STRATEGIC DEVELOPMENT PLAN[1]

FOR

UNIVERSITY OF ELBASAN "ALEKSANDËR XHUVANI"

2024-2028

In Support of the Specific Objectives of the Strategy for Education in Albania
Excellence in Teaching, Scientific Research and Innovation – Internationalization and
Integration into EHEA – Sustainable Knowledge and Development – Advancement of
Digital Services – State-of-the-Art Resources for Teaching and Learning

Elbasan, December 2024

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[1] Strategic development plan of the institution is the document where the objectives of the institution of higher education or of its constituent units, as well as the means and ways of their realization are defined, article 6/20, Law 80/2015.

INTRODUCTION

The University of Elbasan "Aleksandër Xhuvani", a public higher education institution and one of the most prominent institutions in Albania, as well as the largest teaching and research-scientific centre in Central and Eastern Albania, has drafted the "Strategy of Teaching, Scientific Research and Innovation, Internationalization, Sustainable Knowledge and Development, Advancement of Digital Services, and State-of-the-Art Resources for Teaching and Learning".

This strategy aligns with the provisions of Law no. 80/2015, dated 22.07.2015 "On Higher Education and Scientific Research in Higher Education Institutions in the Republic of Albania" (Article 6/20), and outlines strategic priorities for the the years 2024-2028.

The strategy is fully aligned with the National Strategy for the Development of Higher Education in Albania, as well as with the broader objectives set by the European Higher Education Area (EHEA), and the Bologna Process. The purpose of this strategy is to enhance academic excellence and institutional sustainability, fostering a dynamic learning environment that aligns with national and European higher education standards, thereby positioning the University of Elbasan "Aleksandër Xhuvani" as a leader in the Albanian Higher Education Area, recognized for its contributions to knowledge, research, and innovation."

The strategy reflects the vision of the University of Elbasan "Aleksandër Xhuvani" for medium and long-term policies in academic development, institutional sustainability, innovation, research excellence, and internationalization, ensuring alignment with national and European Higher Education Standards. The process of transforming the quality of a complex system, such as teaching and knowledge acquisition, requires time. Therefore, the strategy of the University of Elbasan "Aleksandër Xhuvani" spans a period of four years to ensure effective and sustainable change.

This document reflects the collective contributions of the academic staff, administrative personnel, and students of the University of Elbasan "Aleksandër Xhuvani". It has been drafted with careful consideration of the institution's core values and guiding principles, which include a steadfast commitment to academic excellence, integrity, inclusivity, and sustainability.

The strategy is guided by a student-centered approach, fostering an environment that supports personal and professional growth while ensuring alignment with national and European higher education standards. It underscores the importance of quality assurance, ethical leadership, and community engagement as foundational pillars of the university's mission.

Building on the university's successful academic model and the valuable experiences of its previous strategic initiatives, this plan acknowledges the need for continuous improvements in governance, management, and quality assurance. The development strategy will require modernization of infrastructure, technology, academic staff, and administrative capacities, ensuring that the University of Elbasan "Aleksandër Xhuvani" remains competitive and relevant in the rapidly evolving higher education landscape.

By emphasizing innovation, research, and lifelong learning, this document positions the University of Elbasan "Aleksandër Xhuvani" as a leading institution within the Albanian Higher Education Area. It serves as a roadmap for sustainable growth, fostering collaboration, a global perspective, and the development of state-of-the-art resources to meet the evolving demands of higher education and society at large.

LEGAL BASIS OF THE UNIVERSITY OF ELBASAN "ALEKSANDËR XHUVANI"

The University of Elbasan "Aleksandër Xhuvani" traces its origins to 1909 with the establishment of the Normal School of Elbasan, Albania's first national institution dedicated to teacher training. Over the years, the institution broadened its academic scope, transforming into a comprehensive university. It officially attained its current status in 1991 through the Decision of the Counsil of Ministers no. 414, dated 12.11.1991.

With over 4 decades of experience, the University of Elbasan "Aleksandër Xhuvani" has been instrumental in preparing teachers, specialists, scholars, and scientists across a range of academic fields. The university has consistently emphasized quality education and a strong commitment to cultural and intellectual progress, playing a crucial role in shaping generations of professionals who have contributed significantly to various sectors of society.

In accordance with the Order no. 49, dated 27.11.2020, the University of Elbasan "Aleksandër Xhuvani" has been granted institutional accreditation by the Accreditation Board of the National Agency for Quality Assurance in Higher Education, under the Ministry of Education and Sports, for the maximum duration of six years, from 27.11.2020 to 26.11.2026. While a substantial number of Bachelor's and Master's programs (both Master of Science and Professional Master's) have already received accreditation in accordance with the Bologna Process, the accreditation process is still underway for the remaining programs across the first, second, and third cycles. The aim is to complete the accreditation for all programs which are offered, further enhancing the university's academic standards.

The activity of the University of Elbasan "Aleksandër Xhuvani" is governed by a series of key documents, with the primary document being its revised Statute, adopted in 2018 through Decision no. 144 of its Academic Senate, dated 26.03.2018. This Statute, in accordance with the current law on higher education, was approved by the Minister of Education, Sports, and Youth via Decree no. 366, dated 05.07.2018. In conjunction with other internal regulations, such as the University's Regulations, Study Program Regulations, Orders, and other directives, the Statute governs the academic and administrative operations of the university, ensuring transparency and accountability in its activities.

All these internal acts reflect the vision and the strategy of development of the institution, aligned with its core philosophy. The University of Elbasan "Aleksandër Xhuvani" is a higher education institution that operates based on well-structured long-term and short-term strategies, with clearly defined and attainable objectives. Its primary mission is to provide new generations of students with advanced knowledge, preparing them to adapt effectively to the

labor market, while nurturing their ongoing interest in further study and continuous scientific development.

INSTITUTIONAL DEVELOPMENT OF ACADEMIC PROGRAM CYCLES AND ORGANIZATIONAL STRUCTURE WITHIN FACULTIES OF THE UNIVERSITY OF ELBASAN "ALEKSANDËR XHUVANI"

The University of Elbasan "Aleksandër Xhuvani" with its five faculties, is dedicated to achieving excellence in teaching, scientific research, and innovation while fostering internationalization and integration into the European Higher Education Area (EHEA). Its strategic development plan emphasizes sustainable knowledge development, the advancement of digital services, and the provision of state-of-the-art resources for teaching and learning. By aligning with Albania's national education strategy, the University aims to attract international students, strengthen global partnerships, and create an inclusive academic environment that prepares students for the demands of a rapidly evolving world.

The university offers study programs across three academic cycles: First Cycle (Bachelor), Second Cycle (Master of Science and Professional Master), and Doctoral Studies, as well as Degree with a professional character. These programs are delivered through several faculties, each specializing in a distinct field of study.

1. Faculty of Business and Law
The Faculty of Business and Law offers programs across both undergraduate and graduate levels.
1.1. The First Cycle "Bachelor" includes:
- Bachelor in "Administration Business".
- Bachelor in "Finance Accounting".
- Bachelor in "Economy and Law".
- Bachelor in "Business Administration and Engineering".
- Bachelor in "Tourism Economics".
- Bachelor in "Economic Informatics".
1.2. The Second Cycle programs "Professional Master" and "Master of Science" at this faculty include:

- Professional Master in "Administration Business".
- Professional Master in "Finance".
- Professional Master in "Accounting".
- Professional Master in "Economy and Law in the Public Sector".
- Professional Master in "Economic Informatics".
- Professional Master in "Marketing".
- Master of Science in "Management".
- Master of Science in "Banking Management".
- Master of Science in "Finance and Accounting".
- Master of Science in "Economy and Law in the International Markets".
- Master of Science in "Marketing".

1.3. The Seconde Cycle programs "Integrated Degree of Second Cycle Master of Science" at this faculty include:
- Integrated Degree of Second Cycle Master of Science in "Law".

1.4. The Third Cycle programs "Doctorate in the Sciences of Business and Law" at this faculty is in progress.

The Faculty of Business and Law is composed by these departments:
- Department of Business Administration
- Department of Finance and Accounting
- Department of Law
- Department of Economics
- Department of Marketing and Engineering
- Scientific Research Center for Research and Development in Law and Economy

2. Faculty of Natural Sciences

The Faculty of Natural Sciences offers programs across both undergraduate and graduate levels, and degree with a professional character.

2.1. The First Cycle "Bachelor" includes:
2. Bachelor in "Biology and Chemistry".
3. Bachelor in "Environmental Studies".
4. Bachelor in "Mathematics and Physics".
5. Bachelor in "Mathematics and Informatics".
6. Bachelor in "Computer Physics".
7. Bachelor in "Information Technology".

2.2. The Second Cycle programs "Professional Master" and "Master of Science" at this faculty include:
- Professional Master in "Data Analysis".
- Professional Master in "Production Analyst".

- Professional Master in "Information Technologies".
- Master of Science in "Environmental Protection".
- Master of Science in "Applied Mathematics".

2.3. The programs "Degree with a Professional character" at this faculty include:
- Degree with a Professional character in "Envrionmental Technician".
- Degree with a Professional character in "Logistics".
- Degree with a Professional character in "Mechatronics".
- Degree with a Professional character in "Laboratory Technology".

The Faculty of Natural Sciences is composed by these departments:
- Department of Biology
- Department of Mathematics
- Department of Physics
- Department of Chemistry
- Department of Informatics
- Experimental Laboratory

3. Faculty of Humanities

The Faculty of Humanities offers programs at the undergraduate, graduate, and doctoral levels, along with degrees that carry a professional character.

3.1. The First Cycle "Bachelor" includes:
- Bachelor in "Albanian Language and Literature".
- Bachelor in "Albanian and French Languages"
- Bachelor in "History and Geography".
- Bachelor in "English Language".
- Bachelor in "German Language".
- Bachelor in "French Language".
- Bachelor in "Italian Language".
- Bachelor in "Journalism".
- Bachelor in "Journalism and English Language".

3.2. The Second Cycle programs "Professional Master" and "Master of Science" at this faculty include:
- Professional Master in "Journalisht Reporter".
- Master of Science in "Linguistics".
- Master of Science in "Historical Studies".
- Master of Science in "Cultural Heritage".

3.3.The Third Cycle programs "Doctorate" at this faculty include:

- Doctorate in "Albanology, Linguistics Profile and History Profile".

3.4. The programs "Degree with a Professional character" at this faculty include:
- Degree with a Professional character in "Specialized and Administrative Secretary".
- Degree with a Professional character in "Tour Operator in the German Language".
- Degree with a Professional character in "Tour Operator".

The Faculty of Humanities is composed by these departments:
- Department of Linguistics
- Department of History and Geography
- Department of Foreign Languages
- Department of Literature and Journalism
- Center for Albanological and Balkan Studies

4. Faculty of Education Sciences

The Faculty of Humanities offers programs at the undergraduate, graduate, and doctoral levels, along with degrees that carry a professional character.

4.1. The First Cycle "Bachelor" includes:
- Bachelor in "Civic Education".
- Bachelor in "Philosophy-Sociology".
- Bachelor in "Social Worker".
- Bachelor in "Pscycology".
- Bachelor in "Physical Education and Sports".
- Bachelor in "Teacher for Primary Education, Grades I-VI".
- Bachelor in "Teacher for Preschool Education".

4.2. The Second Cycle "Professional Master" and "Master of Science" at this faculty include:
- Professional Master in "Social Worker with Children and Families".
- Professional Master in "Probation Service".
- Professional Master in "Psychologist in Institutions".
- Professional Master in "Teacher in Physical Education and Sports with a minor profile in Health Education".
- Professional Master in "Teacher in Lower Secondary Education for Mathematics-Physics with a minor profile in Computer Science".
- Professional Master in "Teacher in Lower Secondary Education for Biology-Chemistry with a minor profile in Health and Environmental Education".
- Professional Master in "Teacher in Lower Secondary Education for Foreign Language English with a minor profile in Albanian Language".

- Professional Master in "Teacher in Lower Secondary Education for Foreign Language French with a minor profile in Albanian Language".
- Professional Master in "Teacher in Lower Secondary Education for Foreign Language Italian with a minor profile in Albanian Language".
- Professional Master in "Teacher in Lower Secondary Education for Foreign Language German with a minor profile in Albanian Language".
- Professional Master in "Teacher in Lower Secondary Education for History-Geography with a minor profile in Civic Education".
- Professional Master in "Teacher in Lower Secondary Education for Civic Education-History with a minor profile in Geography".
- Professional Master in "Teacher in Lower Secondary Education for Civic Education-Geography with a minor profile in History".
- Professional Master in "Teacher in Lower Secondary Education for Albanian Language and Literature".
- Professional Master in "Educational Management and Administration".
- Master of Science in "Social Services".
- Master of Science in "Educational psychology".
- Master of Science in "Primary Education Teacher".

4.3. The programs "Degree with a Professional character" at this faculty include:
- Degree with a Professional character in "0-3 Year Old Educator".

The Faculty of Education Sciences is composed by these departments:
- Department of Social Sciences and Civic Education
- Department of Psychology
- Department of Physical Education and Sports
- Department of Teaching Methodology
- Center for Research and Development in Education

5. Faculty of Medical Technical Sciences

The Faculty of Medical Technical Sciences offers programs at the undergraduate, graduate, and doctoral levels.

5.1. The First Cycle "Bachelor" includes:
- Bachelor in "General Nurse".
- Bachelor in "Midwife Nurse".
- Bachelor in "Physiotherapy".
- Bachelor in "Speech Therapy".
- Bachelor in "Imaging Specialist".

- Bachelor in "Laboratory Technician".

5.2. The Second Cycle "Professional Master" and "Master of Science" at this faculty include:
- Professional Master in "Physiotherapy".
- Professional Master in "Speech Therapy".
- Professional Master in "Imaging Technician".
- Professional Master in "Laboratory Technician".
- Professional Master in "Nursing Management".
- Professional Master in "Surgical Nurse".
- Master of Science in "Nurse".
- Master of Science in "Midwife".

The Faculty of Medical Technical Sciences is composed by these departments:
- Department of Nursing
- Department of Preclinical Subjects
- Department of Clinical Subjects
- Department of Technical-Medical Specialties

The University of Elbasan "Aleksandër Xhuvani" offers a diverse academic portfolio, encompassing programs aligned with levels 5, 6, 7, and 8 of the Albanian Qualifications Framework, in harmonization with the corresponding levels of the European Qualifications Framework. This alignment ensures students receive a high-quality education that meets both national and European standards, preparing them for academic and professional success in an increasingly globalized environment. The University's educational approach ensures comprehensive preparation for both academic and professional achievement.

The first-cycle study programs "Bachelor" at the University of Elbasan "Aleksandër Xhuvani" are designed to maximize professional qualifications, with a focus on:
- Fundational knowledge across disciplines;
- Training students towards the professional licensure and specialized career paths;
- Professional diplomas aligned with workforce needs;
- Civic education to foster social responsibility and active citizenship;
- Essential personal and professional skills;
- Preparation for the studies in the second-cycle study programs "Professional Master" and "Master of Science".
- Critical thinking and research through diploma theses or exam state.

The second-cycle study programs "Professional Master" and "Master of Science" at the University of Elbasan "Aleksandër Xhuvani" are designed with the following key features to

ensure that students receive advanced education and are fully prepared for the professional and academic challenges ahead:

- Advanced knowledge and expertise in their chosen field of study;
- Independent scientific research, fostering critical thinking and innovation;
- Professional licensure, fully incorporating the requirements of regulated professions to ensure that graduates are eligible for the necessary certifications;
- Career development and professional growth;
- Teaching practices within companies and large employers, providing valuable real-world experience;
- Preparation for doctoral studies, with a focus on research-driven education;
- Diploma Thesis, which is a product of original work in the conclusion of the studies at this cycle, which integrates both theoretical and empirical research, showcasing the student's creativity and academic capabilities;

The third-cycle "Doctorate" programs at the University of Elbasan "Aleksandër Xhuvani" are structured to provide students with the highest level of academic education. Key features of the doctoral programs include:

- Advanced scientific research, contributing original knowledge to the field of study;
- Expertise in specialized fields, preparing the students for academic careers or leadership positions in industry;
- Dissertation and publication that culminates the doctoral study, which is expected to contribute new knowledge or understanding in the student's field and it is expected to be of the highest academic standard, with opportunities for publication in peer-reviewed journals.
- Academic leadership qualities, in order to prepare doctoral students to become the next generation of academic and professional leaders.

By offering a wide range of high-quality programs, the University of Elbasan remains committed to academic excellence, fostering both the personal development of students and their successful integration into the labor market. The university continues to grow as a leading institution in Albania and the broader region, focusing on education that meets european and global standards.

SWOT ANALYSIS: STRATEGIC DEVELOPMENT PLAN FOR THE UNIVERSITY OF ELBASAN "ALEKSANDËR XHUVANI"

1. The Strengths and Advantages of the University of Elbasan "Aleksandër Xhuvani"

The University of Elbasan "Aleksandër Xhuvani'" has established itself as a leading institution in higher education, driven by a range of key strengths that contribute to its ongoing success and growth. These strengths are pivotal to the university's mission of fostering academic excellence and innovation.

1. **Established reputation**: The University of Elbasan "Aleksandër Xhuvani" has over four decades of experience in higher education, making it one of the leading institutions in Albania;

2. **Strong historical foundation**: As the first national institution for teacher training in Albania, the University of Elbasan "Aleksandër Xhuvani" holds a pivotal role in the development of the Albanian education system, dating back to its establishment over a century ago.

3. **Accreditation and quality assurance**: The institution's six-year accreditation (2020-2026) underscores its strong commitment to upholding national quality standards. Additionally, the ongoing accreditation process for several programs further strengthens its dedication to continuous improvement and academic excellence;

4. **Quality of the academic staff:** The academic staff of the University of Elbasan "Aleksandër Xhuvani" is recognized and highly appreciated by the public for its expertise, dedication, and contributions to both national and international academic communities. Their qualifications, extensive research activities, and involvement in various academic and professional networks enhance the institution's reputation and ensure the delivery of high-quality education.

5. **Full time academic staff:** This staff includes professors, associate professors, and assistant professors, all of whom contribute to the university's academic excellence through their expertise, research, and commitment to the development of students. The university prioritizes continuous professional development to ensure its academic staff remains at the forefront of educational standards and innovations.

6. **Comprehensive academic offerings**: The University offers a diverse array of study programs across all academic cycles - Bachelor's, Master's, and Doctoral levels, as well as tailored programs with professional character that meet both academic and industry needs - spanning fields such as Business and Law, Natural Sciences, Humanities, Education Sciences, and Medical Technical Sciences. In addition, some programs are designed with an interdisciplinary approach. The study programs are carefully tailored to align with both academic rigor and industry demands, ensuring a professional focus that meets the needs of students and the labor market.

7. **Student-centered approach**: Emphasis on fostering personal and professional growth through a student-centered approach, promoting academic excellence, integrity, and inclusivity.

8. **Access to Contemporary Literature and Digital Library Resources:** The University of Elbasan "Aleksandër Xhuvani" offers its students and academic staff access to a vast collection of contemporary literature and a state-of-the-art digital library. This ensures that academic research and learning are supported by the latest resources across a wide range of disciplines, enhancing academic and professional growth.

9. **Infrastructure, laboratories, centres:** The University of Elbasan "Aleksandër Xhuvani" takes pride in its state-of-the-art infrastructure, which supports a dynamic and innovative learning environment. Equipped with modern laboratories, research centers, and specialized facilities, the university ensures students and staff have access to the latest technologies and resources across various disciplines. These facilities play a pivotal role in fostering hands-on learning, cutting-edge research, and practical skill development, preparing students for the demands of the global job market. Additionally, the university continuously invests in upgrading its infrastructure to meet the evolving needs of education, research, and industry collaboration.

10. **International visibility:** The University of Elbasan "Aleksandër Xhuvani" is committed to enhancing its international visibility through strategic partnerships, academic exchanges, and participation in global research initiatives. By collaborating with prestigious universities and organizations worldwide, the university fosters a multicultural academic environment that enriches the educational experience for students and staff. Its active involvement in international projects, joint degree programs, and Erasmus+ initiatives underscores its dedication to promoting cross-border knowledge sharing and innovation. This global outlook not only raises the university's profile on the international stage but also equips its graduates with the skills and perspectives needed to thrive in an interconnected world.

11. **Advancing Research and Innovation through National and European Projects**: The University of Elbasan "Aleksandër Xhuvani" demonstrates its commitment to advancing research and innovation through successful participation in projects funded by the Albanian National Agency for Scientific Research and Innovation (AKKSHI), European programs, and the COST program. These initiatives enable the university to engage in interdisciplinary research, foster international collaboration, and contribute to addressing complex global challenges. By securing competitive grants and participating in prestigious research networks, the university not only enhances its academic excellence but also provides valuable opportunities for faculty and students to develop their expertise. These projects reflect the university's dedication to strengthening its research capabilities and its role as a key player in the international academic and scientific community.

12. **Strategic alignment with national and European standards**: The strategy aligns with Albania's National Strategy for the Development of Higher Education and the broader European Higher Education Area (EHEA) objectives. Its commitment to internationalization and integration into EHEA strengthens the University's global competitiveness.

13. **Institutional development plans**: Clear focus on enhancing teaching, research, innovation, and digital services through state-of-the-art resources and infrastructure modernization.

2. The Weaknesses of the University of Elbasan "Aleksandër Xhuvani"

While the University of Elbasan "Aleksandër Xhuvani" has made significant strides in academic excellence, research, and international collaboration, it is essential to acknowledge the areas that require improvement. Identifying these weaknesses provides an opportunity for the university to address challenges, enhance its performance, and strengthen its position as a leading institution in higher education. Recognizing and addressing these aspects is a critical step toward achieving sustainable growth and excellence.

1. **Ongoing accreditation for some programs**: While many programs are already accredited, the ongoing accreditation process for some remaining programs is expected to further enhance the university's standing in the academic community once completed.

2. **Infrastructure and technology gaps**: The university is actively working on modernizing its infrastructure, technology, and administrative systems to support its strategic objectives. The integration of advanced digital services is being carefully planned to ensure substantial investments in both physical and digital infrastructure. While the university's internationalization goals are ambitious, ongoing efforts aim to strengthen its international visibility and expand partnerships, positioning it to compete effectively with universities in larger cities or established international hubs.

3. The Opportunities of the University of Elbasan "Aleksandër Xhuvani"

1. **Growth of international student market**: The strategy aims to attract international students, positioning the University of Elbasan "Aleksandër Xhuvani" as a competitive institution in the Albanian Higher Education Area and Balkan area. Strengthening international partnerships could open doors for joint degree programs, student exchange, and research collaborations.

2. **Research and innovation excellence**: Increased focus on scientific research and innovation, particularly in fields related to sustainable development, digital transformation, and industry-academia cooperation, presents an opportunity for the university to become a leader in research outputs and technological advancements.

3. **Digital Transformation**: The advancement of digital services and the development of e-learning platforms create opportunities for greater accessibility, flexibility in education delivery, and expansion of online programs.
4. **Government and EU Support**: The university's alignment with national and EU educational strategies positions it well to attract additional funding and support for research projects, infrastructure development, and educational innovation.
5. **Lifelong Learning Programs**: Development of lifelong learning programs and professional development courses can increase enrollment and provide a source of additional revenue, catering to a broader demographic beyond traditional students.
6. **Collaborations in Teaching and Research**: The university can leverage its established academic reputation to build strategic partnerships with other institutions within Albania, Europe, and globally, enhancing its educational and research outputs.

4. The Threats of the University of Elbasan "Aleksandër Xhuvani"

1. **Brain drain**: The potential loss of talented graduates to opportunities abroad could impact the university's ability to retain top students and faculty, thereby affecting its academic performance and reputation.
2. **Changing labor market demands**: As industries evolve, the mismatch between academic programs and the changing needs of the labor market could affect the employability of graduates, influencing student enrollment and satisfaction.
3. **Limited research funding opportunities**: Competition for research funding, particularly from international sources, could limit the university's ability to fund innovative projects and expand its research capacity.
4. **Social and demographic changes**: Shifts in the local population, such as declining birth rates or migration patterns, could reduce the pool of potential students, especially in certain fields of study, affecting the university's enrollment and diversity.
5. **Environmental challenges**: The impact of climate change and environmental challenges could pose risks to campus infrastructure and academic activities, especially if the university's sustainability practices are not continuously updated.
6. **Technological advancements in education**: Rapid technological advancements in education, such as artificial intelligence in teaching or virtual reality, may outpace the university's ability to integrate and adapt these innovations into its curriculum and infrastructure.

6. Vision, Mission, and Strategic Focus of the University of Elbasan "Aleksandër Xhuvani" for the years 2024-2028

6.1. Vision

To establish itself as the foremost academic institution in Albania and the region, the University of Elbasan "Aleksandër Xhuvani" aims to be a driving force for academic excellence, innovation, international collaboration, and to actively improve its international ranking as a measure of its academic performance, research quality, and global impact. It envisions shaping the future of the Albanian education system and advancing scientific progress while making a significant contribution to global challenges. Through its commitment to excellence, the university seeks to enhance its reputation and influence in the international academic community.

6.2. Mission

The mission of the University of Elbasan "Aleksandër Xhuvani" is to provide high-quality education, promote innovative research, and foster a culture of inclusivity and academic excellence. The university is dedicated to equipping students with the knowledge, skills, and competencies needed for successful careers in a globalized society. Through strategic national and international partnerships, the university seeks to expand its research capabilities, enhance its contribution to societal and economic development, and improve its international visibility and ranking. By fostering a dynamic, forward-thinking learning and research environment, the university strives to become a recognized global academic leader, advancing scientific progress and producing highly skilled graduates at all levels, including Bachelor's, Postgraduate, and PhD graduates.

To fulfill the mission, based on the needs of society and the evolving global landscape, the University of Elbasan "Aleksandër Xhuvani" will continuously adapt its academic programs, research initiatives, and partnerships to address the challenges and opportunities of the modern world. The university will focus on producing graduates who are not only highly skilled but also equipped with the critical thinking, problem-solving, and leadership abilities necessary to make meaningful contributions to society. Additionally, it will prioritize the development of innovative research that aligns with both national priorities and global trends, ensuring that its academic and research endeavors drive societal progress, economic growth, and sustainable development. Through an inclusive, student-centered approach, the university will also promote lifelong learning and foster a culture of innovation and entrepreneurship.

To accomplish the mission, the University of Elbasan "Aleksandër Xhuvani" will focus in the next four years on on the following strategic priorities:

1. **Enhancing Academic Excellence and Global Recognition:**

- Strengthening the university's international collaboration through strategic partnerships and academic exchanges, aiming for double degrees at all the study levels (Bachelor's, Master's, Ph.D.).
- Improving global recognition and international ranking by expanding postgraduate and doctoral programs in interdisciplinary and multidisciplinary fields.
- Ensuring high-quality education at all levels, promoting a research culture that contributes to addressing global and local challenges.

2. **Enhancing Research and Innovation**
   - Expanding the research agenda with a particular emphasis on sustainable development, digital transformation, and interdisciplinary studies.
   - Increasing participation in European and international research programs.
   - Fostering closer ties with industry for applied research to drive innovation and societal impact.

3. **Internationalization and Global Competitiveness**
   - Strengthening international visibility by participating in global educational and research networks.
   - Creating joint academic programs and attracting international students.
   - Aligning with national and European education strategies, positioning the university as a key player in the global academic community.

4. **Accelerating Digital Transformation**
   - Developing online learning platforms, e-learning programs, and virtual classrooms to increase accessibility and flexibility.
   - Catering to diverse learning needs and making education more adaptable to the demands of modern society.

5. **Workforce Development and Lifelong Learning**
   - Expanding lifelong learning programs and professional development courses for working professionals, alumni, and those seeking career shifts.
   - Contributing to the continuous education of the wider community, supporting workforce development in Albania.

6. **Infrastructure and Campus Development**
   - Modernizing campus facilities, including expanding research laboratories and enhancing student services.
   - Creating spaces conducive to learning and innovation, and investing in digital resources and state-of-the-art libraries to support academic and research endeavors.

The realization of the above strategic priorities will ensure the University of Elbasan "Aleksandër Xhuvani" becomes a center of academic excellence, innovation, and global competitiveness, contributing to the advancement of knowledge, societal development, and the continuous improvement of the Albanian education system.

7. Goal and Strategic Objectives for Advancing Academic Excellence, Innovation, and Global Competitiveness

7.1. Goal

To establish the University of Elbasan "Aleksandër Xhuvani" as a center of academic excellence, innovation, and global competitiveness, contributing to the advancement of knowledge, societal development, and the continuous improvement of the Albanian education system.

7.2. Strategic Objectives

1. **Enhance Academic Excellence:**
   - Continuously improve the quality of teaching and learning across all programs, ensuring they meet international standards.
   - Strengthen the integration of research and education, fostering an environment that promotes critical thinking and innovation.
2. **Expand Research and Innovation:**
   - Increase research activity, with a focus on sustainable development, digital transformation, and interdisciplinary studies.
   - Expand the university's participation in European and international research programs, promoting collaboration with industry to drive applied research.
3. **Promote Internationalization and Global Competitiveness:**
   - Strengthen the university's international collaboration through strategic partnerships, academic exchanges, and the development of double-degree programs at all academic levels (Bachelor, Master, Ph.D.).
   - Enhance the university's global visibility by participating in international educational and research networks and attracting international students.
4. **Accelerate Digital Transformation:**
   - Advance the digitalization of education by developing online learning platforms, e-learning programs, and virtual classrooms.
   - Integrate cutting-edge digital tools into the academic process to make education more accessible, flexible, and responsive to the needs of modern society.
5. **Support Workforce Development and Lifelong Learning:**
   - Expand professional development programs, continuing education, and lifelong learning courses, catering to the needs of working professionals, alumni, and those seeking career transitions.

- o Strengthen the university's role in regional and national workforce development by offering relevant and impactful educational programs.
6. **Invest in Infrastructure and Campus Development:**
   - o Modernize campus facilities, including expanding research laboratories, student services, and creating spaces that encourage innovation and collaboration.
   - o Invest in digital resources, libraries, and state-of-the-art research facilities to support both teaching and research activities.
7. **Improve Global Recognition and International Ranking:**
   - o Enhance the university's global recognition and international ranking by expanding postgraduate and doctoral programs in interdisciplinary and multidisciplinary fields.
   - o Develop initiatives to foster a research-driven academic culture that aligns with global standards and contributes to the advancement of knowledge.

SO1. Enhance Academic Excellence

The University of Elbasan "Aleksandër Xhuvani" is committed to enhancing academic excellence through the continuous improvement of its teaching and learning practices. This will be achieved by ensuring that all academic programs meet or exceed international standards, offering students an education that is both rigorous and globally competitive. The university will invest in faculty development, providing opportunities for professors to enhance their pedagogical skills and stay updated with the latest academic trends and technological advancements. Additionally, the curricula will be regularly reviewed and updated to reflect the evolving needs of society and the job market, while also incorporating global best practices in higher education.

Furthermore, the university aims to strengthen the integration of research and education, fostering an environment where students, faculty, and researchers collaborate in producing groundbreaking knowledge. By embedding research into the teaching process, students will not only gain theoretical knowledge but also develop critical thinking and problem-solving skills. Research-driven education will encourage students to engage with contemporary challenges, developing innovative solutions that can be applied in real-world contexts. Through this strategic focus, the university will create an academic culture that values curiosity, creativity, and academic integrity, preparing graduates to become leaders and innovators in their respective fields.

To achieve the SO1, the University of Elbasan "Aleksandër Xhuvani" must implement the following concrete measures:

1. Curriculum Development and Modernization:

- Regularly review and update curricula to align with international standards and labor market needs.
- Integrate innovative teaching methods, such as problem-based learning and experiential education, to enhance student engagement and critical thinking.
- Develop interdisciplinary programs that address contemporary global challenges, such as climate change, digitalization, and social inclusion.

2. Faculty Development:

- Invest in continuous professional development for academic staff, including training in modern pedagogical methods and the use of digital tools.
- Encourage faculty to pursue advanced degrees, certifications, and international teaching experiences.
- Implement mentoring programs to support young faculty members in research and teaching excellence.

3. Quality Assurance

- Strengthen internal quality assurance mechanisms by conducting regular program evaluations, peer reviews, and student feedback surveys.
- Seek international accreditation for academic programs to ensure they meet global benchmarks.
- Establish an academic excellence center to support faculty in improving teaching methodologies and research output.

4. Student-Centered Learning Environment

- Foster an inclusive and supportive learning environment by implementing policies that ensure equal access to resources and opportunities for all students.
- Expand opportunities for student participation in research projects, internships, and community-based learning activities.
- Provide enhanced academic advising and mentoring to support students in achieving their educational and career goals.

5. Research Integration in Teaching

- Embed research components into undergraduate and postgraduate programs to cultivate analytical and problem-solving skills.
- Promote faculty-led research that involves students as collaborators, providing them with practical, hands-on learning experiences.
- Continue to organize annual carrier symposium and research conferences and competitions for students to showcase their integration in the work market and their academic and creative achievements.

6. Internationalization of Education

- Establish partnerships with foreign universities to develop joint programs, exchange initiatives, and dual-degree opportunities.
- Integrate international case studies and perspectives into curricula to prepare students for a globalized world.
- Attract international guest lecturers to share diverse knowledge and experiences.

7. Learning Infrastructure Development

- Modernize classrooms with state-of-the-art technology to facilitate interactive and hybrid learning models.
- Expand access to e-learning resources, digital libraries, and online course platforms.
- Create collaborative spaces on campus for group learning, innovation, and knowledge sharing.

8. Recognition and Incentives

- Develop recognition programs for outstanding academic achievements by students and faculty.
- Introduce the concept of the awards or grants by applying in the european programs for faculty innovation in teaching or research excellence.

By implementing these measures, the University of Elbasan can ensure the continuous improvement of teaching and learning quality, making it a leader in academic excellence both nationally and internationally.

SO2. Expand Research and Innovation

The University of Elbasan "Aleksandër Xhuvani" recognizes research and innovation as fundamental pillars for advancing knowledge and societal progress. To achieve this, the university will prioritize increasing research activity, particularly in key areas such as sustainable development, digital transformation, and interdisciplinary studies. By focusing on these critical fields, the university aims to address pressing global challenges while contributing to the development of practical solutions that benefit society at large. Supporting faculty and students in undertaking impactful research projects will be a central part of this effort, with an emphasis on fostering collaboration across disciplines to generate innovative ideas and approaches.

In addition to enhancing internal research capabilities, the university will work to expand its participation in European and international research programs, leveraging these opportunities to build strong partnerships with global academic institutions and research networks. Such collaborations will enable the university to access cutting-edge methodologies, technologies, and funding, further advancing its research agenda. A key focus will also be placed on promoting applied research through closer ties with industry, enabling the university to contribute directly to economic growth and technological innovation. By aligning its research efforts with industry needs, the university will not only enhance its impact but also create opportunities for students to engage in hands-on, practical research experiences. These initiatives will position the University of Elbasan as a leader in research and innovation, strengthening its role as a driving force for progress in Albania and beyond.

To achieve this objective, the University of Elbasan "Aleksandër Xhuvani" will implement the following concrete measures:

1. **Develop a Comprehensive Research Strategy**

- Establish a university-wide research agenda focused on key areas such as sustainable development, digital transformation, and interdisciplinary studies.
- Prioritize research topics that align with national and international priorities, such as green energy, health sciences, and social innovation.
- Identify funding opportunities at both the national and European levels and develop a roadmap to secure research grants.

2. **Increase Research Capacity**

- Establish dedicated research centers or institutes focusing on priority fields such as technology, sustainability, and education.

- Encourage the formation of interdisciplinary research teams composed of faculty, postgraduate students, and external collaborators.
- Recruit researchers with expertise in emerging fields to strengthen research output and diversify expertise.

3. Enhance Participation in International Research Programs

- Strengthen partnerships with European universities to participate in Horizon Europe and other EU-funded research programs.
- Establish joint research projects with international institutions to share knowledge and foster innovation.
- Create a dedicated research office to assist faculty in identifying funding opportunities, preparing proposals, and managing grant projects.

4. Foster Industry Collaboration

- Reforce the Business Board and continue to build partnerships with new industries and businesses to promote applied research that addresses real-world problems.
- Develop technology transfer initiatives to ensure that research findings are translated into practical applications and solutions.
- Create an "Innovation Hub" within the university to connect researchers, students, and industry stakeholders.

5. Strengthen Infrastructure for Research

- Invest in modern laboratories equipped with cutting-edge technology to support advanced research in science, technology, and other fields.
- Expand access to high-quality digital resources, such as online journals, research databases, and analytical tools.
- Provide financial support for the acquisition of specialized equipment and software needed for research activities.

6. Support Faculty and Student Research

- Introduce the concept of the competitive research grants derived by different european programs for faculty and postgraduate students to encourage innovative projects.
- Provide funding for faculty to present their work at international conferences and publish in high-impact journals indexed in Scopus, Web of Science, Scimago etc.

- Incetivate the doctoral students focused on strategic research areas to apply for a fund of AKKSHI.

7. Promote Knowledge Dissemination

- Organize regular research conferences, symposiums, and workshops to showcase faculty and student research achievements.
- Continue to publish the results of the research of the students at a Scientific Bulletin of the university, a double peer-reviewed academic journal to enhance the visibility of research output.
- Encourage open-access publishing and participation in global knowledge-sharing platforms.

8. Encourage Entrepreneurship and Innovation

- Establish an incubator or startup support program to encourage faculty and students to develop innovative solutions with commercial potential.
- Provide training in intellectual property rights, entrepreneurship, and commercialization of research outcomes.
- Collaborate with government agencies and investors to support university-led startups.

9. Recognize and Reward Research Excellence

- Introduce the concept of the awards for outstanding research contributions in key fields and apply to the european programs that incentivate these researches with awards/fund.
- Continue to apply the incentives, such as reduced teaching loads, for faculty members with significant research achievements.
- Develop a ranking and recognition system to promote healthy competition and celebrate top-performing researchers.

10. Monitor and Evaluate Research Impact

- Establish a system to measure the impact of research activities on academic, social, and economic outcomes.
- Regularly evaluate research projects and provide feedback to improve future initiatives.
- Develop performance indicators to ensure alignment with the university's research goals.

By implementing these measures, the University of Elbasan can significantly expand its research output, strengthen its position as a center of innovation, and contribute meaningfully to national and international advancements in knowledge and technology.

SO3. Promote Internationalization and Global Competitiveness

The University of Elbasan "Aleksandër Xhuvani" is committed to establishing itself as a globally recognized academic institution by promoting internationalization and enhancing its competitiveness on the global stage. Strengthening international collaboration will be a cornerstone of this effort. The university aims to build strategic partnerships with reputable institutions worldwide, enabling the exchange of knowledge, best practices, and academic resources. A key priority will be the development of double-degree programs at all academic levels—Bachelor, Master, and Ph.D.—to provide students with an education that meets international standards and equips them to thrive in a globalized workforce. Academic exchanges for both students and staff will also be prioritized to foster cross-cultural learning and collaborative research opportunities.

To enhance its global visibility, the university will actively participate in international educational and research networks, positioning itself as a valuable contributor to global academic and scientific dialogues. Expanding its presence in these networks will not only enhance its reputation but also create pathways for greater funding, partnerships, and collaborative projects. Additionally, the university will focus on attracting international students by offering high-quality, globally relevant programs and creating a welcoming, inclusive campus environment. This internationalization strategy will enrich the academic experience for all students, providing them with diverse perspectives and opportunities to engage with global challenges. Through these initiatives, the University of Elbasan will solidify its position as a competitive and forward-looking institution, contributing to both national and global academic excellence.

To achieve this objective, the University of Elbasan "Aleksandër Xhuvani" will implement the following concrete measures:

1. **Strengthen international partnerships**: Forge new strategic collaborations with leading universities and research institutions worldwide. Focus on establishing joint research projects, student exchange programs, and double degree programs of studies offerings to increase the university's global presence.
2. **Increase participation in global research networks**: Encourage faculty and students to engage in international research networks and collaborative projects. Seek funding from international research programs such as Horizon Europe and participate actively in global academic conferences and workshops.

3. **Enhance multilingual competence**: Offer language courses and training programs in Albanian, English and other major European languages to enhance the international mobility of students and staff. Ensure academic programs are increasingly offered in English to attract international students.

4. **Develop international student recruitment programs**: Increase efforts to recruit international students by attending program of studies in english, and developing marketing strategies tailored to different international markets.

5. **Expand Erasmus+ participation**: Maximize involvement in Erasmus+ exchange programs for both students and staff to improve international mobility, foster academic cooperation, and enhance the university's visibility in the European Higher Education Area (EHEA).

6. **Support international research collaboration**: Facilitate and incentivize faculty to collaborate on interdisciplinary, international research projects. Establish mechanisms to support international publications and participation in global research funding opportunities.

7. **Foster a multicultural campus environment**: Promote cultural exchange programs and create a welcoming environment for international students and researchers. Organize international events, workshops, and forums that encourage global dialogue and collaboration.

8. **Ensure alignment with global academic Standards**: Continuously review and update academic curricula to ensure alignment with global standards, preparing graduates for competitive global job markets. Regularly participate in international accreditation processes and benchmarking.

By implementing these measures, the University of Elbasan "Aleksandër Xhuvani" will strengthen its international profile, foster cross-border collaborations, and increase its competitiveness in the global higher education landscape

SO4. Accelerate Digital Transformation

The University of Elbasan "Aleksandër Xhuvani" recognizes the transformative power of digital technology in shaping the future of education. To accelerate its digital transformation, the university is committed to advancing the digitalization of its academic processes and administrative systems. A key focus will be the development of robust online learning platforms, e-learning programs, and virtual classrooms that provide students with greater flexibility and access to high-quality education. By leveraging these tools, the university aims to create a more inclusive learning environment that caters to diverse needs, including those of working professionals, international students, and individuals in remote areas.

Integrating cutting-edge digital tools into teaching, learning, and research will enhance the overall academic experience, making education more interactive and engaging. Technologies such as virtual simulations, AI-driven learning tools, and data analytics will be introduced to enrich course delivery and enable personalized learning experiences. These advancements will ensure that the university's programs remain relevant in an increasingly digital society and equip students with the skills needed for the future workforce.

Moreover, the digital transformation effort will extend beyond education to streamline administrative processes, improving efficiency and transparency across the institution. By embracing digitalization, the University of Elbasan aims to position itself as a modern, forward-thinking institution that not only adapts to but leads in addressing the challenges and opportunities of the digital age. This transformation will play a pivotal role in enhancing the university's competitiveness and fostering innovation within the academic community.

To achieve this objective, the University of Elbasan "Aleksandër Xhuvani" will implement the following concrete measures:

1. **Upgrade digital infrastructure**: Invest in state-of-the-art technologies and IT infrastructure, including high-speed internet, cloud storage solutions, and interactive learning platforms, to support digital learning, research, and administrative processes. Ensure robust cybersecurity measures are in place to safeguard data.
2. **Develop online learning programs**: Expand the university's online and hybrid learning offerings across all academic cycles. Develop high-quality, accessible online programs to attract non-traditional students and international learners, ensuring that digital learning tools are integrated into both teaching and assessment methods.
3. **Support digital literacy and skills development**: Offer training programs and workshops to enhance the digital literacy of students, faculties, and staff. This will include proficiency in online collaboration tools, digital research methods, data analysis software, and other technologies relevant to academic and administrative tasks.
4. **Create a digital innovation hub**: Establish a digital innovation center focused on promoting research, development, and innovation in digital technologies. This hub can serve as a collaborative space for students, faculties, and external partners to experiment with emerging technologies such as artificial intelligence, machine learning, and blockchain.
5. **Facilitate digital collaboration and research networks**: Promote collaboration with national and international research networks by adopting digital collaboration tools, such as video conferencing platforms, project management software, and virtual research communities. Encourage the use of digital tools for interdisciplinary and cross-border research initiatives.

6. **Integrate digital tools into academic curriculum**: Ensure that all study programs incorporate digital competencies into their curriculum. Provide students with hands-on experience in using digital tools relevant to their field of study, enhancing their employability in a tech-driven global job market.

7. **Encourage the use of open educational resources (OER)**: Increase the adoption of Open Educational Resources (OER) to enhance access to quality educational materials and encourage a culture of knowledge sharing. This will provide students and faculty with a broader range of resources and tools for learning and teaching.

8. **Promote digital faculty development**: Invest in continuous professional development for faculty members, focusing on enhancing their digital teaching skills and familiarizing them with the latest digital tools and educational technologies. Encourage faculty to experiment with innovative digital teaching methods.

9. **Leverage data analytics for decision-making**: Implement data analytics platforms to collect, analyze, and use student performance data, feedback, and institutional metrics. Use this data to inform decision-making, improve academic outcomes, and enhance operational efficiency.

By implementing these measures, the University of Elbasan "Aleksandër Xhuvani" will position itself as a leader in digital transformation within the Albanian higher education sector and foster a more flexible, innovative, and globally competitive academic environmen

SO5. Support Workforce Development and Lifelong Learning

The University of Elbasan "Aleksandër Xhuvani" is committed to strengthening its role as a key contributor to workforce development and lifelong learning, addressing the evolving needs of individuals and industries at the regional and national levels. To achieve this, the university will expand its range of professional development programs, continuing education opportunities, and lifelong learning courses. These offerings will be designed to cater to working professionals, alumni, and individuals seeking to enhance their skills, transition careers, or stay competitive in a rapidly changing job market.

By developing programs aligned with labor market demands, the university aims to equip learners with the practical skills and advanced knowledge required in high-demand fields. Particular attention will be given to interdisciplinary and multidisciplinary approaches, ensuring that graduates are prepared to address complex challenges across various sectors. Partnerships with industry stakeholders will play a central role in shaping these programs, ensuring they are relevant, impactful, and aligned with current and future workforce trends.

In addition, the university seeks to strengthen its engagement with the community through targeted initiatives that promote reskilling and upskilling, especially in areas such as digital competencies, sustainability, and innovation. This effort will not only enhance employability but also foster a culture of lifelong learning that encourages individuals to continuously invest in their personal and professional development.

By supporting workforce development and lifelong learning, the University of Elbasan "Aleksandër Xhuvani" aims to become a dynamic hub for educational growth and innovation, contributing to societal progress and the sustainable economic development of Albania and beyond.

1. **Establish continuing education programs**: Create a wide range of lifelong learning programs, including short-term courses, certifications, and professional development opportunities, tailored to the needs of working professionals. These programs should cover emerging fields, digital skills, leadership, educatio, and industry-specific expertise to ensure that alumni and the local workforce remain competitive.
2. **Strengthen industry partnerships**: Develop strategic partnerships with key industries and employers to align academic programs with the evolving needs of the job market. By collaborating with businesses, the university can create internship and apprenticeship opportunities, as well as ensure that curricula are responsive to industry demands.
3. **Offer flexible learning paths**: Implement flexible learning options, including evening and weekend classes, online programs, and part-time study options, to accommodate working adults and individuals who wish to continue their education alongside their professional responsibilities. Ensure that these pathways lead to recognized qualifications and certifications.
4.
5. **Continue to promote career services and counseling**: Enhance career development services to provide students and alumni with job search support, internships, mentorship, and networking opportunities. Offer career counseling to help individuals navigate career transitions, reskilling, and upskilling needs in an ever-changing labor market.
6. **Facilitate alumni engagement**: Continue to develop an active alumni network that facilitates ongoing learning and professional development. Offer alumni access to university resources, including career services, workshops, and continued education opportunities, ensuring they have the tools to stay competitive in their fields.
7. **Foster a culture of lifelong learning**: Encourage a culture where lifelong learning is integrated into the university's ethos. Promote the value of continuous education across all stages of life and career by hosting workshops, seminars, and events that highlight the importance of upskilling and reskilling for long-term career success.

8. **Utilize digital tools for workforce development**: Integrate online learning platforms, webinars, and digital resources that allow individuals to access high-quality educational content and skill development opportunities remotely. Ensure that learners can access courses that align with the latest trends in digital tools and technologies.

9. **Provide certifications in collaboration with industry**: Develop joint certification programs with industries and professional bodies to ensure that graduates and professionals can gain credentials that are recognized in the job market. These certifications should address both current industry demands and future trends.

10. **Focus on soft skills and employability**: In addition to technical skills, ensure that workforce development programs emphasize essential soft skills such as communication, problem-solving, teamwork, and leadership. These skills are critical for career advancement and adaptability in the workforce.

11. **Support entrepreneurship and innovation**: Promote entrepreneurship as a viable career path by providing resources, mentorship, and training in business development, financial management, and innovation. Establish innovation hubs or incubators within the university to encourage students and professionals to launch their own businesses and contribute to the local economy.

By implementing these measures, the University of Elbasan "Aleksandër Xhuvani" will not only support the professional development of its students but also contribute to the ongoing growth of the Albanian workforce, fostering a dynamic and adaptable labor force capable of meeting the challenges of the modern job market.

SO6. Invest in Infrastructure and Campus Development

The University of Elbasan "Aleksandër Xhuvani" recognizes that modern infrastructure is vital to fostering an environment of academic excellence, innovation, and collaboration. To this end, the university is committed to a comprehensive plan for the modernization and expansion of its campus facilities. This includes upgrading existing infrastructure, expanding research laboratories, and enhancing student services to ensure a conducive and inclusive learning environment. Spaces that encourage creativity, innovation, and interdisciplinary collaboration will be prioritized, enabling students, faculty, and researchers to thrive in a forward-thinking academic setting.

A key focus of this objective is investing in digital resources and state-of-the-art research facilities that align with international standards. The university is working to enhance its library systems by integrating advanced digital tools, ensuring that both students and faculty have access to the latest academic materials and research databases. This will not only support

teaching and research activities but also position the university as a leader in leveraging technology to improve the academic experience.

Moreover, strategic investment in the modernization of research facilities will enable the university to pursue cutting-edge projects in key areas such as sustainable development, digital transformation, and applied sciences. By creating well-equipped laboratories and collaborative workspaces, the university aims to attract talented researchers and foster innovation that directly contributes to societal and economic progress.

Through these efforts, the University of Elbasan "Aleksandër Xhuvani" seeks to establish itself as a model academic institution, providing a world-class environment that meets the needs of its students, staff, and the broader community. These investments will ensure that the university remains at the forefront of education and research in Albania and the region.

SO7. Improve Global Recognition and International Ranking

The University of Elbasan "Aleksandër Xhuvani" is committed to advancing its global reputation and achieving higher positions in international university rankings. A cornerstone of this effort is the expansion of postgraduate and doctoral programs, particularly in interdisciplinary and multidisciplinary fields. These programs will address emerging global challenges, fostering innovative solutions that contribute to societal progress and positioning the university as a leader in cutting-edge research and education. By integrating diverse academic disciplines, the university aims to produce graduates and researchers equipped with a holistic understanding of complex global issues, making them highly competitive in the international job market.

To further this objective, the university will prioritize fostering a research-driven academic culture that aligns with global standards. This includes encouraging faculty and students to actively participate in international conferences, publish in high-impact journals, and collaborate with globally renowned institutions. By promoting excellence in research and ensuring that academic outputs meet international benchmarks, the university will strengthen its contributions to the global academic community and enhance its visibility on the world stage.

Additionally, the university will develop strategic initiatives to align its educational programs and research activities with international accreditation standards. These efforts will ensure that its degrees are widely recognized and valued by institutions and employers worldwide. Moreover, targeted partnerships with leading universities, research centers, and industries will open avenues for knowledge exchange, joint projects, and innovative practices that elevate the university's global standing.

Through these focused efforts, the University of Elbasan "Aleksandër Xhuvani" aims to secure its position as a globally recognized institution, known for academic excellence, impactful research, and its commitment to addressing the pressing challenges of the modern world.