IT devices available	25% increase from the current trend

Strategic Objective 3 – Student Success and Support	
Specific objective 3.3 – Provision of information technology for students	
lectures and assignments	25% increase from the current trend, following the Strategy and Regulations of UP
Anti-plagiarism system	Following the Strategy and Regulations of UP
Digital data storage	Using <i>iCloud</i> for storage
Training for the use of digital devices	At least two trainings per year
Planned actions	
3.3.1	Completing the potential of IT from the funds of IRAU and CILT
3.3.2	Redesign and restructure the digital platform (website, social media, etc.)
3.3.3	Promotion of achievements and international rankings of digital and social media platforms
3.3.4	Providing income from research-scientific and academic projects by IRAU
3.3.5	Ensuring revenues from research-scientific and academic projects by CILT

Specific objective 3.4 – Organization of intercultural events for students

The increase in intercultural competence is intended to be achieved by increasing the number of intercultural events aimed at students and increasing the number of trainings for academic staff. Among other actions foreseen are the increase of innovations in the organization and content of the UVP and the international week and the integration of global issues and perspectives in the curriculum. The indicators for measuring this objective will also be the increase in the number of international students who will study for one semester at FA.

Strategic Objective 3 – Student Success and Support	
Specific objective 3.4 – Organization of intercultural events for students	
INDICATORS	Target value 2028
Organization of intercultural events aimed at students	One event per year
Number of training for staff to increase intercultural knowledge	2 events per year
Number of foreign students	2% increase from the current trend

Strategic Objective 3 – Student Success and Support	
Specific objective 3.4 – Organization of intercultural events for students	
The number of innovative subjects in the study curriculum	15% increase from the current number
Planned actions	
3.4.1	Creation of international corners led by UP
3.4.2	Organization of international cultural events
3.4.3	Innovation in the organization and content of the PSU and the international UP week, which also includes the FA
3.4.4	Integrating global issues and perspectives into the curriculum

Strategic objective 4 – Local and international engagement and outreach

The fourth objective of the FA Strategic Plan aims at local and international engagement and extension through increased cooperation with international and regional academic institutions, encouraging participation in national cooperation programs to provide academic, scientific, and professional expertise. SPFA aims to promote, increase, and support the academic staff in strengthening their capacity for commitment in search of local and international funds.

STRATEGIC OBJECTIVE 4	Local and international engagement and outreach
SPECIFIC OBJECTIVE 4.1	Increasing cooperation with international academic institutions
SPECIFIC OBJECTIVE 4.2	Increasing cooperation with local institutions
SPECIFIC OBJECTIVE 4.3	Participation in local and international scientific forums
SPECIFIC OBJECTIVE 4.4	Promotion of mutual materials at the academic and practical level
SPECIFIC OBJECTIVE 4.5	Promotion of academic integrity

Specific objective 4.1 – Increasing cooperation with international academic institutions

FA's improvement on the international scene will continue by increasing the number of collaborations with international academic institutions, creating networking events, exchanging study programs, and organizing international conferences and exhibitions. SPFA plans to improve administrative processes to facilitate organizing meetings for networking and transparent implementation and monitoring of international collaborations.

Strategic Objective 4 – Local and international engagement and outreach	
Specific objective 4.1 – Increasing cooperation with international academic institutions	
INDICATORS	Target value 2028
Cooperation with other universities	2 agreements per year
Creating networking events	Two workshops per year within IPAU
Exchange of study programs	Two international faculties that refer to the study program
International Conference	One open international conference is held every two years, and one thematic conference is held every two years.
International exhibitions and competitions	Competitions, awards, and open thematic exhibitions from the fields of architecture specialization
Planned actions	
4.1.1	Creation of FA collaborations following the Strategic Plan and Regulations of the UP
4.1.2	Improving administrative processes to facilitate the process of organizing networking meetings
4.1.3	Developing partnerships with international faculties in architecture and urbanism through exchange programs and scholarships.
4.1.4	Increasing the participation of academic staff in international scientific conferences
4.1.5	Revision and adaptation of the Strategic Plan of the Faculty of Architecture (SPFA) 2024-2028 with the Strategic Plan of the University of Prishtina 2023-2025 for increasing cooperation with international academic institutions

Specific objective 4.2 – Increasing cooperation with local institutions

This objective will be achieved through concrete actions to increase the number of collaborations with local institutions. SPFA aims to create events that promote cooperation with local institutions through the FA Advisory Board, the exchange of promotional materials in the labor market, and the involvement of local

collaborators in international conferences and exhibitions of IPAU. The framework of IPAU is intended to reveal the results of the research-scientific, academic, and professional activity of IRAU and CILT of FA.

Strategic Objective 4 – Local and international engagement and outreach	
Specific objective 4.2 – Increasing cooperation with local institutions	
INDICATORS	Target value 2028
Cooperation with local institutions	Five deals per year
Creating networking events	Two workshops with the FA Advisory Board
Exchange of promotional materials	Five promotions per year
International Conference	Four local collaborators in the open international conference and four others in the thematic conference
Curricular exhibition/promotion	Two promotional exhibitions from areas of specialization
Planned actions	
4.2.1	Creation of FA collaborations following the Strategic Plan and Regulations of the UP
4.2.2	Improving administrative processes to facilitate meetings with local institutions
4.2.3	Implementation and transparent monitoring of local collaborations
4.2.4	Increasing the participation of local institutions in IPAU
4.2.5	Revision of the curriculum for the practical work of students within the framework of cooperation with local institutions

Specific objective 4.3 – Participation in local and international scientific forums

This objective is aimed at searching for and providing new opportunities for participation in local and international scientific forums, which enables the increase in the involvement of academic staff and students in regional and international scientific forums. The actions planned under this specific objective are the creation of joint scientific research groups with other universities, the tendency to create joint PhDs according to agreements with different international universities, direct application of research results in the economy and industry, increasing cooperation that supports the demands of the local and international market through the adaptation and adaptation of study programs following the requirements of the economy, market, and industry.

Strategic Objective 4 – Local and international engagement and outreach	
Specific objective 4.3 – Participation in local and international scientific forums	
INDICATORS	Target value 2028
Participation in conferences, seminars, etc., international academic staff	50% of academic staff in one forum per year
Participation in conferences, seminars, tables, workshops, etc., local students	10% of students in a forum per year
Participation in conferences, seminars, etc., local academic staff	50% of academic staff in one forum per year
Participation in conferences, seminars, tables, workshops, etc., local students	10% of students in a forum per year
Encouraging staff and students to participate in scientific forums	100% of academic staff and students are participants in at least one scientific/professional forum per year
Planned actions	
4.3.1	Create joint scientific research groups with other international universities to create platforms for application in European programs/grants (such as <i>Horizon Europe</i> , etc.)
4.3.2	Tendency to create joint PhDs according to agreements with other international universities and targeting a double PhD degree in the field of FA
4.3.3	Linking scientific results to economics and direct application to industry
4.3.4	The development of requirements for scientific research by improving the existing infrastructure with a focus on laboratories and follow-up spaces to achieve the goals of equivalence with other sister faculties.
4.3.5	Increasing cooperation with the demands of the local and international market through the adaptation of existing study programs and trends for new programs in line with the needs of the free labor market.

Specific objective 4.4 – Promotion of mutual materials at the academic and practical level

This specific objective aims at encouraging the use of IT devices by students and group work, enabling online lectures, the possibility of submitting assignments and assignments online, using the anti-plagiarism system, digital storage of assignments and assignments, and continuous training of staff and students to develop their digital knowledge.

Strategic Objective 4 – Local and international engagement and outreach	
Specific objective 4.4 – Promotion of mutual materials at the academic and practical level	
INDICATORS	Target value 2028
Increasing academic, scientific, and practical joint promotions	Five meetings per specialist field per year
Publication and disclosure of shared materials	15% of lectures integrate the publication and mutual disclosure of academic and practical materials
Integrating practical knowledge into academic curricula	10% of the curriculum is adapted to practical work
Professional and practical knowledge and acquisition	20% of the study program is preferably practiced
Planned actions	
4.4.1	Creating a comprehensive brand and marketing strategy to promote the academic and institutional identity to build long-term relationships with students, academic staff, donors, and the community in general, as well as architects and urban planners.
4.4.2	Recruitment of a public relations officer for the promotion of materials
4.4.3	Digital platform redesign and restructuring (website, social media, etc.)
4.4.4	Create a medium-term plan for the publication/disseminating study programs to plan professional practice.
4.4.5	Promotion of the study program to increase awareness and interest of students and employers

Specific objective 4.5 – Promotion of academic integrity

Among the actions foreseen with this objective are the recognition and evaluation of the academic integrity of the academic staff among international educational institutions. The SPFA aims to make a joint effort to support ethical standards in different cultural contexts. Here are five indicators to signal the promotion of academic integrity among international educational institutions. It aims to implement an efficient system that tracks, reports, and monitors cases of academic misconduct and promotes clear guidelines for safeguards for whistleblowers. SPFA aims to increase and encourage the promotion of academic integrity following SPUP and UP regulations.

Strategic Objective 4 – Local and international engagement and outreach

Specific objective 4.5 – Promotion of academic integrity

INDICATORS	Target value 2028
Efficiency of the reporting and monitoring system	The time for resolving incidents or academic violations within two weeks, following the UP Strategy and Regulations
Efficiency of access and use of the reporting system.	User comments/evaluations, following the UP Strategy and Regulations
New employees are introduced to the rules and principles	95% of the new staff are notified of the necessary regulations, following the Strategy and Regulations of the UP
Necessary training	Increasing the number of staff and students who have attended the necessary training, following the Strategy and Regulations of UP
Community engagement and support services	Providing comprehensive support services and encouraging the promotion of academic integrity, following the UP Strategy and Regulations
Planned actions	
4.5.1	Implement an efficient tracking and reporting system to monitor and analyze cases of academic misconduct (an easy-to-use and confidential reporting platform), and develop and promote clear safeguards guidelines for whistleblowers.
4.5.2	Creation of targeted campaigns to raise awareness and prevent specific cases of academic misconduct (plagiarism, sexual and other harassment, cheating, etc.).
4.5.3	Create and distribute annual surveys to assess knowledge, compliance, and ethical climate within FA and UP.
4.5.4	Providing regular mandatory training for academic, administrative staff, and students, including developing attractive online educational resources such as courses and <i>online tutorials</i> to promote ethical behavior.
4.5.5	Further, the Ethics Council should be empowered to investigate and resolve cases of academic misconduct and create a dedicated team to assist whistleblowers throughout the reporting process, following the SPUP.

Strategic Objective 5 – Infrastructure and Resources

SPFA's fifth objective is to develop architectural and digital infrastructure to strengthen governance, financial integrity, and resources. This is intended to be achieved through the planning, design, implementation, and digitization of FA buildings and the promotion, management, and commercialization of academic property within the organizational structure with transparency and accountability.

STRATEGIC OBJECTIVE 5	Infrastructure and Resources
SPECIFIC OBJECTIVE 5.1	FA campus planning
SPECIFIC OBJECTIVE 5.2	Development of research-scientific, academic, and professional projects
SPECIFIC OBJECTIVE 5.3	Improvement and digitization of FA infrastructure
SPECIFIC OBJECTIVE 5.4	Promotion, management, and commercialization of academic property
SPECIFIC OBJECTIVE 5.5	Strengthening the organizational structure and raising transparency and accountability

Specific objective 5.1 – FA campus planning

This specific objective aims to promote the use of the architectural and urban spatial potential of the FA campus, which currently offers minimal comfort to users. This particular objective is intended to review and update the accuracy of asset management data, including verifying and updating relevant data and ownership used by the FA of UP, including all buildings within the FA campus. The aim is to create a digital, easy-to-use platform for managing FA movable assets. Among the objective indicators are the drafting of planning and plans for infrastructural development.

Strategic Objective 5 – Infrastructure and Resources	
Specific objective 5.1 – FA campus planning	
INDICATORS	Target value 2028
Cadastral registration and definition of property/campus boundaries in use	Possession of the certificate of use of the property

Strategic Objective 5 – Infrastructure and Resources

Specific objective 5.1 – FA campus planning

My urban-architectural rehabilitation of the campus	Implementation of the external arrangement of the campus with a total area of $\sim 7549\text{m}^2$, after the planned expansion with the existing buildings with a footprint of $\sim 1600\text{m}^2$, adding the proposed new footprints of annexes 1 and 2 with a surface area of $\sim 800\text{m}^2$
Planning of campus buildings	In addition to the existing buildings with a total area of 2734m^2 , new buildings are added: Annex 1 with an area of $\sim 1000\text{m}^2$ and Annex 2 with an area of $\sim 4500\text{m}^2$
Architectural design of campus buildings	Drafting of the conceptual and implementation project for constructing Annex 1 (library, laboratory, etc.) and Annex 2 (classroom, amphitheater, space for ICAU, CILT, etc.)
Implementation of infrastructural development of existing buildings with annexes	Implementation of the implementation project for constructing Annex 1 (library, laboratory, etc.) and Annex 2 (classroom, amphitheater, space for IRAU, CILT, etc.)
Planned actions	
5.1.1	Development and implementation of the standardized process for obtaining consent in the Municipality of Prishtina for the development of the architectural infrastructure of the FA campus, including the necessary procedures within the UP
5.1.2	The development of the design process of the idea project for the development of the architectural infrastructure of the FA campus, including the necessary procedures within the UP
5.1.3	Development of the drafting process of the leading project for the development of the architectural infrastructure of the FA campus, including the necessary procedures within the UP
5.1.4	The development of the project design process for the realization of the development of the architectural infrastructure of the FA campus, including the necessary procedures within the UP
5.1.5	Implementation of the project for the realization of the development of the FA's architectural infrastructure, the realization of additional buildings Annex 1 and Annex 2 within the FA campus, including the necessary procedures within the UP

Specific objective 5.2 – Development of scientific, academic, and professional projects

This objective aims to increase the efficiency of the teaching and learning system and scientific, academic, innovative, laboratory, technological, and professional research within the framework of IRAU and CILT, following the Strategic Plan and Regulations of UP. Among the concrete actions, the creation of targeted campaigns is foreseen to promote the potential of donors, in addition to public funds, revenues from the private sector, or FA's revenues generated from developing projects. SPFA aims to increase revenues in Euros

from the public and private sectors or the own revenues of IRAU and CILT for functionalizing new buildings - annexes 1 and 2 within the FA campus.

Strategic Objective 5 – Infrastructure and Resources	
Specific objective 5.2 – Development of scientific, academic, and professional projects	
INDICATORS	Target value 2028
Institutional operationalization of ICAU and CILT	Institutionalization of IRAU and CILT following the Statute, Strategic Plan, and Regulations of UP
Architectural operationalization of ICAU and CILT	Increasing the surface area of the FA camp buildings for IRAU and CILT following the Statute, Strategic Plan, and Regulations of the UP
Operationalization of systems and equipment of IRAU and CILT	Following the Statute, Strategy, and Regulations of UP, the increase of revenues in Euros from the public, private sector, or own revenues of IRAU and CILT for the functionalization of Annex 1 and Annex 2.
Encouragement for research-scientific, academic, and professional projects	Increase in revenues in Euros from the public, private sector, or the own income of IRAU and CILT.
Planned actions	
5.2.1	The development and implementation of the standardized process for obtaining the permit for the functionalization of the ICAU, respectively, as the initiation and functionalization of the CILT, including the necessary procedures within the UP
5.2.2	The development of the design process of the idea project of the interior for IRAU and CILT of FA, including the necessary procedures within the UP
5.2.3	Purchase, transport, and installation of equipment in the premises of IRAU and CILT, including the necessary procedures within the UP
5.2.4	Obtaining the license for the activities in IRAU and CILT from the competent bodies, including the necessary procedures within the UP
5.2.5	The growth of scientific and inventive research projects of FA

Specific objective 5.3 – Improvement and digitization of FA infrastructure

This objective will be achieved through the digitization of UP administrative services, the digitization of teaching services, the improvement of information technology and communication within the classrooms, the development of digital knowledge of staff and students, and the updating of policies and processes for digitization. IT for students and group work, the possibility of *online lectures*, the possibility of submitting tasks

and works *online*, the anti-plagiarism system, the digital storage of works, and tasks such as research-scientific and professional projects. It also provides continuous training for staff and students to develop digital knowledge.

Strategic Objective 5 – Infrastructure and Resources	
Specific objective 5.3 – Improvement and digitization of FA infrastructure	
INDICATORS	Target value 2028
Digitization of teaching and administrative services	Following the Statute, Strategic Plan, and Regulations of UP
Improving IT and communication within classrooms and the library	Following the Statute, Strategic Plan, and Regulations of UP
Improvement of IT and communication within ICAU and CILT	Improvement and growth of IT for ICAU and CILT, from the public and private sector, own income, following the Statute, Strategic Plan, and Regulations of UP
Development of digital literacy of staff and students	Following the Statute, Strategic Plan, and Regulations of UP
Improving data security and privacy standards and intellectual property	Following the Statute, Strategic Plan, and Regulations of UP
Planned actions	
5.3.1	Develop a comprehensive fundraising strategy to identify FA IT needs, including donations, sponsorships, and public and private entities.
5.3.2	Linking partnerships with industries and the private sector for joint research, innovative projects, and other initiatives that generate income for IT and other equipment of IRAU and CILT
5.3.3	The development and implementation of the digital standard for learning, which determines the mandatory level of technology integration in classes, the development of programs and online content, and the use of technologies for learning in IRAU and CILT
5.3.4	Development and provision of courses, training programs, and other <i>online educational products</i> for licensing and sale to generate additional revenue for FA, thus for UP
5.3.5	Launching a promotional and marketing program for FA application projects

Specific objective 5.4 – Promotion, management, and commercialization of academic property

Through this objective, the promotion, management, and commercialization of academic property aims to improve security standards, and data privacy is required. The objective also foresees the equipment of the rooms with cameras and sound, the equipment of the meeting rooms with communication technology, and

the training of the personnel for modern technology. Increasing public funds for the university, revenues from the private sector, and other revenues such as licensing and training. The actions envisaged under this objective are developing a comprehensive fundraising strategy to identify potential funding sources such as grants, donations, sponsorships, and public and private entities and creating a team responsible for researching and securing funding opportunities. New funding for the University. It is also intended to regularly review and evaluate research, academic, and professional results to identify potential academic property assets and the proper protection of academic property assets, including registrations of projects and other products in architecture and urbanism, anticipating copyright protection, etc. Providing training and resources for faculty and academic staff following SPUP and intellectual property rights legislation.

Strategic Objective 5 – Infrastructure and Resources	
Specific objective 5.4 – Promotion, management, and commercialization of academic property	
INDICATORS	Target value 2028
The right system is in place.	The office for intellectual property has been established and is functional within the UP.
The number of personnel has been trained and engaged	To train two members of the academic staff
The number of research-scientific, academic, professional projects, and other forms of intellectual property.	15 for three years
% of revenues collected from licensing and commercialization of intellectual property	50% increase for three years
Planned actions	
5.4.1	Establishing and managing the Intellectual Property Office within the university with trained personnel for policy development, regular review, and evaluation of research results to identify potential intellectual property assets.
5.4.2	Following the proper protection of assets and intellectual property, including the registration of projects, brands, copyright protection, etc., the provision of training and resources for the FA community within the UP for the protection and management of intellectual property.
5.4.3	Commercialization of intellectual property assets through projects for the economy, trade, and industry, technology transfer offices, business incubators, development of licensing strategies for online courses and training, and other FA products within the UP.
5.4.4	Development and sale of products/projects containing the university logo according to the comprehensive fundraising strategy of the FA and, therefore, the university.

Strategic Objective 5 – Infrastructure and Resources

Specific objective 5.4 – Promotion, management, and commercialization of academic property

5.4.5	Regular evaluation of the performance of the intellectual property portfolio, including revenues generated from licensing, commercialization, and identification of areas for improvement.
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Specific objective 5.5 – Strengthening the organizational structure and raising transparency and accountability

This specific objective is referred to as objective 5 of the SPUP. It aims to manage the organizational structure and transparency within the FA for the faculty community's creativity and scientific, academic, and professional research activity based on the SPFA, following the statute, regulations, and SPUP.

Strategic Objective 5 – Infrastructure and Resources

Specific objective 5.3 – Ensuring sustainable financing and increasing financial transparency

INDICATORS	Target value 2028
Increase in public funds.	Increase in revenues in euros, following SPFA and SPUP.
Increase in revenues from the private sector	Increase in revenues in euros, following SPFA and SPUP
Increased revenue from licensing	Increase in revenues in euros, following SPFA and SPUP.
Increase in own revenues generated by the creativity and activity of IRAU and CILT	Increase in revenues in euros, following SPFA and SPUP.
Income collected from donations	Increase in revenues in euros.
Planned actions	
5.3.1	Develop a comprehensive fundraising Working Group and identify potential funding sources such as grants, donations, sponsorships, and public and private entities.
5.3.2	Creation of a team responsible for researching and securing new opportunities for FA funding.
5.3.3	Connecting partnerships with the economy, trade, industry, and the private sector for joint research, innovative projects, and other initiatives that generate income for FA of UP.
5.3.4	Developing and offering courses, training programs, and other online educational products for licensing and sale to generate additional revenue for FA and, thus, for UP.
5.3.5	Development and digital platform of other <i>online educational products</i> for licensing and sales to generate additional income for FA and, thus, for UP.

6. IMPLEMENTATION, MONITORING AND REPORTING

Monitoring and evaluation are fundamental factors in implementing a strategy and aim to measure progress. The Council of the Faculty of Architecture appoints a commission for monitoring and evaluating the implementation of this strategy, according to the dynamics foreseen for the Action Plan. The commission for monitoring and assessing the implementation of the strategy, in close cooperation with all the relevant structures of the UP and FA, will regularly monitor the implementation of the Action Plan of this strategy and report at certain stages. The Faculty of Architecture Council will monitor and evaluate this strategy. The data that the Faculty of Architecture and the relevant offices will submit to the commission for monitoring and evaluation: activities carried out and progress, effects, impacts, difficulties, lessons learned, and recommendations. To evaluate the achievement of the indicators, the Strategy foresees the annual reporting, which will provide an overview with detailed data on the achievement of strategic objectives, specific objectives, and planned actions,

Responsible officials will also receive data from donors. To ensure proper monitoring of the Action Plan, the indicators for monitoring the implementation of the strategy have been defined. These indicators will enable the tracking of progress, noting the level of achievement of the objectives and the realization of the goals of this strategy. This strategy is an active document and will be reviewed and supplemented annually. The continuous monitoring and evaluation of this strategy through the Action Plan provides its implementers with an overview, enabling them to act in time and follow the needs and challenges that the higher education sector is currently facing and in the future.

The Action Plan of this strategy will be built in a tabular structure, the progress of which will be regularly monitored in regular meetings led by the UP FA Monitoring and Evaluation Committee. At the end of the strategy implementation, a general assessment will be made to check to what extent the SPFA has influenced the empowerment of the faculty, which will be reported at the UP level. The evaluation of the strategy will be done twice during this period. The first evaluation will be done in 2026, which serves to see the level of implementation of the actions, as well as at the end of 2028, as a final evaluation of the Strategic Plan of the FA.

7. BUDGET IMPACT OF THE STRATEGY

The strategic planning and implementation of the strategy for the Faculty of Architecture significantly impact the budget and require mobilizing financial resources to realize the necessary steps towards the strategy's goals in relation to the UP Strategy. While most of the initiatives may be feasible with the existing budget, some may require financial support from potential donors.

In general, implementing the strategic plan can bring direct and indirect benefits regarding the budget. These benefits may include:

- **Increase in income** by increasing the number of students, developing new study programs, or improving existing offers. The increase in the number of researchers and the strengthening of institutes and centers will also contribute to the growth of the university's income.
- **Partnerships and donations:** Based on this strategic plan, FA includes steps to ensure strategic partnerships with other organizations, businesses, or universities and to develop good relations with the community and potential donors. These partnerships and donations can help fund specific projects or provide resources for the long term.
- **Resource efficiency** through increasing the efficiency of optional operations, such as improving administrative processes, consolidating organizational structures, and using technology to increase efficiency. This can lead to lower costs and better use of existing resources.

However, it is essential to understand that budgetary interventions for implementing the SPFA depend on the specific financial situation and the availability of resources in the UP. In this regard, the FA following the SPUP must develop a sustainable financial plan and consider potential funding sources to ensure the success of the implementation of the 2024-2024 strategic plan. Furthermore, cooperation with donors, enterprises, government, and other partners is essential. The FA of UP hopes that the donor community will continue to support the FA through financial contributions to these initiatives, as they have done in previous projects. This additional support will help realize the plans and strengthen the positive developments in the FA of UP, achieving the common goals for quality education and increasing the employment of FA students. In this way, graduated students will have the knowledge, skills, and competencies the labor market requires.