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PUBLIC ACCREDITATION AGENCY FOR HIGHER EDUCATION

PAAHE

STATE QUALITY STANDARDS

FOR

ACCREDITOTION OF INSTITUTIONS OF HIGHER EDUCATION IN ALBANIA

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State Quality Standards in Higher Education Institutions

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STATE QUALITY STANDARDS

State Quality Standards, logic and organization

State Quality Standards are drafted in accordance with and for implementation of Article 61 of Law No.9741 of 21.5.2007, "On Higher Education in Republic of Albania", amended and pursuant to guidelines of Quality Assurance in European Area of Higher Education.

They help Higher Education Institutions to assess their procedures, outcomes and potential. Division in three chapters directs Higher Education Institutions to fulfill basic tasks (study programs, science policy, and institution management) and helps them to assess the internal quality assurance from a strategic viewpoint. With these normative standards that are possible to be implemented, institutions are allowed all freedom of expression.

Based on the operation logic, this set of standards invites Higher Education Institutions to accept it. With a properly performed assessment, Institution will have an overall vision ofits functioning and greater autonomy in management policy.

The logic on the basis of which State Quality Standards are designed dictates that they should be distributed to all constituent units of higher education institutions in order to to include not only the bodies and their management authorities in the self-evaluation process.

This is the opportunity to create a dynamic stream that will lay before them the need for recognition of successful collective practices and the use of instruments and methods for a sustainable assessment.

Thus, Institution will use the self-evaluation process for its own purposes, as a real tool of measurement and progress to show the image that will distinguish it among other institutions. Furthermore, internal assessment report that it will have drafted, will enable Public Agency for Higher Education Accreditation (PAHEA) to assess the ability of institution to prove that it meets its obligations and responsibilities and it is aware of its capacities.

Glossary

Each chapter is built according to the following classification: **Principal objectives of study programs and standards of offered programs** are the basis for building chapters and highlighting the goals that Higher Education Institutions aim to achieve in relation to their missions in public service. (examples: *students from registration to employment; research: research outcomes, dissemination, evaluation, transfer, etc.*).

Standards: They are the entire requirements, qualities and characteristics that help to achieve
these fundamental objectives of HEI-s, which are defined as targets to respond to a

certain level of institution development (examples: Institution pursues a policy of welcoming new students, Institution follows a policy of public communication and dissemination of outcomes in scientific research field...).

Criteria: They are examples of good practice, listed in a non-final form (that is, they are not reviewed finally). They help Institution to meet standards in favor of quality improvement (examples: *Institution offers Study programs and provides academic staff for their accomplishment; institution interacts with actors from local or foreign economic and business areas*). Performance indicators and solutions tailored to achieve its best, will improve Institution functioning.

State Quality Standards in Higher Education Institutions.

State Quality Standards *represent the entire requirements, criteria that Institution meets, which serve as a set of recommendations to help Higher Education Institutions to reach a certain development level. The criteria are standard, achievable, verifiable, clearly defined elements on which Institutions rely to fulfill their missions and they are used to make an assessment a classification, etc.*

CHAPTER I – STUDY PROGRAMS

The main objectives of Study programs and standards of offered programs.
I. Offered Study programs
II. Organization of Study programs
III. Students, from registration to employment

CHAPTER II - SCIENTIFIC ACTIVITY

Principal objectives of research and scientific activity standards

I. Research: Research outcomes, their dissemination, evaluation and transfer

CHAPTER III - INSTITUTION MANAGEMENT TO FULFILL ITS MISSION

Principal objectives of institutional management and management standards
I. Autonomy
II. Organization of Higher Education Institutions
III. Partnership
IV. Human resources management
V. Institution Management Operations
VI. Financial Management
VII. Information Systems Management

CHAPTER I
STUDY PROGRAMS

Institutions of higher education offer qualitative, sustainable Study programs and comparable to European educational systems of higher education. Organizational Structure of Higher Education Institutions is determined by types of programs of studies they offer and cycles of studies in which they are organized.
Principal objectives of Study programs and standards of offered programs

I - OFFERED STUDY PROGRAMS
Standard I.1 Institution offers Study programs in accordance with its mission and capacities.
Standard I.2 Constant qualification is an integral part of study programs.
Standard I.3 Study programs are offered in accordance with institution development strategy.
Standard I.4 Study programs are offered in line with local, national and international trends.

Standard I.5 Study programs are offered in accordance with institution capacities.

Standard I.6 Study programs are easily understandable and their objectives are clearly defined.

Standard I.7 Study programs of first cycle provide students with basic knowledge, general scientific methods and principles.

Standard I.8 First cycle study programs are drafted in such a way as to facilitate student's acclimatization with university environment.

Standard I.9 Second cycle study programs rely on research and institution collaborates with economic field actors for their realization.

Standard I.10 Study programs aim to achieve Albanian students' mobility in Europe and beyond.

Standard I.11 Study programs enable practical application of knowledge and skills acquired by students in theoretical courses.

Standard I.12 Study programs aimed at preparing students for employment.

II - ORGANIZATION OF STUDY PROGRAMS

Standard II.1 Announced study programs are applied in appropriate circumstances.

Standard II.2 Higher Education Institutions provide students who have passed all obligations of a study program, with relevant diploma, which is an official document.

Standard II.3 Study programs are subject to their continuous improvement in order to increase quality.

Standard II.4 Institution pursues a clear policy to improve teaching quality.

III. - STUDENTS: FROM REGISTRATION TO EMPLOYMENT

Standard III.1 Institution pursues a correct policy for new students' entrance.

Standard III.2 Institution pursues an informing and communication policy with the students and academic staff.

Standard III.3 Institution pursues a policy orientation and mentoring of students.

Standard III.4 Institution pursues a supporting policy for specific social categories.

Standard III.5 Institution provides basic literature and support for students.

Standard III.6 Institution offers first-cycle students support through university services to facilitate their progress.

Standard III.7 Institution encourages students' participation in institutional life.

Standard III.8 Institution pursues a supportive policy to assure cultural and sports quality of student life.

Standard III.9 Institution helps in students' employment.

I - OFFERED STUDY PROGRAMS

Institution ensures the quality and sustainability of study programs in the context of European Higher Education Area. It pursues policies that help to improve them.

Standard I.1 - Institution offers programs in accordance with its mission and infrastructure conditions.
Criterion 1 Institution provides opportunities for the public to be informed about offered study programs;
Criterion 2 Institution maintains constant contacts with secondary education institutions of where its students completed their education;
Criterion 3 Institution has defined priority study programs to be offered and it has decided to create its profile with them;
Criterion 4 Institution pursues a clearly defined policy for students' admission in accordance with study programs that it offers (the areas covered by study programs, admission policies of foreign students, distance learning, etc.).
Criterion 5 Study programs offered by Institution are organized so as to harmonize all their components;
Criterion 6 Requirements used for testing students' skills are reviewed and classified by institution collegial bodies.

Standard I.2 - Constant molding is an integral part of study programs.
Criterion 1 Institution offers constant molding study programs (short-term specializations,
supplementation, deepening and updating of knowledge) as a form of lifelong learning;
Criterion 2 Study programs are organized to meet the needs of different categories of students (part-time studies, etc.).
Criterion 3 Institution proposes a framework to evaluate gained experiences.

Standard I. 3 - Study programs are offered in line with institution development strategy.
Criterion 1 Academic offer of study programs is in accordance with all components of institution development strategy;
Criterion 2 Requirements for students' qualification are described in objectives of institution development strategy;
Criterion 3 Academic offer of study programs integrates coherently the information about diplomas issued at the completion of studies.

Standard I.4 - **Study programs are offered in accordance with national and international objectives.**
Criterion 1 Institution pursues a clear policy to ensure coherence in study programs offered by central institution and its subsidiaries;

Criterion 2 Institution designs its policy in the context of national policies (it is multidisciplinary, promoting reception of foreign cultures and learning foreign languages, etc.).

Criterion 3 At the completion of interdisciplinary study programs a common diploma is issued by Albanian, European and/or international higher education institutions.

Standard I.5 - Study programs are offered in accordance with institution capacities.

Criterion 1 Teaching load of lecturers is assigned in accordance with criteria set in bylaws in force;

Criterion 2 Additional teaching load of lecturers is financed by institution's own resources;

Criterion 3 Study programs are organized in such a way as to provide for academic staff effective harmonization, of teaching load, scientific research work, administrative commitments, etc..

Standard I.6 - Study programs are easily understandable and objectives are clearly defined.

Criterion 1 The content of study programs, curricula, syllabuses, etc. is available to students and is accessed by them easily;

Criterion 2 Study programs objectives are clearly defined;

Criterion 3 Students' admission criteria are clearly defined by Institution.

Standard I.7 - Programs of first cycle studies aim at providing students with basic knowledge on methods of general scientific principles.

Criterion 1 study programs allow a progressive transition from the first cycle to the second cycle studies;

Criterion 2 Study programs ensure successful completion of first cycle and admission to the second cycle;

Criterion 3 Programs of first cycle studies provide students with basic knowledge, general scientific methods and principles and specific molding skills;

Criterion 4 Students are informed and guided about the possibility of transfer of study programs or credits received during their studies;

Criterion 5 Study programs of this cycle are drafted in such a way that students who complete the first cycle have opportunities for employment.

Standard I.8 - Programs of first cycle studies are compiled in such a way that facilitate student's acclimatization with university environment.

Criterion 1 Institution follows supporting policies for students progress;

Criterion 2 Institution follows supporting policies for students through orientation activities and custody (tutorship);

Criterion 3 Institution applies alternative teaching methods depending on its students' interests;

Criterion 4 Institution recruits with priority the academic staff that engages in scientific research activities;

Criterion 5 Academic staff employed with full time comprises at least 70% of staff committed to realize first cycle academic programs.

Standard I.9 - **Second cycle programs are based on research and institution collaborates with actors in the economic field for their realization.**

Criterion 1 Lecturers who engage in research activities comprise most of academic staff;

Criterion 2 Academic staff that engages in research activity participates in study programs drafting and implementation;

Criterion 3 "Master of Science" study programs are drafted in support of universities' research policies;

Criterion 4 Professional Practice and draft thesis of students are conducted in cooperation with private sector and state companies;

Criterion 5 Institution owns statistical data for employment of its graduates;

Criterion 6 In teaching and research programs of "Professional Master" studies, Institution involves also representatives from business or other fields;

Criterion 7 Academic staff employed with full time comprises at least 70% of staff committed to realize the second cycle academic programs.

Standard I.10 - study programs aim to promote Albanian students' mobility in Europe and beyond.

Criterion 1 Study programs are offered in line with Bologna Process in successive cycles under the system: Bachelor, Master, Doctorate (BMD);

Criterion 2 The curriculum is organized to provide sufficient information for a foreign observer (presentation of its content is detailed, organized in modules and assessed in European credits under the European Credit Transfer and Accumulation System (ECTS), also available in English);

Criterion 3 Diplomas issued at the completion of study programs of first cycle, second cycle or integrated are associated with diploma supplement/appendix;

Criterion 4 Study programs are designed to facilitate students' mobility;

Criterion 5 Learning foreign languages is in line with the studies' internationalization policy. Students of the second and third study programs undergo the exam of English language, on the basis of internationally known tests. Institution promotes Albanian language learning by foreign students;

Criterion 6 Credits awarded in a foreign institution of Higher Education in the framework of a mutual agreement are transferred without review. HEIs provide opportunities to transfer credits awarded at home or abroad, through equivalence of parts or complete study programs in terms of the right to continue education in the same or similar study program in a counterpart institution.

Standard I.11 - Study programs provide practical application of knowledge and skills acquired by students in theoretical courses.
Criterion 1 Study programs are organized in such a way as to enable application in practice of skills acquired in theoretical courses;
Criterion 2 Application of evaluation system in European credits (ECTS) is effective;
Criterion 3 Study programs include also preparation and presentation of scientific research projects of students, under the regulation of studies (diploma topic, thesis, dissertation);
Criterion 4 Institution follows supporting policies for students' participation in cultural and educational activities organized by Institution.

Standard I.12 - Study programs aim at preparing students for employment.
Criterion 1 Study programs offer special modules with true professional character and knowledge from socio-economic areas;
Criterion 2 Study programs include knowledge about entrepreneurship, professional practices, internships, etc..;
Criterion 3 Study programs in medical, technical, agricultural, natural sciences include sufficient modules and time for practical, professional molding (laboratory work, laboratory modules or projects, professional practice in objects, etc..).

II - ORGANIZATION OF STUDY PROGRAMS

Institution ensures strict implementation, normal conduct of study programs. It evaluates and improves teaching methods continuously.

Standard II.1 – Announced study programs are applied in appropriate conditions.
Criterion 1 Institution ensures efficient organization and documentation of study programs curriculum;
Criterion 2 Institution coordinates the work of academic staff to ensure coherence content;
Criterion 3 Institution provides sufficient capacity for the realization of practical professional molding of students (laboratory work, laboratory modules, practical lessons in objects, supervised professional practice, etc..).
Criterion 4 Institution supervises practices, internships and research works (preparation of projects, topics of diplomas, theses, etc.)
Criterion 5 Institution makes available to students the necessary supporting literature for relevant study program.

Standard II.2 - Higher education institutions provide students who have passed all obligations of a study program, with relevant diploma, which is an official document.

Criterion 1 Examination rules and requirements are approved by responsible university structures and they are known to everyone through the regulation of examinations announced publicly;

Criterion 2 Institution makes known (posting in visible places) graduation criteria and procedures;

Criterion 3 Anonymity is respected during the correction of examinations;

Criterion 4 Complaints against examinations' scores are reviewed by a committee set up in compliance with examinations' regulation;

Criterion 5 Students have access to personal exam scores, by observing the confidentiality principle.

Standard II.3 - Study programs are subject to continuous improvement in order to increase their quality.

Criterion 1 Lecturers are regularly assessed by institution structures that pursue qualitative implementation of study programs;

Criterion 2 Students are involved in evaluation of lecturers and study programs implementation;

Criterion 3 Outcomes of examinations and competitions are published;

Criterion 4 Study programs are improved by taking into account the outcomes of their evaluation by academic staff and students;

Criterion 5 Study programs quality is evaluated also by statistics of employment of graduates in the relevant study program.

Standard II.4 - Institution pursues a clear policy for improvement of teaching quality.

Criterion 1 Institution has a support structure that promotes continuous teaching improvement;

Criterion 2 Institution has supporting mechanisms for experimentation in teaching;

Criterion 3 Institution qualifies academic staff in the field of scientific research to help improve teaching further.

Criterion 4 Academic staff is trained continuously to improve teaching;

Criterion 5 Institution is responsible for teaching quality;

Criterion 6 Institution makes available the necessary infrastructure to realize study programs;

Criterion 7 Academic staff, teaching-scientific supporting staff and administrative staff are committed to improve teaching and application of study programs.

III - STUDENTS: FROM REGISTRATION TO EMPLOYMENT

Institution makes available all necessary means to enable individual and collective performance of students from registration in Institution to their employment. Services to students are part of institution's mission and purpose. They aim at their

professional and social promotion. Institution aims to help the student gain professional skills for individual and collective work, as a necessity to provide qualitative education.

Standard III.1 - **Institution pursues a correct policy for admission of new students.**
Criterion 1 Institution designs midterm development projects in accordance with students admission policies;
Criterion 2 Institution informs future students (secondary school graduates) for study programs that it provides through career counseling office;
Criterion 3 Institution welcomes and pursues specific policies for absorption and integration of new students;
Criterion 4 Institutions are linked to Regional Education Directorates and Education Offices;
Criterion 5 Institution establishes separate structures for reception, information and admission of new students;
Criterion 6 Institution pursues a policy of welcoming foreign students interested to attend offered study programs;
Criterion 7 Institution publishes reception time for students in order to meet students' needs;
Criterion 8 Numerical ratio of academic staff / student is such as to ensure education quality and institution objectives. For study programs that include laboratory work, teaching practices and specific occupations (arts, sports, etc..) such ratio is 1 to 8, whereas for other programs and studies, this ratio is 1 to 20. For research programs that include practical lab-work (in fields of study such as medicine, nursing, engineering, teaching, etc.), Education Institution provides 1 instructor / laboratory assistant for 60 students (1 supporting staff for 3 lecturers).

Standard III.2 - Institution pursues a policy for informing students and guarantees communication between them and academic staff.
Criterion 1 Institution has a structure of information and counseling for students;
Criterion 2 Institution owns external communication means;
Criterion 3 Institution owns internal communication means;
Criterion 4 Institution staff has an internal email address;
Criterion 5 Institution holds personal file of each student;
Criterion 6 Institution owns the address (including electronic address) and phone number of each student.

Standard III.3 - Institution pursues a policy of orientation and mentoring for students.
Criterion 1 Institution has a framework for guiding and advising students;
Criterion 2 Institution engages in information and orientation of students;
Criterion 3 Study programs enable progressive adaptation of students with the study program;

Criterion 4 Institution makes available to students information materials or brochures;

Criterion 5 Institution guides students wishing to change study programs and documents the process;

Criterion 6 Structure for guiding and advising students supports them in all cycles of study that Institution provides.

Standard III.4 - Institution pursues a support policy for specific social categories.

Criterion 1 Institution pursues a policy of support for students with disabilities;

Criterion 2 Institution pursues a policy of support for Roma students and Balkan Egyptians;

Criterion 3 Institution pursues a policy of support for students engaging in sports activities at high levels;

Criterion 4 Institution pursues a policy of support for students wishing to pursue part-time studies.

Standard III.5 - Institution offers basic and support literature for students.

Criterion 1 Institution provides quality textbooks and supplementary literature in sufficient quantity;

Criterion 2 Institution has a structure for documentation maintenance;

Criterion 3 Institution has a library that offers literature for students;

Criterion 4 Institution enriches library literature steadily;

Criterion 5 Institution estimates funds for purchase of specialized literature in scientific research field;

Criterion 6 Institution offers multidisciplinary literature through the library;

Criterion 7 Library working time is posted on institution premises;

Criterion 8 Student has a card for registration and literature provision;

Criterion 9 Library provides electronic materials.

Standard III.6 - Institution offers support to first-cycle students through university services to facilitate their performance.

Criterion 1 Institution provides leadership and tutorship for students (tutors);

Criterion 2 Institution assists and guides students how to find literature.

Criterion 3 Institution offers courses at its premises to help students in difficulty.

Standard III.7 - Institution encourages students' participation in institutional life.

Criterion 1 Students are represented in governing bodies of Higher Education Institutions, structures of teaching-research and services;

Criterion 2 Student Councils express opinions and proposals for all problems of general interest of Higher Education Institutions as educational plans and research programs, study regulations, etc..

Criterion 3 Institution supports student councils and finances their activities.

Standard III.8 - Institution pursues a policy of support to ensure quality of student life.
Criterion 1 Institution pursues a policy to facilitate student life;
Criterion 2 Institution supports student's cultural life;
Criterion 3 Institution supports students who engage in sports activities organized by its structures and other institutions;
Criterion 4 Institution cooperates with health structures to pursue preventive and curative policies to help students' health.

Standard III.9 - Institution favors students' employment.
Criterion 1 Institution has a structure that owns of statistical data on employment of its graduates;
Criterion 2 Institution provides assistance for integration into employment;
Criterion 3 Academic, teaching and scientific, administrative staff commit to implementing this policy;
Criterion 4 Institution follows favoring policies for employment of its graduates.

CHAPTER II
SCIENTIFIC ACTIVITY
Institution provides the means to evaluate activities and outcomes of research. teams. To achieve this, it relies on experts' opinions and assessments in the framework of accreditation process and verification groups that assess the scientific quality of laboratories, programs and academic staff.
Assessment experts and verification groups report findings for research programs, infrastructure and organization of higher education institution. Institution organizes scientific activity in a national and international context, especially in the context of a European Research Area prospect. Opinions and proposals of Council of Higher Education and Science (CHES) to priority areas and programs of scientific research and technological development lead to clear solutions which are communicated to Institutions of Higher Education and parties concerned. Institution provides the means to implement its policy in terms of human resources or financial resources. It designs a strategy of scientific research development and dissemination of its outcomes, of economic development and transfer of knowledge and acquired credits.
I - RESEARCH: RESEARCH OUTCOMES, THEIR DISSEMINATION, ASSESSMENT AND TRANSFER.

Standard I.1 Department, as the basic unit of Institution, highlights its strengths and weaknesses in the field of scientific research.
Standard I.2 Institution encourages development, dynamism and scientific research.
Standard I.3 Institution concentrates on scientific research internationalization.
Standard I.4 Institution determines priority areas of scientific research.
Institution I.5 Institution applies scientific research priorities.
Standard I.6 Institution provides continuity in the scientific research field.
Standard I.7 Institution publicizes the outcomes in scientific research field.
Standard I.8 institution pursues a policy of evaluation and transfer of outcomes in scientific research field.

I - **RESEARCH: RESEARCH OUTCOMES, THEIR DISSEMINATION, ASSESSMENT AND TRANSFER.**

Institution provides the means to recognize its research potential in a national and international context. It develops policies in the scientific research field and ensures delivery   of outcomes.

Standard I.1 - The Department, as Institution basic unit, highlights its strengths and weaknesses in scientific research field.

Criterion 1 The department is the basic teaching-research unit, which includes homogeneous research fields and groups respective academic disciplines;

Criterion 2 Department is organized in educational and research groups. Group may be only for research;

Criterion 3 Department promotes, coordinates and manages teaching activities, research or artistic activities, while respecting academic freedom of academic staff and its right to use available material and financial resources to realize the study program;

Criterion 4 Department is responsible for the progress of scientific research work of research groups;

Criterion 5 Department is supported financially in a transparent and open form by the institution and it is responsible for funding research groups;

Criterion 6 Based on work outcomes of research groups, department suggests continuation or termination of cooperation with them.

Standard I.2 - Institution encourages development, dynamism and scientific research.

Criterion 1 Institution supports new scientific research groups and projects;

Criterion 2 Institution ensures cooperation with other research structures;

Criterion 3 Institution provides interaction between different structures and institutions.

Standard I.3 - Institution concentrates on scientific research internationalization.

Criterion 1 Institution is committed to the collection and dissemination of information to its laboratories;

Criterion 2 Institution is committed to respond to European bids in the scientific research field;

Criterion 3 Institution organizes international conferences or activities in the research field;

Criterion 4 Institution participates in international conferences or activities in the research field through academic staff;

Criterion 5 Institution signs partnership agreements with foreign institutions of higher education;

Criterion 6 Institution organizes ceremonial meetings about his achievements in the research field;

Criterion 7 Scientific research papers of Institution's academic staff are published in international scientific journals.

Standard I.4 - Institution determines priority areas of scientific research.

Criterion 1 Research departments and groups determine Institution priorities in scientific research;

Criterion 2 Institution pursues a policy of support for innovations / inventions;

Criterion 3 Institution encourages scientific debate in priority areas of scientific research.

Standard I.5 - Institution applies scientific research priorities.
Criterion 1 Institution provides means for implementing priorities set by it;
Criterion 2 Institution recruits academic staff qualified in scientific research for the strategy of Institution development;
Criterion 3 Institution implements priority policies developed in the research field.

Standard I.6 - Institution provides continuity in the scientific research field.
Criterion 1 Scientific research priorities are the focus of institutional objectives;
Criterion 2 Institution pursues a clear activity of scientific research development in relation to its capacity;
Criterion 3 Institution pursues a policy of cooperation with national scientific bodies;
Criterion 4 Institution provides effective integration of students taking doctorate in scientific research groups;
Criterion 5 Institution pursues a policy of young researchers' involvement in research projects;
Criterion 6 Institution is committed to designing and implementing regional and national science policies;
Criterion 7 Institution pursues a policy of integration for foreign researchers;
Criterion 8 Institution pursues a favorable policy for mobility of academic staff engaged in scientific research;
Criterion 9 In order to promote quality increase and internationalization of studies, Institution invites foreign academic staff for research and teaching activities for limited periods of time.

Standard I.7 - Institution publishes outcomes in research field.
Criterion 1 Institution pursues a supporting policy for organization of international seminars and scientific symposia;
Criterion 2 Institution pursues a supporting policy for publication of outcomes in scientific research field;
Criterion 3 Institution pursues a policy for research culture promotion in a regional and national level.

Standard I.8 - Institution pursues a policy of evaluation and transfer of outcomes in research field.
Criterion 1 Institution establishes a unit that evaluates the progress of scientific research outcomes;
Criterion 2 Institution pursues a policy for promotion of outcomes in scientific research field;
Criterion 3 Institution pursues a policy for protection of intellectual property, and good practice in research-publishing activity;

Criterion 4 Institution encourages young researchers to undertake personal initiatives in scientific research field;

Criterion 5 Institution collaborates with local and foreign business and economic and social factors;

Criterion 6 Institution has scientific publishing activities;

Criterion 7 Institution is informed about scientific research activity of its academic staff.

CHAPTER III
INSTITUTION MANAGEMENT FOR FULFILLING ITS MISSION

Institution pursues and implements its policies in order to meet its mission defined at the time of its creation and based on Law No. 9741 of 21.5.2007 "On Higher Education in Republic of Albania", amended. It uses its autonomy to adapt and implement them according to legal and subordinate legal provisions in force, in view of fulfilling its mission.

Governing bodies are committed to design and implement institution development strategy. Institutions engage academic, educational and scientific supporting staff and administrative staff for implementation of strategic projects. Institution collaborates with all concerned stakeholders, particularly with other higher education institutions. It maintains constant contacts with its units and affiliates, and various categories from the world of domestic or foreign business. It takes part in the main scientific networks and in national and international scientific structures.

Management: Main objectives of institutional management and management standards

I – AUTONOMY
Standard I.1 Institution and its structures operate in accordance with institution statute.
Standard I.2 Institution is organized in such a way as to ensure efficiency in management.
Standard I.3 Institution encourages constructive debate.
Standard I.4 Institution respects its autonomy limits.
Standard I.5 Institution drafts a development strategy.
Standard I.6 Institution publishes the annual report, submits it to Ministry of Education and Science, before academic staff and students.

II - ORGANIZATION OF HIGHER EDUCATION INSTITUTIONS
Standard II.1 Institution establishes appropriate structure to accomplish its mission and purpose.
Standard II.2 Institution provides effective management of human resources.
Standard II.3 Management bodies facilitate decision making by favoring the debate in Institution councils.

III – PARTNERSHIP
Standard III.1 Institution conducts market research to accomplish its mission and purpose.
Standard III.2 Institution pursues a strategy of open collaboration and partnership in the regional, national and international level.

Standard III.3 Institution pursues a strategy of cooperation with other supporting institutions.

Standard III.4 Institution pursues a favoring policy for mobility of academic staff and students in the international level.

IV - MANAGEMENT OF HUMAN RESOURCES

Standard IV.1 Institution pursues an open policy of human resources' employment and recruitment.

Standard IV.2 Institution pursues a policy of integration of academic staff, assisting teaching- scientific staff and administrative staff.

Standard IV.3 Institution pursues a policy of periodic assessment of its staff skills.

Standard IV.4 Institution pursues a social development policy.

V - MANAGEMENT OF INSTITUTION ACTIVITY

Standard V.1 Institution provides appropriate facilities and infrastructure for academic and scientific activity.

Standard V.2 Institution possesses full documentation of academic activity in hardcopy and in electronic form.

VI - FINANCIAL MANAGEMENT

Standard VI.1 Institution drafts the budget in accordance with established procedures.

Standard VI.2 Institution provides the necessary means to implement financial policy.

Standard VI.3 Institution pursues a policy of budgetary and financial control.

VII - INFORMATION MANAGEMENT SYSTEMS

Standard VII.1 Institution has an information system.

Standard VII.2 Institution coordinates activities in the field of information technology.

Standard VII.3 Institution manages real estates.

Standard VII.4 Institution provides storage, maintenance and development of its cultural and scientific heritage.

Standard VII.5 Institution pursues a policy of its assets management.

Standard VII.6 Institution establishes a logistic administrative structure for to conduct functions of common interest.

I – AUTONOMY

Institution follows and implements its policies for fulfillment of the mission determined at the time of creation and based on Law No. 9741 of 21.5.2007 "On Higher Education in Republic of Albania", amended. Management bodies and authorities in cooperation with their staff manage Institution's activity with transparency.

Standard I.1 - Institution and its structures work in accordance with Institution statute.

Criterion 1 Institution designs an internal regulation;

Criterion 2 Institution drafts the statute in accordance with legislation in force and in accordance with its mission and objectives;

Criterion 3 Institution adjusts and improves its statute and its regulation continuously.

Standard I.2 - Institution is organized in such a way as to ensure efficiency in management.

Criterion 1 Management bodies exercise Institution's management effectively. Rectorate prepares and submits the budget to Institution's Academic Senate;

Criterion 2 Rectorate determines composition of experts' committee which develops Institution's economic and budgetary policies;

Criterion 3 Rectorate formulates criteria for allocation of financial, material and human resources;

Criterion 4 Rector encourages promotion of Institution's academic staff;

Criterion 5 Administration Board is a collegial decision-making, in Public Higher Education Institutions, which supervises and controls activity of Higher Education Institution, related to its administrative, financial, economic and properties management;

Criterion 6 Board of Ethics is established in Higher Education Institutions and discusses issues of university life ethics. It makes proposals to the Rector about their treatment;

Criterion 7 Faculty Board is a collegial decision-making, body which, based on proposals of departments, schedules and determines the use of human and material resources available to faculty;

Criterion 8 Board of Professors is established for organization and management of doctorate studies and scientific, pedagogical training after the doctorate, in leading units higher education institutions, which offer study programs of third cycle or even in the Institution level;

Criterion 9 Dean is faculty management authority and its legal representative;

Criterion 10 Director is managing authority of a research and development institute or of a subsidiary (if it has the faculty or department status) and represents it;

Criterion 11 Dean / director is elected with secret voting by all academic staff, non-academic staff and students and faculty / research and development institute / vocational college;

Criterion 12 Head of department / research and development center are elected with secret voting by all academic staff respectively;

Criterion 13 Internal organization and control in non-public Higher Education Institutions are made in accordance with provisions in statute and internal regulations;

Criterion 14 Nonpublic Higher Education Institutions have a clear separation of activity of management bodies and authorities, administrative and academic personnel.

Standard I.3 - Institution encourages constructive debate.

Criterion 1 Materials for discussion are prepared and made available to members Institution boards, before making decisions;
Criterion 2 Senate and boards meet periodically;
Criterion 3 Opinions and proposals of Senate and the council are considered for implementation;
Criterion 4 Institution monitors their implementation process.

Standard I.4 - Institution respects its autonomy limits.
Criterion 1 Institution has installed structures of supervision and internal evaluation;
Criterion 2 Institution has engaged external consultants to assist its proper functioning;
Criterion 3 Institution is organized in such a way as to benefit funding from European programs and beyond.

Standard I.5 - Institution establishes a development strategy.
Criterion 1 Institution's development strategy is discussed widely by its management bodies and authorities;
Criterion 2 Institution's development strategy sets appropriate objectives and means to achieve expected outcomes;
Criterion 3 Institution's strategy is drafted in accordance with its mission and purpose.

Standard I.6 - Institution publishes the annual report, submits it to Ministry of Education and Science, academic staff and students.
Criterion 1 Report reflects internal and external activities of the Institution;
Criterion 2 Report helps for internal and external assessment of the Institution;
Criterion 3 Report of activities is made available to Institution boards;
Criterion 4 Institution publishes the activity report, submits it to Ministry of Education and Science, academic staff and students.

II. - ORGANIZATION OF HIGHER EDUCATION INSTITUTIONS

Higher education institutions have the right to split into constituent organizational main basic and auxiliary units: for autonomy exercise within its competencies. Constituent units
of Higher Education Institution are included in institutional project implementation.
Institution's management authority is responsible for implementation of decisions taken by the management and administration bodies of Higher Education Institution.

Standard II.1 - Institution establishes appropriate structures to accomplish its mission and purpose.
Criterion 1 Higher education institution has autonomy and academic freedom, under the law in force;
Criterion 2 Autonomy and academic freedom help to accomplish the institution's mission and purpose;

Criterion 3 Academic Freedom and Higher Education Institutions is expressed in freedom of teaching, freedom of scientific research, freedom of creation;

Criterion 4 Higher Education Institution is organized in main, auxiliary, basic organizational constituent units for autonomy exercise within its competencies.

Criterion 5 University offers university study programs for three cycles and is composed of two faculties at least. It conducts basic and applied scientific research;

Criterion 6 Academies offer higher professional education and creative activities in specific areas of art, sports, public order and other professional fields. They offer study programs for the three cycles and are composed of two faculties at least;

Criterion 7 Inter-university center develops and promotes scientific research programs and projects and helps advanced education after the first cycle university studies;

Criterion 8 Higher School offers higher education in studies of first and second cycle and is composed of two faculties at least. Higher school can offer applied research;

Criterion 9 Professional college offers study programs of first cycle in several areas related to labor market needs;

Criterion 10 An Institution of Higher Education has the right to open its branches in other regions, outside headquarters location, in order to offer study programs, scientific research and various services;

Criteria 11 Faculty as the main unit, is organized in basic units. Each faculty has at least three basic units, two of which are departments;

Criterion 12 Department, as the basic unit, consists of at least seven effective members as academic staff, 3 of whom at least have degrees and titles;

Criterion 13 Institution has its official web site.

Standard II.2 - Institution provides effective management of human resources.
Criterion 1 Institution implements clear rules to determine responsibilities according to respective functions.

Standard II.3 - Management bodies facilitate decision making by favoring debate in Institution boards.
Criterion 1 Institution puts in operation its boards, organized by levels;
Criterion 2 Boards give opinions and proposals and make decisions;
Criterion 3 Their proposals, opinions and decisions are sent to management authorities;
Criterion 4 Academic staff is involved in internal debate under institutional procedures prescribed by statute.

III – PARTNERSHIP

Institution follows an active policy to encourage development in regional, national and international level. Institution pursues a policy of support for mobility and reception of domestic and foreign students, PhD students, scientific research personnel, through a institutional partnership.

Standard III.1 - Institution conducts market research to accomplish its mission and purpose.
Criterion 1 Institution is informed constantly about the economic regional development.
Criterion 2 Institution monitors employment of its graduates;
Criterion 3 Institution respects competition rules.

Standard III.2 - Institution pursues an open strategy of collaboration and partnership in a regional, national and international level.
Criterion 1 Institution determines its cooperation policy priorities;
Criterion 2 Cooperation strategy is reflected in long-term strategy of institution development;
Criterion 3 Institution takes into account the needs of local economy and labor market for opening new programs or drafting of scientific research projects;
Criterion 4 Institution collaborates with regional partners in the framework of cooperation strategy implementation;
Criterion 5 Institution organizes and formalizes agreements with counterpart institutions of higher education.

Standard III.3 - Institution pursues a cooperation strategy of with other supporting institutions.
Criterion 1 Institution collaborates with other instances to provide services to students;
Criterion 2 Institution collaborates with other instances to meet its needs for realization of study programs.

Standard III.4 - Institution pursues a favoring policy for mobility of academic personnel and students in an international level.
Criterion 1 Institution participates in international activities;
Criterion 2 Institution pursues a favoring policy for mobility of academic staff and students;
Criterion 3 Institution pursues an integration policy for foreign students;
Criterion 4 Institution pursues an integration policy for foreign invited academic staff and researchers.

IV - HUMAN RESOURCES MANAGEMENT
Institution pursues a favorable policy for efficient management of human resources.

Standard IV.1 - Institution pursues an open policy for employment and recruitment of human resources.
Criterion 1 Institution makes its organization chart public;
Criterion 2 Institution pursues a policy of part-time employment for its needs;

Criterion 3 Institution publishes employment criteria for each vacant job position;

Criterion 4 Institution pursues a policy of promotion of full-time, part-time, invited or contracted academic staff;

Criterion 5 Institution pursues a policy of hiring supporting teaching-scientific and administrative staff in accordance with Law No. 9741 of 21.5.2007 "On Higher Education in Republic of Albania", amended and other legal regulations adopted for its implementation;

Criterion 6 Institution provides for criteria and procedures for personnel recruitment in the internal regulations;

Criterion 7 Institution recruits with priority qualified academic staff from internationally recognized universities.

Standard IV.2 - Institution pursues a policy of integration of academic staff, teaching and scientific supporting staff and administrative staff.
Criterion 1 Institution engages in implementation of integration policies for its staff;

Criterion 2 Institution engages its staff to organize an information day, by preparing informational brochures;

Criterion 3 Institution pursues a favorable policy for integration of its staff in its social life.

Standard IV.3 - Institution pursues a policy for assessment of its staff skills.
Criterion 1 Institution follows a training plan according to priorities defined in development project;

Criterion 2 Institution evaluates achievements of its staff;

Criterion 3 Institution encourages training and promotion of academic staff in western universities;

Criterion 4 Institution engages foreign professors in committees/panels that promote personnel to scientific degree "Doctor" and academic titles "Docent", "Prof.", "Ass. Prof.";

Criterion 5 Institution sets as a prerequisite for promotion to title "Professor" a sufficient research or academic experience at least 1-year in a Western university.

Standard IV.4 - Institution pursues a social development policy.
Criterion 1 Institution organizes social activities;

Criterion 2 Institution promotes social dialogue;

Criterion 3 Institution pursues a policy of life and health insurance.

V - MANAGEMENT OF INSTITUTION ACTIVITY
Standard V.1 Institution provides appropriate facilities and infrastructure for academic and scientific activity.

Criterion 1 Institution of Higher Education makes available for teaching facilities, constructed (or reconstructed) with contemporary quality materials that meet hygienic

and sanitary conditions for students, academic and administrative staff, avoiding risk elements;

Criterion 2 Institution of Higher Education provides good acoustics in teaching premises and isolation from noise, temperature fluctuations and humidity;

Criterion 3 Institution of Higher Education is far from industrial development zones or areas that are polluted above relevant permitted standards;

Criterion 4 Higher Education Institution owns teaching auditoriums; facilities for labs; facilities for teaching staff, facilities for administrative staff; technical facilities, facilities for the library, for senate, audiovisual rooms, room for computers, multimedia, and others of this nature;

Criterion 5 Higher Education Institution meets the usable surface norm of 3.8 - 4.0 m^2/student (minimum) and 7.5 - 8.0 m^2/student (maximum);

Criterion 6 Institution of Higher Education provides sufficient capacity for students' practical qualification programs in areas like health, technical sciences, agricultural sciences and the like;

Criterion 7 Height of premises is not less than 3.0 m (ceiling-floor). The minimal above norm is accepted for study programs such as language, literature, sociology, history, geography, economics, law, mathematics, archeology, etc.. and others of this nature, (generally for social and political sciences), whereas for study programs as architecture, music, and the like, no less than the above norms average is accepted. The above norms are minimally doubled (minimum and maximum) for study programs in engineering or natural sciences (physics, chemistry, biology, etc.);

Criterion 8 Higher Education Institution meets technical norms of natural lighting, window surface covers at least 15 – 20 % of floor surface and lighting is directed to the student's left arm, possibly from southeast;

Criterion 9 Higher Education Institution, which has more than 200 students (in a building), has mandatory emergency exits and stairs;

Criterion 10 Higher Education Institution has fire protection system and protection system against atmospheric discharges;

Criterion 11 Higher Education Institution has a functioning heating system;

Criterion 12 Higher Education Institution has alternative sources for electric energy supply (motor generator, etc..) as well as sufficient reserves of usable water (water tanks).

Standard V. 2 Institution possesses full documentation of academic activity in hardcopy and electronic form.

Criterion 1 Institution has a structure that is responsible for maintaining documentation in hardcopy;

Criterion 2 Institution has a facility for data digitalization and documentation storage in electronic form;

Criterion 3 Institution has a structure for collection of statistics;

Criterion 4 Institution has a database regarding registration of students, matriculation number, etc., in accordance with bylaws in force;

Criterion 5 Institution has general information on its program, form, syllabus, coupled with binding credits for studies;

Criterion 6 Institution has a student-based registry with data their own.

Criterion 7 Institution has a basic register for students (in a printed and electronics stored permanently), with grades received while following the study program, data on diploma or diplomas awarded along with diploma supplement, etc..

VI - FINANCIAL MANAGEMENT

Institution drafts the budget in accordance with laws and bylaws in force and overall development policies.

Standard VI.1 - Institution drafts the budget in accordance with defined procedures.

Criterion 1 Distribution of financial resources and their use in public Higher Education Institutions are made in accordance with the rules and standards of budgetary programming and public financial management;

Criterion 2 The structure for budget drafting for each public Higher Education Institution is made according to State Budget structure, as defined in the guideline of Minister of Finance;

Criterion 3 The proposed budget is subject to discussion in Institution Senate and Administration Board. Proposed budget for non-public HEIs is subject to discussion in senate and shareholders board;

Criterion 4 Institution budget is detailed and delegated for management up to department.

Standard VI.2 - Institution provides the necessary means to implement the financial policy.

Criterion 1 Institution sets up the special structure for its financial management and financial policy implementation;

Criterion 2 Institution pursues a transparent policy for distribution of financial resources;

Criterion 3 Institution respects accounting rules;

Criterion 4 Rules of Financial Management of Higher Education Institutions are identical to those of other public institutions;

Criterion 5 Institution analyzes indicators from monitoring of financial policy implementation.

Standard VI.3 - Institution pursues a policy of budgetary and financial control.

Criterion 1: Higher Education Institutions are subject to financial audit, performed by institutions stipulated by law for this purpose;

Criterion 2 Financial audit outcomes are made public;

Criterion 3 Financial activity report is announced in an open meeting for students and HEI staff;

Criterion 4 Reports of SAI, of MES audit and Institution audit for public HEIs are reviewed in Administrative Board;

Criterion 5 Financial audit report of non-public Higher Education Institutions highlights the policy of use of revenues from student fees for the increase of teaching quality and services to students.

VII - INFORMATION SYSTEMS MANAGEMENT

Standard VII.1 - **Institution has an information system**.

Criterion 1 Information systems are coordinated;

Criterion 2 Information systems management is used to provide strategic information.

Criterion 3 Institution publishes in the official website all statistical data on number of students by programs, academic offer, institution set-up and operation, statute and regulations of its operation.

Standard VII.2 - Institution coordinates activities in the field of information technology.

Criterion 1 Institution conducts its computerization;

Criterion 2 Institution makes available to staff and students, computer science rooms or laboratories;

Criterion 3 Institution provides distance education programs.

Standard VII.3 - Institution manages immovables.

Criterion 1 Institution has a record of immovables;

Criterion 2 Institution has a master plan for security, rehabilitation, expansion, and/or restructuring of its immovables;

Criterion 3 Institution manages its assets under a defined plan;

Criterion 4 Institution oversees its construction and reconstruction projects.

Standard VII.4 - Institution provides storage, maintenance and development its academic, cultural and scientific heritage.

Criterion 1 Institution pursues a policy of preserving the heritage of his academic cultural and scientific;

Criterion 2 Institution pursues a policy of evaluation and development of its academic, cultural and scientific property;

Criterion 3 Institution pursues a policy of maintenance and development of its academic, cultural and scientific property;

Standard VII.5 - Institution pursues a policy of management of its assets.

Criterion 1 Institution has an adequate infrastructure to conduct its activities;

Criterion 2 Institution owns facilities for academic staff activity, in proportion to its staff number.

Standard VII.6 - Institution establishes a logistics administrative structure to carry out functions of common interest.
Criterion 1 Institution provides services in accordance with market needs;
Criterion 2 Institution carries out surveys and evaluates logistic services.