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University of Applied Sciences in Ferizaj

Detailed Strategic Research Plan 2022-2026

Project: Enhancing Research Culture in Higher Education in Kosovo

Projekti: Përmirësimi i kulturës kërkimore në arsimin e lartë në Kosovë

Acronym/ akronimi: ResearchCult

Project Number/ Nr. i projektit: 610000-EPP-1-2019-1-XK-EPPKA2-CBHE-SP (2019-1992/001-001)



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Introduction

The Strategic Plan for Scientific Research 2022-2026, at the University of Applied Sciences in Ferizaj (UASF), aims at presenting the vision and the objectives of the University, which must be met in order to respond to contemporary challenges and problems that require sustainable scientific solutions in the field of industry as well as in other fields, necessary for the society. The Scientific Research Strategy will establish the lines which the UASF will follow and at the same time will consolidate the necessary infrastructure to conduct valuable research. Through this strategy the UASF aims at increasing the research activity within the institution, but also through scientific solutions that will facilitate the societies life aims at contributing to the community in general. In the frame of research the University of Applied Sciences in Ferizaj, as an Applied University aims at contributing to the country's industry and beyond. These, of course, cannot be achieved without a proper strategy, without a legal and physical infrastructure, without a dedicated staff, without a proper and sustainable cooperation with the industry and all other stakeholders involved in this process. The University of Applied Sciences in Ferizaj has developed the Strategic Plan 2022-2026, which foresees capacity building in science and innovation. In the frame of the Strategic Plan of the University, the strategic objective *“Capacity building in science and innovation”* has been foreseen, which was then further developed into specific objectives:

- Improving the infrastructure for scientific work and innovation;
- Enhancing the quality of scientific and applied research work;
- Local and international cooperation for scientific projects.

The Strategic Plan for Scientific Research is also in full harmony with the Vision and Mission of the UASF and the Strategic Plan of UASF 2022-2026.

1. About the University of Applied Sciences in Ferizaj

The University of Applied Sciences in Ferizaj (hereinafter referred to as “UASF”) was established based on the decision of the Government of the Republic of Kosova, no. 0273/01B of July 6th, 2015 and ratified in the Parliament of the Republic of Kosova, no. 05-V-122 of July 16th, 2015 based on the best experiences of the universities of applied sciences in Europe and in the United States of America.

1.1. Vision

A national model of a modern, innovative and integrative education university, where practice complements theory and where professional and research skills are developed for the benefit of the society.

1.1. Mission

We are committed to provide quality education to prepare qualified professionals, dedicated researchers as well as educated and responsible citizens, to develop a professional career and lead a productive life.

1.2. Values

1.3.1. Learning - UASF values education, which is employment oriented, balances theory and practice, focuses on active learning and critical thinking, and fosters responsibility and desire for lifelong learning;

1.3.2. Ethics: UASF treats the dignity of each of its members with respect, honesty, equality and integrity while upholding academic freedom;

1.3.3. Cooperation - Building partnerships with students, alumni, businesses and industries, local and international government institutions, the Accreditation Agency and the community the UASF serves;

1.3.4. Excellence – We strive to be perfect and excellent in education, scientific creativity and innovation;

1.3.5. Diversity- We embrace different ideas, beliefs, cultures and ethnicities.

1.3. The Regulation for scientific research

In order to complete the legal infrastructure and regulate issues as well as procedures related to the organization of the research/ scientific activity of the academic staff and students, the UASF has issued a regulation of Scientific Research. In accordance with the Statute of the UASF, the regulation defines the rules, procedures and other accompanying documents for the organization of the scientific research activity of the academic staff, researchers and students.

Specifically the Regulation regulates:

1. Activities of scientific-research as well as applied activity at the University;
2. Organization of scientific-research as well as applied activity;
3. The rights and obligations of the university bodies, academic and research staff as well as students participating in the scientific-research works;
4. Responsibilities of the office that supports the scientific and applied research;
5. Research activity;
6. Commission for research and science;
7. Financing of scientific-research as well as applied activity;
8. Application procedures to support research activities;
9. Procedures for reimbursement of payments for publications in journals and conferences;
10. Application procedures that support the participation in scientific conferences.

1.4. Aims and objectives of the research and innovation strategy

1.4.1. Aim of the Detailed Strategic Plan for research and innovation

Principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, drafted by the European Commission in 2005, Law no. 04/L-135 on scientific research activities of the Republic of Kosovo raise the necessity towards the higher education institutions (Universities) and other research institutions to draft a strategic plan for scientific research and innovation.

Through this detailed plan UASF proves the institutional responsibility to contribute to the sustainable development of the country by providing scientific activities as well as other services for its benefit, for the society's wellbeing and other values.

This plan, depending on the priorities, goals and policies of the institution, serves as a guide for decision making regarding institutional initiatives, allocation of financial and human resources. The University appreciates the creativity of researchers (academic staff, students, support and administrative staff) and will continue to create a suitable environment that inspires researchers in the field of research.

1.4.2. Strategic objectives for research and innovation

The University of Applied Sciences in Ferizaj, in the field of research and innovation during the period 2022-2026 aims to achieve the following specific objectives:

- Establish University Research Fund;
- Kënaqshmëria e stafit&studentëve për punën shkencore
- Establish and functionalize structures and ethical standards for research and innovation;
- Create infrastructure and equipment to support research and innovation;
- Provide capacity building and incentives on research development;

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- Research projects and collaboration in research and innovation;
 - Improve research quality at national and international level;
 - Promote and increase visibility of research work;
 - Develop the means for generation of revenues related to researches commissioned by third parties, and commercial knowledge transfer.

In order to meet the aforementioned strategic objective, UASF will continue to improve the overall infrastructure, whether being physical or digital, for scientific work and innovation. To improve the quality of scientific research work UASF will pay close attention to the cooperation with local and international partners in various projects.

This cooperation will firstly contribute to the capacity building for research and scientific work, to the increase of the quality of scientific work, which will then serve the institutions in various projections, but also the business community which would benefit from innovative projects of the UASF.

The achievement of the specific objectives of this area will be measured through the following indicators and targets:

2. Monitoring and evaluation analysis

The University of Applied Sciences in Ferizaj is committed to monitor and track the progress of scientific and professional work in each study program.

The detailed Strategic Plan for Scientific Research is needed to serve as a functional structure for improving, monitoring and reviewing scientific and professional research at UASF.

This plan was designed in coordination with the stakeholders and it defines the achieved results as well as the monitoring of their progress.



2.1. Performance measurement

With this plan The University of Applied Sciences in Ferizaj aims to:

- Increase the number of the staff that will be engaged in scientific research;
- Increase by 20% the number of scientific publications in international peer-reviewed journals, as required by the UASF Statute;
- Increase by 10% the number of scientific publications conducted in cooperation with the industry;
- Increase by 20% the number of scientific publications deriving from master theses;
- Improve the UASF ranking in the international level (e.g. Webometrics) by 10th places/year ;
- Increase the cooperation with other universities in the research field by 20%.

2.2. Expected results

The implementation of this strategic plan will ensure the fulfillment of the UASF mission and vision.

Expected results:

- Became as an institution the leader in the country in terms of professional research activity;
- Improved cooperation with the industry in terms of problem solving;
- Enhance the cooperation with international organizations in building research capacities;
- Engaging students (especially those of master studies) in scientific research;



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Operational Objectives	Areas' accountability and Organizational Units	Performance Indicators (KPI)	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026	
1. Establish University Research Fund	Research Support Area	Establishment (Harmonization) of the legal infrastructure for the generation of UASF own source revenues;		√	√			
		Generation of revenues from commercial activities		√	√	√		
		Generation of funds from various projects				√		
		Increasing the budget for subsidizing scientific publications	10%	10%	10%	10%	10%	
2. Establish and functionalize structures and ethical standards for research and innovation;	Research Support Area	Regulation of Procedure of the Office for Research and Innovation,	√					
		Regulation of research and innovation ethics,	√					
		Appointment of coordinator for research and innovation,	√					
		Developing the interaction between administration offices and research units,		√				
		Identifying, monitoring, assessment, and collaboration procedures		√				



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		Establish the Ethics Commission for scientific research (Ethics review committee)	√				
3. Create Infrastructure & equipment to support research and innovation	Research Support Area	Application software required for scientific research (Various application software for UASF needs),		√			
		Creating a database for the evidence of all individual and group publications/student professor within UASF, (Kosovo Research KRISI)		√			
		Use of infrastructure/ laboratories of third parties for research			√		
		Investing in existing laboratories as well as new ones.		√	√	√	√
		Network of research laboratories within Kosova (Membership in international infrastructure networks).			√	√	√
4. Provide capacity building & incentives on research development	Research Support Area	Restructuring of staff workload (in lessons and research activities)			√		
		Trainings by national and international experts in creating research project plans and scientific research papers	√	√	√	√	
5. Research projects and collaboration in research and innovation;	Research Support Area	Increasing the number of research and innovative projects,		√			
		Establishment of a network of international strategic partners,		√			



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		Increase mobility for staff and student research. (Number of applications in projects and number of won projects)	√	√	√	√	√
		Organize Scientific Conferences, symposiums, scientific meetings within UASF	√	√	√	√	√
6. To improve research quality at national and international level;	Research Support Area	Increase of research citations of staff and students		√			
		Improving the University ranking in the Webometrics ranking of universities,			√		
		Increasing the number of publications of staff and students in international journals with high credibility,		√			
		Negotiation of access to partner university resources and electronic platforms.	√	√		√	
		Provide access to more libraries		√			
7. Promotion & visibility of research work	Research Support Area Office for public communication	Create a specific link in web page of University, dedicated for research,		√			
		Publication of master thesis, Publication in indexed journals under the affiliation of UASF,			√		
		Where possible UASF staff research work will have an open access (Research Open Access),		√			



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		Whenever possible, the staff of UASF will make research data available to other researchers for re-use and verification of research results.		√			
		Where possible UASF staff research work will have open access (Research Open Access),		√			
8. Develop the means for generation of revenues related to researches commissioned by third parties, and commercial knowledge transfer.	Research Support Area	Develop policies that allow for cooperation with third parties,				√	
		Organize mutual symposia with industry presenting research work,		√			



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1. Establishing University Research Fund

Activity	Reference points					Financial costs	Sources of supply	Institutions		Responsible of implementation	Indicators of success
	2022	2023	2024	2025	2026			Managed by	Supported by		
1.1. Establishment (Harmonization) of the legal infrastructure for the generation of UASF own source revenues;		√	√			-	-	Vice-rector for the cooperation with industry	Officer for research and science	Vice-rector for the cooperation with industry	Regulation for own source revenue generation by the projects at UASF
1.2. Generation of revenues from commercial activities		√	√	√		10.000€	University 5.000€, Financial activities 5.000€	Vice-rector for the cooperation with industry	Officer for research and science	Vice-rector for the cooperation with industry	Generation of revenues in the amount of 5.000€ from commercial activities
1.3. Generation of funds from various projects		√	√	√	√	10.000€	International projects	Vice-rector for international relations and quality assurance	Vice-rector for the cooperation with industry	Vice-rector for international relations and quality assurance	Revenues from international projects on equipment and training of research staff.
1.4. Increasing the budget for subsidizing scientific publications	10%	10%	10%	10%	10%		80% from University's budget 20% from project incomes	Vice-rector for teaching, science and student relations & Vice-rector for finances	Officer for research and science	Vice-rector for teaching, science and student relations	Increase the number of publications in credible journals, publication of university books, monographs.



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2. Establishing and functionalizing of structures and ethical standards for research and innovation;

Activity	Reference points					Financial costs	Sources of supply	Institutions		Responsible for the implementation	Indicators of success
	2022	2023	2024	2025	2026			Managed by	Supported by		
2.1. Regulation of Procedure of the Office for Research and Innovation,	√					-	-	Vice-rector for teaching, science and student relations	Officer for research and science	Vice-rector for teaching, science and student relations	Establishment of the office for research
2.2. Regulation of research and innovation ethics	√							Vice-rector for teaching, science and student relations & Vice Rector for Digitalization, Innovation and Information Technology	Officer for research and science	Vice-rector for teaching, science and student relations	Drafting the regulation of research ethics
2.3. Appointment of coordinator for research and innovation,	√					-	-	Vice-rector for teaching, science and student relations	Officer for research and science	Vice-rector for teaching, science and student relations	Appointment of the coordinator of the office for research
2.4. Developing the interaction between administration offices and research units,		√						Officer for research and science	UASF Administration	Officer for research and science	Harmonization and coordination of projects between the administration and the research office
2.5. Developing the interaction between administration offices and research units, identifying monitoring, assessment, and collaboration procedures		√						Officer for research and science	UASF Administration	Officer for research and science	



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2.6. Establishment of the commission of ethics (Ethics review committee)	√								Senate	UASF Administration	Senate	Evaluation of scientific papers and other publications within UASF
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3. Creating Infrastructure & tools to support research and innovation

Activity	Reference points					Financial costs	Sources of supply	Institutions		Responsible for the implementation	Indicators of success
	2022	2023	2024	2025	2026			Managed by	Supported by		
3.1. Application software required for scientific research (SPSS; NVIVO; Various application software for UASF needs),		√		√		50.000	University 30.000; International projects 20.000	Vice Rector for Digitalization, Innovation and Information Technology	Vice-rector for teaching, science and student relations	Vice Rector for Digitalization, Innovation and Information Technology	Providing licenses for applied software
3.2. Creating a database for the evidence of all individual and group publications/student professor within UASF, (Kosovo Research KRISI)		√					Ministry of Education Science and Innovation & Research-Cult Project				
3.3. Use of infrastructure / laboratories of third parties for research			√			10.000	10.000 International projects	Vice-rector for the cooperation with industry	Vice-rector for teaching, science and	Vice-rector for the cooperation with industry	Publication of at least 3 scientific papers in cooperation with the industry



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									student relations		and while working in the laboratories owned by the industry
3.4. Investing in existing laboratories as well as new ones		√	√	√	√	2.500€	2.500 UASF international	Vice-rector for the cooperation with industry	Vice-rector for teaching, science and student relations	Vice-rector for the cooperation with industry	Improving the conditions for increasing the quality of works. Increase the number of quality works by at least 20% (indexed publications in databases: Scopus, Web of Science, etc.)
3.5. Network of research laboratories within Kosova network (Membership in international infrastructure networks)				√		10.000	International projects	Vice-rector for the cooperation with industry	Vice-rector for teaching, science and student relations	Vice-rector for the cooperation with industry	Publication of at least 2 papers/ annually in cooperation with laboratories and European institutes

4. Providing capacity building & incentives on research development

Activity	Reference points					Financial costs	Sources of supply	Institutions		Responsible for the implementation	Indicators of success
	2022	2023	2024	2025	2026			Managed by	Supported by		
4.1. Restructuring of staff workload (in lessons and research activities)				√		30.000	UASF	Vice-rector for teaching, science and student relations	Deans of respective units and Officer for teaching; Officer for scientific research	Vice-rector for teaching, science and student relations	Increase of the number of research papers by 10%



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4.2. Trainings by national and international experts in creating research project plans and scientific research papers	√	√	√	√	√	10.000	International projects	Vice-rector for teaching, science and student relations & Vice-rector for international relations and quality assurance	Officer for scientific research	Officer for scientific research	At least one training annually which will aim to train the staff in their further development in the field of research improvement
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5. Research projects and collaboration in research and innovation;											
Activity	Reference points					Financial costs	Sources of supply	Institutions		Responsible for the implementation	Indicators of success
	2022	2023	2024	2025	2026			Managed by	Supported by		
5.1. Increasing the number of research and innovative projects,		√				20.000	15.000 UASF & International projects	Vice-rector for teaching, science and student relations	Officer for scientific research	Vice-rector for teaching, science and student relations	At least one innovative project/ annually
5.2. Establishment of a network of international strategic partners,			√			-		Vice-rector for international relations and quality assurance	Office for international relations	Vice-rector for international relations and quality assurance	Cooperation with at least two international universities with which UASF will cooperate
5.3. Increase mobility for staff and student research.	√	√	√	√	√	-		Vice-rector for international relations and quality assurance	Office for international relations	Vice-rector for international relations and quality assurance	Application in at least 6 international projects for mobility of academic staff and students. Benefiting by at least 50% from the projects in which it applies



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5.4. Organizing scientific conferences within UASF		√	√	√	√	15.000	5.000 UASF; 10.000 International projects	Vice-rector for teaching, science and student relations & Vice-rector for international relations and quality assurance	Committee for research and science	Vice-rector for teaching, science and student relations	Organizing at least one international conference in every 4 years
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6. To improve research quality at national and international level;

Activity	Reference points					Financial costs	Sources of supply	Institutions		Responsible for the implementation	Indicators of success
	2022	2023	2024	2025	2026			Managed by	Supported by		
6.1. Increase of research citations of staff and students,		√						Officer for scientific research	Committee for research and science	Committee for research and science	Increase the number of citations by at least 20%
6.2. Improving the University ranking in the ranking of universities in Webometrics,			√					Vice-rector for teaching, science and student relations & Vice-rector for international relations and quality assurance	Committee for research and science & Officer for scientific research	Vice-rector for teaching, science and student relations & Vice-rector for international relations and quality assurance	Improvement of UASF by at least 10 th places/year in the ranking list of Webometrics
6.3. Increasing the number of publications of staff and students in		√				4.500	2.000 UASF; 2.500 Third parties	Vice-rector for teaching, science and student	Committee for research and science & Officer	Committee for research and science & Officer	Engaging at least 3 groups of students in scientific research and publishing



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international journals with high credibility,							(Industry, projects)	relations & Vice-rector for international relations and quality assurance	for scientific research	for scientific research	the results in international journals
6.4. Ensure access to more libraries. Negotiation of access to partner university resources and electronic platforms.		√						Vice-rector for teaching, science and student relations & Vice Rector for Digitalization, Innovation and Information Technology	Officer for scientific research	Vice-rector for teaching, science and student relations	Sigurimi i qasjes në së paku 3 platforma elektronike

7. Promotion & visibility of research work

Activity	Reference points					Financial costs	Sources of supply	Institutions		Responsible for the implementation	Indicators of success
	2022	2023	2024	2025	2026			Managed by	Supported by		
7.1. Create a specific link in web page of University, dedicated for research,		√				-	-	Vice Rector for Digitalization, Innovation and Information Technology	IT Officer	IT Officer	Use of data to increase the number of citations
7.2. Publication of master thesis,		√						IT Officer	UASF Administration	IT Officer	Improve the quality of master thesis



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7.3. Where possible UASF staff research work will be open access (Research Open Access)		√						Officer for scientific research & IT Officer	Committee for research and science	IT Officer	Easier access to the data of papers within UASF
7.4. Whenever possible, the staff of UASF will make research data available to other researchers for re-use and verification of research results.		√						Officer for scientific research & IT Officer	Committee for research and science	IT Officer	Increase the number of publications using data previously collected by academic staff
7.5. Where is possible UASF staff research work will be open access (Research Open Access),		√						Officer for scientific research & IT Officer	Officer for scientific research & IT Officer	IT Officer	Increase the number of citations

8. To improve research quality at national and international level;

Activity	Reference points					Financial costs	Sources of supply	Institutions		Responsible for the implementation	Indicators of success
	2022	2023	2024	2025	2026			Managed by	Supported by		
8.1. Develop policies that allow for cooperation with third parties,								Vice-rector for the cooperation with industry	Vice-rector for finances	Vice-rector for the cooperation with industry	Increase of number of scientific papers, patents.



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8.2. Organizing of mutual symposiums with industry presenting research work,								Vice-rector for the cooperation with industry	Career Office	Career Office	Increase cooperation with industry in the field of scientific research and of quality improvement of products
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Coordinator:



Program country partners:



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