

ANNUAL ACTION PLAN FOR IMPLEMENTATION OF FIVE YEAR ACTION PLAN OF UBT LAW FACULTY 2021-2022

UBT Law Faculty intends to use the following annual action plan to implement the five year action plan. The annual action plan is aligned with the Five Year Plan of UBT Law Faculty:

Strategic Goals and Outcomes	Performance metric	Actions	Target	Timeframe	Strategic outcome 2021 for realization of five year plan	Annual actions	Timeframe	Responsible actors	Performance metric
STRATEGIC GOAL 1: DEVELOP UNIQUE STUDY PROGRAMS AT THE MASTER LEVEL WITH INTERDISCIPLINARY AND MULTIDISCIPLINARY APPROACH TO LEGAL PROBLEMS									
OUTCOME 1.1. Develop and accredit study programs in the field of legal studies at master level in conformity with market needs including interdisciplinary and	Number of successful accreditations in the area of interdisciplinary legal studies	Accreditation	3 programs	2021-2026	Development of interdisciplinary masster program in American Studies as a joint program between Faculty of Law, and Faculty of Political Sciences, and faculty o Public	Development of curriculum and course syllabi. Discussion with American Embassy and USAID. Finding	October 2021- June 2022	Deans of Law Faculty and Politcal Sciences Faculty and professor Blerim Reka	Organizing a workshop with academic staff of both faculties Testing the acceptance of the idea through potential

multidisciplinary approach.					Policy and Management. Development of the study program Management of European Integration and Accession Process	partner American Universities Development of curriculum	Oct 2021- June 2022	Deans	students' survey Discussion workshop with staff and ERASMUS and MEST
OUTCOME 1.2. Develop and accredit study programs in the field of legal studies in English language.	Number of successful accreditations of legal studies in English language	Accreditation	2 master programs and 1 PhD program	2021-2026	Generation of ideas for new interdisciplinary legal studies programs in English Development of plan for PhD program in Law	Brainstorming workshop with all academic staff and stakeholders Conducting internal review to see whether Law Faculty	December 2021 Oct 2021- Mar 2022	Dean Dean	80 % of staff participate Adoption of action plan for PhD program

						can meet the requirements of KAA for PhD			
STRATEGIC GOAL 2: DEVELOP FULL-TIME ACADEMIC STAFF OF THE HIGHEST QUALITY IN TEACHING AND RESEARCH									
OUTCOME 2.1. Advance full-time academic staff to higher academic titles based on internal Regulation of UBT on standards for election of academic staff into higher academic titles.	Percentage of advancement of full-time faculty according to UBT Regulation on Standards of Election into Academic Titles	Support each full-time faculty by sponsoring their research in order to meet the quantitative and qualitative criteria for promotion	80 % of staff promoted to Assistant Professor; 30 % to Associate Professor 10 % to Full Professor	2021-2026	Increase the percentage towards target especially for Assistant Professorship	Review of previous applications by Staff Promotion Committee for candidates who could not get Assistant Professorships Issue an open call for other academic titles	October 2021 – March 2022	Dean, Prof. Blerim Reka, Elmi Kelmen di and other members of committee	At least three staff members promoted from PhD to Assistant Professor by March 2022
OUTCOME 2.2. Sponsor the doctorate and post-	Number of sponsorships of full-time faculty	Sponsor PhDs and post-	5	2021-2026	Overview of staff benefiting from doctorate and	Conduct an staff analysis	October 2021-	Dean, Vice-	The plan, the partner institution,

doctorate studies of full-time teaching staff through partner institutions;		doctorate studies of full-time hired faculty			post-doctorate sponsorships and determination of partner institutions and funds	who can benefit from the doctorate and post-doctorate studies and establishment of contact with at least one partner institution	June 2022	Dean, Rector	and academic staff determined
OUTCOME 2.3. Offer strong life-work balances for junior faculties to enable their early career development.	Number of early career professors supported to achieve research requirements and complete their PhD	Offer more research workload and less teaching workload for supported staff	5	2021-2026	Offer early career development to at least one junior staff	Hire/determine at least one teaching staff who can benefit from this scheme	October 2021-June 2022	Dean, Rector, Human Resources	At least one PhD candidate supported in this way.
OUTCOME 2.4 Offer support for mid-career	Number of mid-career and late-career professors in	Offer more research workload to	5	2021-2026	Offer mid-career and late-career development	Determine at least one staff	October 2021-	Dean, Rector, Human	At least one mid-career or late

professors and late-career professors;	publication of monographies and high class research	selected top faculty to enable high class research and publication of books in foreign publishing companies			support to at least one staff	who will publish a monography or high-class research and offer them more research workload in Spring Semester	March 2022	Resources	career professor supported
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STRATEGIC GOAL 3: DEVELOP RESEARCH CAPACITY AT UBT LAW FACULTY;

OUTCOME 3.1. Participate in research projects with serious foreign and domestic research institutions;	Value in EUR of research projects	Apply and win research grants funded by foreign governments and other local institutions	1 million EUR	2021-2026	Pinpoint research projects and domestic and foreign institutions	Establish a Working Group that will pinpoint research programs in the field of law	March 2022	WG	The WG is up and running by March 2022
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OUTCOME 3.2. Strengthen the contract research and consulting arm of the College;	Value in EUR of contract research and consulting services	10 contract research and consulting services	500,000 EUR	2021-2026	Strengthen the contract research and consulting arm of Law Faculty	Appoint a team that will develop a plan of consultancy and contract research, which will pursue consultancy opportunities and contract research for the Faculty based on franchise system	October 2022	Visar Hoxha, Njomëz a Zejnulla hu, Rector for approval of franchise scheme	Plan adopted by March 2022 Contacting private sector, NGOs and other partners and creating a network for consultancy by Oct 2022 Franchise scheme determined by Oct 2022.
OUTCOME 3.3. Establish Research Fund of UBT Law Faculty from research grants,	Value of Research Fund	Apply for research grants, raise funds with private sector	500,000 EUR	2021-2026	Initiate the idea of Research Fund of Law Faculty	Establish WG that will determine sources of funding	April 2022	WG	The concept plan for research fund adopted by

private sector and own funds;		and provide own funds				for years to come			March 2022.
OUTCOME 3.4. Strengthen the Lead Scholar and Young Scholar Research Support Grants;	Number of mid-career and early-career staff supported	Open the internal call for applications March 2022	5 –lead scholars supported 5-young scholars supported	2021-2026	Initiate the idea of Lead Scholar and Young Scholar Research Support Grant	Establish WG that will determine sources of funding for Research Grants	April 2022	WG	The concept plan for research fund adopted by March 2022.
OUTCOME 3.5. Develop research projects in thematic areas developed in consultation with the industry;	Research projects in thematic areas generated by industry	Co-finance with industry smaller research projects in thematic areas generated by industry;	1 research project per annum	2021-2026	Determination of thematic areas for development of research project proposals for the industry	Establishment of the WG to develop thematic areas	March 2022	WG	Research areas identified and consultation with industry completed
OUTCOME 3.6. Develop group research clusters for research	Research clusters established in new thematic areas that are in compliance with	Conduct careful analysis of global literature to	10 group researches per annum	2021-2026	Establish three main and two interdisciplinary research clusters for 2021	Development of research cooperation plan in	November 2021 – Oct 2022	Dean	The plan adopted and distributed to all staff for

cooperation of staff;	newest trends in the global literature	establish the newest scientific trends in legal and interdisciplinary fields and conduct group research				developed research clusters			implementation. At least 10 group researchers conducted for 2021-2022.
OUTCOME 3.7. Develop Journal of Interdisciplinary Social Sciences in cooperation with Faculty of Political Sciences to address local issues	Journal of Interdisciplinary Social Sciences running and indexed	Establish, run volumes and issues and index it	Indexing in EBSCO	2021-2026	Development of conceptual plan for establishment of Journal	Adoption of action plan for establishment of the Journal	March 2022	Dean of LF and Dean of FPS	A draft report completed on the establishment of the journal
STRATEGIC GOAL 4: ADVANCING THE QUALITY ASSURANCE SYSTEM									
OUTCOME 4.1. Empower the Quality Assurance Officer of Faculty;	Thorough analysis run by QA Officer in Law Faculty	The QA Officer given more power to decide on various QA issues	New performance metrics added	2022	Empower the Quality Assurance Officer of Faculty;	Thorough analysis run by QA Officer in Law Faculty	October 2022	Njomëz a Zejnulla hu	New performance metrics added

<p>OUTCOME 4.2. Strengthen the monitoring mechanisms and performance indicators for gauging the teaching and learning quality, which include representatives of students, employers and alumni;</p>	<p>Number of internal evaluations and average overall grade of teaching quality and number of student representative, employers and alumni</p>	<p>Encourage all the staff in the College to perform more frequent internal quality reviews;</p>	<p>1 per year; Higher than 4.0 in the range from 1.0 to 5.0; 2 student representatives, 1 employer representative from each field of study and one from alumni association</p>	<p>2021-2026</p>	<p>Monitoring mechanism established for 2021-2022</p>	<p>Conduct an internal review of performance of Faculty of Law against indicators</p>	<p>March 2022</p>	<p>WG chaired by Njomëza</p>	<p>Internal review report completed</p>
<p>OUTCOME 4.3. Simplify all quality reviews done at the Faculty level to a single Annual Internal Self Evaluation Report of the Faculty of Law followed by Quality</p>	<p>All internal quality reviews included in a single Annual Self Evaluation Report followed by Quality Improvement Strategy and Action Plan for Implementation</p>	<p>Perform Internal Self-Evaluation every year followed by strategy, action plan, and monitorisation report</p>	<p>1 annual comprehensive report followed by Quality Improvement Strategy, Action Plan and bi-annual</p>	<p>2021-2026</p>	<p>Establishment of a simplified model of internal review of Law Faculty based on internal standards</p>	<p>Establishment of internal standards for Law Faculty based on which the progress is measured</p>	<p>March 2022 – Oct 2022</p>	<p>WG Academic Council of Faculty</p>	<p>Standards established. Internal review completed followed by Quality Improvement Strategy and Action Plan for</p>

Improvement Strategy and Action Plan for Implementation;			monitorisation report;						implementation of Quality Improvement Strategic Goals
OUTCOME 4.4. Strengthen the bi-annual monitoring mechanisms for the realization of annual action plan of the Faculty of Law;	The bi-annual monitoring mechanism supported with staff and resources	1 person assigned for monitoring	1 position	2021-2022	Not applicable for 2021-2022 since it depends on outcome 4.4	N/A	N/A	N/A	N/A
STRATEGIC GOAL 5: ADVANCE INTERNATIONAL COOPERATION									
OUTCOME 5.1. Increase the number of memoranda of cooperation with international universities and colleges;	Number of memoranda of cooperation	Memoranda of cooperation with universities signed by Rector of UBT for Law Faculty	5	2021-2026	Signing a memorandum of cooperation with European Faculty of Law of Nova Univerza and universities from USA	Initiate a formal MoU with EPF Nova Univerza in Slovenia	April 2022	Dean	Mou signed

OUTCOME 5.2. Increase the participation in international research projects	Number of research projects	Upon signing the memoranda of cooperation encourage consortia of applicants for research grants in respective countries	2 serious projects;	2021-2026	Initiate the participation in research international project with EPF NU for 2021-2022	Initiate the joint application in EU research projects together with EPF of Nova Univerza	April 2022	Dean	Concept plan for international research projects given in Slovenia developed.
OUTCOME 5.3. Increase the staff and student mobility with partner institutions;	Number of ERASMUS+ agreements and percentage of incoming and outgoing visiting professorships and number of students incoming and outgoing	Allocate funds for outgoing visiting professorships	3 agreements; 75 % of full-time faculty participating at least once in visiting professorship with partner institutions; 5 students (incoming and	2021-2026	Sign a staff and student mobility agreement with one institution	Initiate ERASMUS+ agreement with one partner institution	April 2022	Dean, Vice Dean,	One ERASMUS+ agreement signed

			outgoing) per memoranda of cooperation						
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STRATEGIC GOAL 6: ACHIEVING ACADEMIC EXCELLENCE

OUTCOME 6.1: Periodical review of educational programs for a continuous improvement and resource optimization	Periodical review of educational programs irrespective of accreditation	Review every three years	2 reviews	2021-2026	Not applicable for 2021-2022				
OUTCOME 6.2: Continuous to improvement of the quality of educational practices through converting data collection and	Writing a brief quantitative and quality report on the quality of educational practices available for students and staff	1 comprehensive review	1 report	2021-2026	Not applicable for 2021-2022				

analysis into information for all staff and students;									
OUTCOME 6.3: Constructive alignment of course learning outcomes with teaching activity and student assessment;	Conducting alignment review and curriculum mapping every three years	All syllabi are reviewed twice once in 2021 and once in 2024	2 reviews for all study programs	2021-2026	Constructive alignment of course learning outcomes with teaching activity and student assessment	First review of syllabi and curriculum mapping done in the light of Training Workshop held on 16.06.2021	October 2021 for winter semester and March 2022 for Spring Semester	All professors	90 % of syllabi constructively aligned
OUTCOME 6.4: Inclusion of DELTA skills and behavior in course syllabi (cognitive, inter-personal, self-leadership and digital skills);	Conducting of review of all syllabi to include the teaching activity and assessment methods that develop DELTA skills in students	Review every two years	2 reviews	2021-2026	Achieve the first review of syllabi for inclusion of DELTA skills and behavior in course syllabi (cognitive, inter-personal, self-leadership and digital skills);	The first review conducted	March 2022	Quality Sub-Committee, Dean	90 % of syllabi reviewed for Spring Semester that include at least one activity that nurtures

									DELTA skills
<p>OUTCOME 6.5: Exceed best-known key performance indicators and creating concrete types of measurement;</p>	<p>Exceeding KPIs and inventing other challenging and innovative KPIs</p>	<p>Conduct measurement of KPIs achievement and hold brainstorming workshops to innovate other KPIs for Faculty</p>	<p>Review every year for all Faculty</p> <p>At least 80 % of KPIs are exceeded</p>	2021-2026	<p>Achieve and exceed KPIs and establish few new innovative KPIs</p>	<p>Conduct a review per year</p> <p>Hold a workshop for new innovative KPI</p>	<p>September 2022</p> <p>October 2022</p>	<p>Sub-Quality Committee</p>	<p>The review completed and workshop held</p>
<p>OUTCOME 6.6: Ensuring excellence in teaching and learning by providing prospects for professional growth;</p>	<p>Providing prospects for growth through professional development training in pedagogy and andragogy</p>	<p>Two trainings per year</p>	<p>80 % of staff undergo staff training</p>	2021-2026	<p>Conduct two training per year</p>	<p>Organize two training per year one in Literature Searching and References Managing</p>	<p>November 2021 the first one</p> <p>Second training in April 2022 (Topic</p>	<p>Dean, Vice Dean, Trainer</p>	<p>Training held and manual developed for literature searching to be used by staff and students in their diploma theses.</p>

						for Lawyers	to be decided)		
OUTCOME 6.7: Assuring quality instruction by establishing effective, innovative, and professional teaching practices; by frequent evaluation of instructor effectiveness; and by updating methods, materials, technology, equipment, and facilities.	Performanse appraisal of quality of instruction, teaching methods, materials, and technology	Conduct comprehensive review of teaching methods effectiveness by conducting a survey with students and conducting a review on updating of technology and materials	Two reviews at Faculty level	2021-2026	Not applicable for 2021-2022				
OUTCOME 6.8: Providing support services for all students, including other special needs to support student success and	Student satisfaction on support services for academic success	Conduct student satisfaction survey on student support	2 comprehensive reviews	2021-2026	Not applicable for this year 2021-2022				

completion of academic goals.		services at Faculty level followed by an improvement plan							
STRATEGIC GOAL 7: FURTHERING COOPERATION WITH PRIVATE SECTOR AND COMMUNITY									
OUTCOME 7.1. Increase the number of memoranda of cooperation with private sector and other stakeholders related to our study programs;	Number of memoranda of cooperation with serious firms and institutions related to each field of study	Assign a Professor as a Relations Liasion Officer with Private Sector	3 private sector companies related to the field of study; 3 civil society organizations; and 3 law firms	2021-2026	Sign one MoU with private sector	Sign one Mou with private sector and assign Liasion Officer with Private Sector	March 2022	Vice-Dean	1 MoU signed and Officer appointed
OUTCOME 7.2. Including private sector representatives in Curriculum	Number of representatives of private sector and stakeholders in	Encourage decision-makers of private sector companies	2 members included in the Curriculum Design and	2021-2026	Include private sector representatives in Curriculum Review	Assign one private sector members	October 2021	Dean	The private sector representatives assigned with the

Review Committees;	Curriculum Review Committees	and other stakeholders to send their representatives in the meetings of Curriculum Review Committees to provide suggestions in curriculum design	Review Committee per program;		Committee for programs KKF and Civil and Property Law LLM under re-accreditation procedure	per program			Decision of the Dean
OUTCOME 7.3. Increasing the internship agreements with civil society organizations;	Number of internship agreements	Encourage private sector firms and public institutions with whom Law Faculty has memoranda of cooperation to extend this cooperation also in the	2 for each field of study	2021-2026	Sign one internship MoU for Law program	Explore sound CSOs and sign MoUs	April 2022	Vice-Dean	One MoU for academic year that encompasses all study programs.

		field of provision of internship opportunities for Law Students							
OUTCOME 7.4. Develop research projects based on the needs of private sector and community;	Number of research projects developed in partnership with private sector representatives	Encourage private sector representatives through their representing associations to develop at least one joint research project with UBT Law Faculty	At least one interdisciplinary research project developed with each Association representing the interests of private sector (noteries, attorney offices, Judges Association etc).	2021-2026	Not applicable for 2021-2022				
OUTCOME 7.5. Develop a staff	Staff Workload Policy developed at faculty level requiring at least	Develop the Workload Policy and	At least one engagement with	2021-2026	Develop a community service scheme	Analyze the communit	March 2022	Dean	The service scheme determined

workload policy through which full time academic staff is enabled to contribute to community a certain number of hours per month;	one dedicated community service per academic year	include academic staff in community service engagements	community per staff per academic year		for academic staff	y service scheme			and recipient organizations identified.
OUTCOME 7.6. Creating the center for free legal aid with the support of the student's team and professors to give legal advices.	Number of free legal aid advises provided to people in need	Conduct a plan and thematic areas of competency in which Law Faculty can provide free legal aid and promotion of such activity	5 cases of free legal aid per annum	2021-2026	Initiate the establishment of free legal aid system at the Law Faculty	Establish the Working Group for definition of free legal aid system	March 2022	Dean, Vice-Dean, Florim Shefqeti, Korab Sejdiu, Artan Cerkini	The system identified and the requirements adopted.
OUTCOME 7.7. Promoting positive relationships with the community and provides services that support	Number of activities and services that support economic, educational, and cultural efforts.	Plan several events that support economic, educational and cultural	1 per year	2021-2026	Organize a community event at Faculty level	Establish the Working Group for organizing one event	June 2022	Jorida Xhafaj	One event organized

economic, educational, and cultural efforts.		efforts at faculty level				with community			
STRATEGIC GOAL 8: DEVELOPMENT OF CONSULTING AND CONTRACT RESEARCH ARM OF THE FACULTY									
OUTCOME 8.1: Development of the consultancy and contract research plan for the Faculty of Law;	Development of plan for consultancy and contract research plan	Adopt a plan for consultancy services and contract research	Plan adopted by 2022	2021-2026	Development of consultancy and contract research plan of Law Faculty	Establishment of Working Group that drafts a consultancy and contract research plan for private sector, public sector, international organizations based on franchise system.	October 2022	Visar Hoxha, Njomëz Zejnullahu, Rector for approval of franchise system	The plan adopted by April 2022 Establishment of contacts with private sector, public sector and international organizations by Oct 2022 Franchise system identified by March 2022

<p>OUTCOME 8.2: Pursue private funding, including grants, contract research and consultancy services for the private and public sector;</p>	<p>Assignment of persons responsible to follow-up on such a plan and follow-up grants</p>	<p>Assign professors responsible to follow-up</p>	<p>A team of 7 professors assigned to iron out the details of follow up and 3 research contracts and consultancy services completed</p>	<p>2021-2026</p>	<p>Not applicable this year since it is related to 8.1. It will start from October 2022 once the plan and contacts with private, public and international organizations are established.</p>				
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STRATEGIC GOAL 9: STRENGTHENING THE FUNCTIONALITY AND STREAMING PROCESSES

<p>OUTCOME 9.1: Encouraging and fostering innovation, including the integration of new systems and technologies and their incorporation</p>	<p>Number of innovative systems such EoN Virtual reality incorporated in teaching</p>	<p>Include where possible EON Virtual Reality</p>	<p>In different courses where applicable</p>	<p>2021-2026</p>	<p>Initiate the inclusion of new systems and technologies in different courses as possible</p>	<p>Establish Working Group that would identify where the EoN VR can be included</p>	<p>March 2022</p>	<p>Vice-Dean</p>	<p>Courses identified by March 2022 and given to professors time to prepare and include in their course syllabi.</p>
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in curriculum and teaching									
STRATEGIC GOAL 10: FOSTERING STUDENT EMPLOYMENT AND FURTHER CAREER DEVELOPMENT									
OUTCOME 10.1: Nurturing partnership and involvement of students and alumni in Faculty decision-making;	Number of decisions in which students and alumni are included	Involve students and alumni in all major strategic decisions	80 % of decisions include students and alumni	2021-2026	Nurture strong partnership and involvement of students and alumni	Involve students and alumni in all major strategic decisions	Ongoing	Dean, Faculty Council	80 % of decisions include students and alumni
OUTCOME 10.2: Expanding the career developing programs to ensure students and alumni take initiatives and develop leadership;	Number of career development mentoring programs	Develop career development mentoring program	1 program	2021-2026	Initiate the establishment of Career Development Mentoring Program	Develop the Career Development Mentoring Program concept	March 2022	Dean, Halil Bashota	The program concept developed.
OUTCOME 10.3: Developing alliances with other alumni to increase	Number of networks developed with various professional organizations	Develop networks with	70 % of major professional organization	2021-2026	Establish formal relationship with professional organizations	Organize formal meetings and	October 2022	Dean	30 % of professional organizations covered in

access of students to bar associations, professional organizations and agencies;		professional organizations	s covered by alliances established		such as Judges Associations, Prosecutors Associations, Chamber of Attorneys, Notary Chamber etc.	formal letters of recognition between professional organizations and Law Faculty that ensure better access of alumni to these organizations			the first year.
OUTCOME 10.4: Development of skills for passage of bar exams through Bar Exam Simulation Trainings;	Number of trainings for students that simulates the Bar exam	Organize a training for 4 year students of Law and master students	1 training per year	2021-2026	Develop a Bar Exam Simulation Training Program	Organize the curriculum by March 2022 and organize the training	March 2022 October 2022	Industry members, Albulena Ukimeraj, Vice-Dean	The curriculum developed

						by October 2022			The initial training held
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