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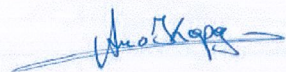
**Report of the Institutional Accreditation
of University of Elbasan “Aleksander Xhuvani”**

July, 2020

REVIEW TEAM:

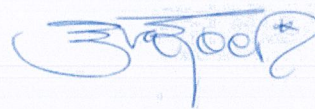
1. Prof. Dr. Ana Kapaj

Lead Reviewer



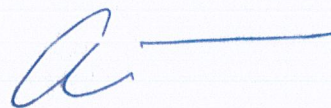
2. Prof. As. Florim Grajcevci

Reviewer



3. Dr. Gjergj Thomai

Reviewer



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About this review

The overall aim of Institutional Review is to assess the extent to which University of Elbasan, "Aleksandër Xhuvani" (UE) meets the Albanian State Quality Standards which came into force in 2011. Institutional Review is a peer review process with a review team composed of a mix of experienced international higher education reviewers and Albanian reviewers appointed by ASCAL. The review team is led by an experienced Albanian higher education reviewer.

The resulting reports will serve not only for institutional accreditation based on the extent to which the University of Elbasan meets the standards, but will also inform stakeholders, Albanian government, the public and students of how the HEI meets the standards. This report also helps the HEI to identify priorities for enhancement (the process by which higher education providers systematically improve the quality of provision and the ways in which students' learning is supported).

The Albanian State Quality Standards have been grouped under five headings, the Evaluation Areas: The Organisation and its Management; Resourcing; the Curriculum; Teaching, Learning, Assessment and Research; and Students and their Support. This report identifies features of good practice, recommendations, affirmations of actions in progress and weaknesses for each Evaluation Area, together with a judgement as to how well the HEI meets the standards. The judgements that the reviewers may assign are; standards are fully met; standards are substantially met; standards are partly met; or standards are not met.

Finally, the reviewers conclude by recommending a summary judgement to ASCAL and Accreditation Board. This overall judgement is one of four levels:

- **State Quality Standards are fully met**
- **State Quality Standards are substantially met**
- **State Quality Standards are partly met**
- **State Quality Standards are not met.**

As part of the report writing process, ASCAL has provided expert support to the review team by ensuring that the team supports the findings made in the report with evidence, and also by proofreading and summarising the full report for the summary below.

Background of University of Elbasan

University of Elbasan "Aleksander Xhuvani", is a public institution of higher education and it was founded in 1991. This university is considered one of the most important institutions of the country and the largest teaching and research-scientific centre of central east Albania. University of Elbasan has a history of over 4 decades in the preparation of teachers, new specialists, scholars and scientists in different fields of education and research. The history of UE is very much connected with the "Elbasan Normal School" from which it has its roots.

UE currently offers 4 study cycles: first cycle professional degree, first cycle ends with the diploma "Bachelor", second cycle, where the students at the end graduate with "Master of Science", or "Professional Master" and the third cycle, the PhD. Currently, UE offers 84 different study programs in three study cycles:

1. Professional degree - (7 study programs)
2. First Cycle – Bachelor (38 study programs)
3. Second Cycle- Master of Sciences (16 study programs) and Professional Master (28 study programs)
4. Third Cycle – PhD (2 study program)

In its course, UE has experienced important changes in structure, content, organisation, and management. University of Elbasan at the moment has 5 Faculties, with a short summary as follows:

Faculty of Human Sciences offers bachelor, professional and scientific master and also doctoral programs.

The Faculty of Natural Sciences offers bachelor, professional and scientific master programs in the fields of botanic, zoology, biology, chemistry, mathematics, informatics, etc.

Faculty of Educational Sciences offers bachelor, professional and scientific master programs in the fields of teachers for elementary school, kindergarten teachers, psychology, philosophy and sociology, physical and artistic education. It also offers a 2 years' professional study program in nursery governess.

Faculty of Economics offers bachelor, professional and scientific master programs in the fields of business administration, finance and accountability, economics and law, economy and tourism, economic informatics, etc.

Faculty of Medical Technical Sciences offers bachelor, professional and scientific master programs in the fields of nursery, midwifery, imagery, laboratory technician, nursery management, etc.

Based on Law no. 80, dated 17.09.2015, "On higher education and research in higher education institutions in the Republic of Albania", Law no. 8480, dated 27.5.1999 "On the Functioning of the Collegial Bodies of State Administration and Public Entities", Verdict of the Council of Ministers no. 109, dated 15.02.2017 "On the organization and functioning of the Quality Assurance Agency in Higher Education and of the Accreditation Board and on the determination of tariffs for quality assurance processes in higher education", University of Elbasan has undertaken the institutional accreditation process in 2017. According to the decision no. 8, dated 7.04.2017 of the Accreditation Board, University of Elbasan got 3 (three) years of accreditation. This is the first periodic accreditation process of the University of Elbasan.

Summary report

The University of Elbasan, Aleksander Xhuvani, has developed the self-evaluation report, prepared by the self-evaluation team. The self-evaluation team included senior staff, academic and administrative staff and also a student. Drafts of SER were circulated for comment within the University being finalised and approved by the Rector and Senate. This is the first periodic accreditation process for UE. In 2017 this University has completed the first accreditation process and with decision no. 8, dt, 7.4.2017 of the Accreditation Board, University of Elbasan got 3 (three) years of accreditation.

The SER provided an introduction to the operation of the University. The SER was supported by evidence, and more targeted evidence was supplied prior to and during the review. The evidences were available in English and in Albanian. Overall the review team found the SER to be a helpful document upon which to build the review.

The review visit took place over two days. The review team was made up of two senior higher education reviewers from Albania and one experienced higher education member from Kosovo higher education institution. The review team was supported by a Review Manager provided by ASCAL, the agency responsible for reviews of higher education in Albania. The review team was provided with a self-evaluation report and a portfolio of supporting evidence weeks in advance of the review visit, and supplemented by additional documentation requested. Over 170 documents were considered, which enabled the team to familiarise themselves with the structure, policies, management procedures, facilities, teaching and research activity at the University. Evidence considered included the Statute of the University, Academic Regulations, Annual Reports, admission and orientation procedures, the range of external agreements, examples of programme information and evidence from deliberative meetings.

Several meetings took place during the two days of the review visit which allowed the review team to gain a clearer understanding of responsibilities, procedures and the views of staff and students. The review team met with the Rector, senior staff, students, academic staff, administrative and support staff, alumni, and representatives of local and partner organisations. Notes were taken at all meetings. As part of a tour of the University the review team viewed libraries, computer rooms, laboratories, teaching spaces, administrative areas and all the other facilities of UE. Having reviewed all evidence available, the team reached the conclusions set out below.

The Standards for the Organisation and its Management are **fully met**. The organisation of the University is defined within its Statute and Regulations, and established procedures and protocols are followed for formal meetings. The University

has done good progress in meeting the requirements of law 80/2015. The review team finds that UE has build up a good collaboration with public and private institutions for students support during the practical training and also for their future employment. The Statute, as the fundamental document that determines the basic norms and rules of UE functioning and activities, is done in compliance with UE mission, vision and objectives. The statute is compiled based on in Law No. 80\2015 "On the Higher Education and Scientific Research in Higher Education Institutions in the Republic of Albania", Article 33. The UE Statute is refreshed and approved with Verdict of the Senate no. 144, date 26.03.2018.

The standards for Resourcing are **substantially met**. The responsibilities for resources are clearly set out in the Statute and Regulations of the University and are carried out appropriately through the Rectorate, Senate and Administration Board. The review team confirmed that the University has generally appropriate and effective systems and processes for managing both its human and physical resources. However, the review team identified as weakness the fact that University does not have the technical building spaces for the disabilities persons, toilets, working spaces, elevators etc,. Also, UE has still no financial autonomy at Department level.

The standards for the Curriculum are **fully met**. Programmes are offered in the three cycles of study and reflect the University's mission and its position in the local region and labour market. Study programmes are clearly defined, and appropriate and timely information is given to students. The review team finds as a weakness the fact that UE has insufficient data on graduated employed students. Still the review team emphasizes the fact that UE has started to collect data for the student's records and their employment in order to create an alumni database.

The standards for Teaching, Learning, Assessment and Research **are fully met**. The University has a developing research agenda. Teaching is managed appropriately. The University applies a continuous improvement of teaching quality including new and senior staff. The review team identified as good practice the fact that UE provides considerable capacity for the completion of practical and professional training of the students within the premises of the UE as well as in cooperation with some other local institutions, whether public or private.

The standards for Students and their Support are **fully met**. The University provides guidance, advice and tutorial and other support to prospective and current students and, where possible, to students with additional needs or from disadvantaged minorities. A well-resourced library is available to students. The review team affirmed the efforts made by the University for the preparation of Alumni database. The Bachelor Study

Programme for Roma students in the Human Sciences Faculty is evaluated as a good practice of UE.

Summary of findings

Good practice

- University of Elbasan has a very strong collaboration with national and international private institutions for students support during the practical training and also for their future employment. (**Chapter III Standard III.3**)
- Webpage EMS of HEI for students and academic staff offer safety and fast distribution study information (**Chapter I Standard I.6**)
- National and International HEI agreements with different institution, help students and staff for mobility increase the study performance (**Chapter I, Standard I.10**)
- UE provides considerable capacity for the completion of practical and professional training of the students (laboratory work, laboratory modules, practical activities in the field and supervised professional practicums) within the premises of the UE as well as in cooperation with some other local institutions, whether public or private. (**Chapter I Standard II.1**)
- The Bachelor Study Programme for Roma students in the Human Sciences Faculty. (**Chapter I Standard III.4**)

Weaknesses

- The University does not have the technical building spaces for the disabilities persons us are toilets, working spaces (computer tables), elevators etc, in way to create primary study condition (**Chapter III Standard VII.5**)
- There is no financial autonomy at Department level. (**Chapter III Standard VI.1**)
- Insufficient of data on graduated employed students does not create possibility to improve the study programmes requested from market (**Chapter I Standard I.10**)

Recommendations

- Continue development to increase the building spaces for the students with modern utilities (**paragraph 2.15 Chapter III, Standard V.1**)
- University of Elbasan should find a way to create the financial autonomy at the base unit. (**Chapter III Standard VI.1**)
- The University should continue their work regarding the students' questionnaires feedback in improving the quality of teaching and research. (**Chapter I Standard II.3**)
- The University should increase the funding to support the student cultural life. (**Chapter I Standard III.7**)

Affirmation of action being taken

- University of Elbasan has invests to build new University Campus and Faculty of Human Science building. (**Chapter III, Standard V.1**)
- The HEI, respectively Alumni office start with the data collections. The University has started to collect data of former students in order to create a full database in the future. (**Chapter I, Standard I.10**)
- University is encouraging engagement and participation in national and international conferences. (**Chapter II Standard I.8**)
- The University's exit and stairs criteria should continue to be improved in line with statutory guidelines. (**Chapter I Standard III.8**)
- University, through alumni, should increase the efforts to collect data for the student's records - address (including email address) and phone number for each. (**Chapter I Standard III.2**)

Summary of judgements for each Evaluation Area

1. The Standards for the Organisation and its Management are **Fully met**
2. The Standards for Resourcing are **Substantially met**
3. The Standards for the Curriculum are **Fully met**
4. The Standards for Teaching, Learning, Assessment and Research are **Fully met**
5. The Standards for Students and their Support are **Fully met**

Summary judgement

The review team recommends to the Accreditation Board that at the University of Elbasan, "Aleksander Xhuvani", the State Quality Standards are **Fully met**

Evaluation Area 1: The Organisation and its Management

- 1.1 University of Elbasan “Aleksander Xhuvani” carries out its academic and scientific activity based on the legal acts in force, on its statute, and on all other acts approved by UE governing bodies and authorities. It is a public higher institution and was established in 1991. **[SER pg.2]** The Statute is the fundamental document that determines the basic norms and rules of UE functioning and activities, in compliance with its mission, vision and objectives. The statute is compiled based on in Law No. 80\2015 “On the Higher Education and Scientific Research in Higher Education Institutions in the Republic of Albania”, Article 33. The UE Statute is refreshed and approved with Verdict of the Senate no. 144, date 26.03.2018. **[A1.1]** This document regulates the University’s teaching, scientific and administrative activities, in compliance with its mission and objectives and extends its regulatory affects to all the governing structures. **[M1, SER pg. 16] Chapter III Standard I.1**
- 1.2 The organization and management of UE are ensured by collegial bodies and are carried out in compliance with the legal framework in force. The highest decision-making bodies are the Academic Senate and the Board of Administration, which make possible the administration of the academic and financial activity of the university. **[A1.2, A1.3, A1.4, A1.5]** Other collegial structures, academic and administrative governing authorities operate at the University, in accordance with the legal and sublegal acts in force. The Academic Senate, as the highest collegial decision-making body, decides on the most important strategic planning of the institution in the fields of teaching, scientific research and gives its approval on administrative and financial matters. This body functions according to the UE Statute, which stipulates all its competencies **[A1.1]**. It meets periodically, usually once per month, and issues its respective decisions. The Board of Administration, as a collegial decision-making body supervises and controls the university’s activity, regarding administrative, financial, and assets management of the institution. **[M9]** The Board of Administration functions based on its Regulation, meets periodically and issues respective decisions **[A1.4, A1.5]. Chapter III Standard I.2**
- 1.3 The collegial bodies of UE meet periodically, in accordance with the provisions of the specific regulations for their functioning. The Senate, as the highest academic collegial body of the University, carries out its activity in regular meetings **[A1.13, A1.24, A1.25, A1.26, M2]**. The Academic Senate carries out its functions in cooperation with other UE collegial bodies. It cooperates with the Board of Administration and other collegial bodies on approving the University’s statute and regulation, medium and long term strategic planning on teaching and scientific research development, UE budget, etc. Furthermore, the Board of Administration, as a collegial body responsible for the financial administration of the institution, cooperates with the Academic Senate on drafting and approving the annual budget and the medium-term budget based on the proposals made by the main units and basic units, on the strategic plan on institutional development and on the medium-

term budget program [A2.6, A1.2, A1.3, A1.4, M9]. The decisions taken by the collegial bodies (Academic Senate, Rectorate, Board of Administration) are protocolled and are passed on to the respective structures for implementation, in line with the decision's scope.

The Department is the basic unit which enables and carries out the constructive discussion among members of the academic staff. The department meeting is led by the head of the department and throughout it, matters are addressed, tasks on teaching, the study programme, scientific research activities carried out by the department members are monitored and appointed, and also the relationship with the students is addressed. [M3, M10]. **Chapter III Standard I.3**

1.4 University of Elbasan functions in compliance with the legal basis in the field of higher education, based on which it has drafted its internal functioning acts that guarantee external and internal autonomy of the institution. Internal autonomy is ensured by the university's Statute and Regulations, which define the organizational and functioning rules of the institution and periodic institutional evaluations. [A1.1] One of the mechanisms established to ensure and guarantee internal supervision and assessment is the Internal Insurance Unit of Quality Standards, which is a permanent committee within UE. [A1.13]

Still University of Elbasan is **missing the financial autonomy at the Department level**, which is a necessity stated on the higher education Law. [M1, M9] **Chapter III Standard I.4**

1.5 UE has its own institutional development strategy for 2016-2020, as a response to the obligations set forth in Law No.80/2015 "On Higher Education and Scientific Research in the Higher Education Institutions in the Republic of Albania". The Development Strategy determines the main aspects of the institution that require further development, such as: teaching and studying, internationalization and mobility, research, social engagement, staff and infrastructure. The measures for fulfilling the strategic objectives, in compliance with the mission, objective and development platform of UE and funding resources, is described in this document. [A1.22] **Chapter III Standard I.5**

1.6 Pursuant to Article 32 of Law No.80/2015, for each academic year, all higher education institutions submit the annual reports on their activity, financial situation, forecast on academic staff engagement, school tuitions for the following years to the relevant ministry. The annual report submitted periodically, assess the effectiveness of teaching and research at the UE's main units in compliance with the standards. The UE Rectorate has submitted its Annual Report on the Academic, Scientific Research and Financial Activities of the University [B1.8]. This report was presented by the Rectorate during the Academic Senate meeting and became an object of discussion among academic and administrative staff and students [M1, M2, M10]. Based on the findings of the report, the Rectorate takes measures on improving the progress problems of the institution in general or in specific aspects, and also determines the responsible structures for their fulfilment. **Chapter III Standard I.6**

- 1.7 UE's organization enables academic freedom, financial, organizational and staff selection autonomy, in compliance with the legislation in force. UE is organized in main units (faculties/institutes) and basic units (departments/scientific research centers). **[A1.7, A1.23]** The organization of UE is in accordance with the requirements of Law No. 80/2015 and to benefit the fulfilment of the institution's mission and objectives. The University of Elbasan is composed of 5 main units which are further organized in basic units. **[SER, pg. 8, 9]** The main units are Faculty of Human Sciences, Faculty of Natural Sciences, Faculty of Economics, Faculty of Educational Sciences, Faculty of Medical Technical Sciences, as well as Research Centers: Center of Albanological Studies, Research and Development center of diagnostic and environment, Centre for research and development in education. **[M1, M11]**
- 1.8 UE has also its own website, which provides information on offered study programs, lesson, information on academic staff, reports of rectorate meetings, verdicts of the Academic Senate, verdicts of the Board of Administration, projects, mobility opportunities, etc. <https://uniel.edu.al/> **Chapter III Standard II.1**
- 1.9 The Collegial bodies of the UE are: Academic Senate, Board of Administration, Academic Staff Assembly, Committees, Ethics Council, Rectorate and Dean's Office. These bodies operate in compliance with Law No.80/2015 "On Higher Education and Scientific Research in Higher Education Institutions" and are bodies which take important decisions or give recommendations for the activity of UE, main units (faculties) and basic units (departments), according to the statute and regulations provisions. **[A1.1, M1, M2, M9] Chapter III Standard II.3**
- 1.10 UE has started to monitor the employment of its graduates through the years, by maintaining contacts with recent graduates. They have started to create a database in several departments in order to check how their curricula fits the labour market. This process is supervised by the Career Consulting and Alumni. Still there is a lot of work to do for complete this database. During the meeting with alumni they were asked if the university has collect any data from their employment and positive answer was given. **[M6]** The institution is continuously informed about regional economic development through various sources of information, as well as through collaborations with other institutions or by attending conferences addressing regional development issues. UE has conducted a labour market study which helps them to set priorities on the new study programs based on the needs of the region. **[A1.27, M1, M6] Chapter III Standard III.1**
- 1.11 UE pays special importance to cooperation with other institutions by being active in this aspect, through cooperation as a partner in various projects and through close interaction with higher education institutions. In its activity, UE has tried to find a balance between competitiveness and cooperation, inside the country and regarding international relations. In its strategy 2016-2020, UE clearly determines the further internationalization plan development of medium and long-term partnerships and cooperation. **[A1.22, M1] Chapter III Standard III.2**

1.12UE collaborates with several institutions for providing services to students, within the framework of professional practices (with Municipality of Elbasan, Elbasan District Council, Regional health directorate, Regional education directorate, Second level banks, NGOs, etc.), providing student accommodation etc. Also during the meetings with students, alumni and partners it has been clear that UE has taken measures to build up a good collaboration with public and private institutions. **[A1.31, A2.28, M4, M5, M6] Chapter III Standard III.3**

1.13UE has shown to have a good approach towards students and staff mobility in the framework of collaboration within different international agreements. During the meetings with staff and students there have been given examples of exchange experiences with different European universities within the ERASMUS programs. **[A1.35, A1.36, A1.39, A3.21, M4, M5, M10] Chapter III Standard III.3**

Findings

Good practice

- University of Elbasan has a very strong collaboration with national and international private institutions for students support during the practical training and also for their future employment. (**Chapter III Standard III.3**)

Weaknesses

No weaknesses were found.

Recommendations

No recommendations were found.

Affirmation of action being taken

No affirmations were found

Judgement

The standards for the Organisation and its Management are Fully met.

Evaluation Area 2: Resourcing

2.1. The University of Elbasan has a system of organizing “bottom-up” functions through the organogram approved at the highest collegial level of the Institution and this organizational scheme is part of the University Statute **[A1.1 Organisation Chart]**. HEI is in accordance with the employment policy which is presented to the academic staff with regular full-time contracts, the academic staff with part-time contracts and the administration staff. In all academic units of HEI, the five UE Faculties respectively, the staff of all three categories are engaged, while the rest of the employees are engaged at the rectorate constituting mostly the administration part. In accordance with the organogram **[A1.1]**, other constituent units of the UE encompass the part of the administrative staff that fulfils their functions (Research Centres, laboratories, etc.). The UE has a statute which sets out the formation of standing committees that help organize the work of the University.

For the recruitment of the academic staff at all levels of academic units, HEI has unified procedures and they are publicly announced in the vacancy on the University website www.uniel.edu.al. For the recruitment of the academic staff, the UE has regulations approved at the senate level **[A2.1]**, in which regulations define the modalities of procedures and the employment criteria of academic staff. As stated in the regulation **[A2.1]**, each department from the respective Faculties presents the needs for the academic staff necessary for the functioning of the study programs at the level of the dean of the faculty at the end of the academic year, namely before the beginning of the new academic year. The Dean organizes the commission from the members of the department for the ongoing process and evaluation of the vacancy. The selected commission for evaluation, based on the criteria announced in the vacancy for the job, evaluates and gives a report to the Dean proposing the candidate for the contract. The Rector signs the contract for the selected personnel **[A1.1, Article 38, 39]**. HEI publishes the employment criteria according to the regulation **[A2.1]** and the statute **[A1.1]** for each vacancy at the levels of the academic units. As stated in the regulation for the recruitment of academic staff, both full-time and part-time staff, are given the criteria that prove to ensure meritocracy. The regulation does not provide the possibility of appealing for unsatisfied candidates in cases of non-election. Complaints can be made at the level of the Rectorate - the Rector based on the UE Statute **[A1.1, Article 38, paragraph 6]**. HEI comprises a number of 224 internal academic staff, while the number of external academic staff is 435, including the administration that consists of 134 employees **[M12, SER page 15]**.

The UE Financial Audit Report **[B9]** affirms the employment regularity of the three staff categories (teaching, teaching assistant and non-teaching). **Chapter III Standard IV.1**

2.2. HEI is committed in the implementation of the integration policies of the academic and non-academic staff, including the administration as a supporter for the implementation of various University activities, such as the organization of the learning, the work on libraries at departmental levels, laboratories, research centres, etc.

The University organizes information activities within the initiative "open days" in order to recognize and inform graduate secondary school students with the study programs organized in the departments, namely UE faculties [A2.3]. During the visit, the Review Team identified a satisfactory collaboration of the academic staff with the HEI administration by providing support to students on many of their issues and this can be considered a good work of the university. HEI institutionally organizes integration and social events, including academic conferences, student activities, open days, free blood Voluntary donation and other events proven [A2.5, A4.8, A2.10]. **Chapter III Standard IV.2**

2.3 HEI has adopted the development strategy for the period of 2016-2020, [A1.22] in which the strategic development goals are defined, setting out the mission and vision of the University. According to the development strategy agenda, in different periods of time the University organizes training modules for the academic staff, students and administration [A3.3]. Concrete cases of training can also be found on the University's website <http://www.uniel.edu.al/index.php/al/lil-njoftime>.

University proves the organization of international activities in the period between 2018-2019 [A1.29] through the office for international coordination (coordination and International Relations office). International coordinations of UE [A1.28] encourage the academic personnel for the available mobilities [A1.39, A3.19] by realising cooperation which bring and send the academic staff to various other universities abroad, such as the case with the University of Trakya – Turkey. In additional, HEI makes notifications related to mobilities transparent on the electronic web page <http://www.uniel.edu.al/index.php/al/thirrje>. During the recruitment of the academic personnel, EU is interested in gaining as more prepared academic staff with more doctor scientific grades among priorities include teachers in the call Prof, Prof asoc., etc. Statute [A1.1, articles 32, 33] deals with these issues concerning academic titles. **Chapter III Standard IV.3**

2.4. HEI along with teachers and students organizes social activities which are proven with many projects. Review team has searched which in turn found such activities on the public website in relation with the social events of UE, as well as the publication on the newspaper ora, <http://gazetaora.com/2019/02/05/trajnimi-i-fuqizimit-te-sherbimeve-sociale-ne-universitetin-e-elbasanit/>, the project T@SK which can also be found on <http://www.uniel.edu.al/index.php/en/Events>. Also, the organization of the 'open days'

from the UE shows a social engagement [A2.3]. A social event organized by IAL is the project "Volunteering blood donation" organized along with the Albanian red cross [A2.5]. Among the cases which are worth distinguishing was the organization of the students' graduation ceremony in 2018. During the visit of the Review Team the UE's environments, one could easily notice a good cooperation of the academic and administrative staff related to the management of the situation regarding the pandemics and the spread of the virus COVID-19 by keeping the distance, the control of the temperature of the students and the personnel. The organization of the championship of the mini-football with the Albanian football federation [A3.12] **Chapter III Standard IV.4**

2.5 Organogram of HEI is clear in its internal organization including all the academic units; various directorates of the University as well as other collegial organisms of the University. Each directorate or unit within the university has got its regulations through which duties and aims are defined. The employees are obliged to fulfill contractual duties as well as functioning of the units in which they are engaged. Within the university functions the office of human resources which takes care of the documentation of the employees, updating their documentation **Chapter III Standard II.2**

2.6 HEI respects the rules and regulations in force for the management, distribution and use of finance. In the financial statements of HEI for 2020 [B10] there are three main ways of HEI financial revenues, from the state budget 75.76%, a value which is determined depending on the number of students [B9, A2.15], projects with foreign funding 2.2% and the income of the institution 22.04%. The budget distribution is approved by the University Senate. Academic units do not have financial autonomy; the budget is centralized at the University level. University of Elbasan is **missing the financial autonomy at the Department level**, which is a necessity stated on the higher education Law and this is found to be a weakness. Budget expenditures are managed by the board of directors and reported to the senate. University budget expenditures become transparent at the senate, faculty and department levels. Being also part of the senate, information on budgetary issues can also be passed on to students. **Chapter III Standard VI.1**

2.7 HEI is legally obliged to conduct an annual financial audit report [B9, A2.15]. The latest audit report for the period 2016 to 2018, conducted in March 2018, has identified remarks related to budget management and recommendations are given. The procedures for approving the annual budget, budget items, the system of transparency of budget expenditures work. Within the Rectorate there is the directorate of finance which has administrative responsibilities for financial matters. The Senate of the

timetables, announcements of academic activities and various other University decisions. HEI uses the electronic system - the EMS platform www.uniel.ems.al, approved by the EU Senate [A2.17]. Each of the lecturers has an address connected to the ems system for information exchange; in addition, students have their personal addresses where they receive information about learning issues, exams, grades, study programs, as well as other important information related to their studies. Review Team during the visit at the university campus has identified that academic units have computer rooms that are used by students [M8]. During the time of Corona-19 virus pandemic, the whole learning was held in the Online version and that this activity proves the UE's capacity for distance education. HEI continuously proves its readiness to increase its capacity, such as the case of the digital Anatomy laboratory [A2.19]. The Moodle platform is also used by the UE for teaching purposes [SER, page 18].

Chapter III Standard VII.2

2.11 The University of Elbasan is located in the city and consists of 15 separate facilities which are not located close to each other. There are 12 facilities with learning environments, 1 metallurgy laboratory, 1 sports gym (rented) and 1 maternity object. Compared to the past four years, HEI has made progress in increasing teaching facilities and has created project proposals for further capacity building, a good case [A2.26] the request to MESY for financing the building of the Faculty Human sciences. UE immovabilities are groupings of objects where some of the academic units are located [A2.20]. Some of the buildings are older (built several decades earlier). Inside the university campuses the spaces of the library, laboratories, administration are organized. The university manages its assets, the areas of facilities where learning activities take place. The UE campus has 25,657.00 m² of utilization area [A2.22]. HEI should insist on rehabilitating existing facilities to increase their productivity for the purpose of increasing the quality of teaching and learning. **Chapter III Standard VII.3**

2.12 Study programs at three levels are organized at the University of Elbasan, its Faculties and Departments respectively. These study programs are not in opposition to state law and thus cultivate the preservation of academic, cultural and scientific heritage. The visit at the University library was an example of the preservation and maintenance of many writings, works and other national treasures that can be mentioned **Chapter III Standard VII.4**

2.13 There are twelve existing campus facilities that provide sufficient conditions for the development of learning, laboratory activities, etc. independently and ininterruptedly. HEI also develops strategies to increase asset quality for students. Each year investments are made in the repair of university spaces, namely the facilities of particular faculties as

University makes decisions on the budget which is proven by evidence [A1.10]; the adoption of the UE financial regulation through which the regulations define the functions of administrative units related to finance. MESY has announced the start of the internal financial audit [A2.16] for the period from March 2018 until today. The Senate approves the budget in advance and then the final decision on the budget is taken by the Board of Directors. [SER, page 17] Chapter III Standard VI.2

2.8. HEI is subject to state laws and regulations for the management of the budget system, financial management and control. HEI is subject to external financial audit as well as regular internal periodic financial audits. The UE has implemented the financial audit report [B9, A2.15] from the Ministry of Education; Sports and Youth. This audit report is open and contains all audit requirements under the country's laws. It is also in the process of drafting a financial audit for the past three years. These audit reports are approved by the University's collegial bodies such as the Senate and the Board of Directors. Chapter III Standard VI.3

2.9. "U-Albania; University Albania" <https://ualbania.al> is the portal that includes all information and services about universities in Albania. As a network for access to the HEI of UE is EMS (<https://uniel.ems.al>) where you can access all the information in regards University, Faculties, study programs, university teaching, literature, exam timetables, student profiles, etc. The institutional information system is managed through IT set-up at the University level. HEI has also got a web page www.uniel.edu.al where the most important information about the institution can be obtained, such as academic units, faculty level, research centers, laboratories as well as for the management of the University and others; periodical statistical data are also published for the study programs, activities of the University and academic units, namely their departments; publication of UE documents such as the Statute of the University, functional regulations and others. The web page www.uniel.edu.al can be considered as one of the weaknesses due to its small capacities. As a recommendation for HEI, cash-capacity for Web page shall be increased. During the visit of the review team, there were observed many learning environments, auditoriums, laboratories, libraries, which were equipped with hardware devices, computers, in the HEI environments. Thus, a recommendation for HEI is to strengthen IT assets with larger capacities. Chapter III Standard VII.1

2.10 Within the UE, there operates the Directorate of Standards and Curricula, which comprises the information and technology sector, that takes care of the fields of information technology [A1.1, page 10-organograma], reflecting the actions of academic units and their departments with timetables. Teaching hours, exams

well as the request for increasing the capacities of the facilities [A2.26]. During the visits at HEI, in the meetings held [M7], in the facilities of the faculty's qualities in accommodation of the students are offered; however, in terms of heating/cooling of the environments their performance should be increased. In many of the existing facilities, conditions are provided for uninterrupted access for the disabled [A5.16], this was a good opportunity having met the students [M4], but **other necessary conditions such as toilets, working tables, etc., are not provided. This is found to be a weakness of UE.** UE must insist on increasing the possibility of additional space for people with disabled. The two additional UE objects increase the student's utilization area for learning; notwithstanding, an increase of the student learning areas should continue. [SER, page 20]. **Chapter III Standard VII.5**

2.14 HEI provides third party services in accordance with the market needs. There are laboratories within the academic units where they provide services to external institutional units as well as direct services to the population, such as the metallurgical laboratory which is accredited for professional services [A2.27]. HEI has also conducted market studies on student practice [A5.18]. Review Team during meetings [M6] with external partners and Alumnus, it has been proved that the UE has contacts with the labor market which are contributors to the updates of the study programs, advanced collaborations with special faculties, etc. **Chapter III Standard VII.6**

2.15 During the visit of RT [M8] in the premises of HEI in general, namely the Faculties, Departments, libraries, Classrooms, laboratories, sanitary facilities in particular, one could notice that their maintenance is of high quality. Classrooms have basic teaching facilities. Many of the faculty facilities are newly built and the same offer service quality. RT during the meetings at HEI [M1], was informed about the investments made in the last three years in order to increase the capacity of UE facilities. **RT finds this to be an affirmation of UE.** Among the good acts one could talk about the investment in the laboratory of molecular biology, renovation - the construction of a conference room with 120 seats and other halls in some of the academic units. The facilities used by HEI are functional, with easy access from all the users, meet the technical standards for teaching facilities, specifically referring to lighting (natural and artificial), orientation of the buildings, wind protection, heating of the premises, which are used to the maximum. The UE must insist on improving ventilation in some rooms on the ground floor. The total area of HEI is 25,657.00m² [A2.22]. Based on evidence [A2.20, page 4] HEI has drafted the master plan and the plan deployment for the Krasta University campus with a land area of approximately 17.7 hectares. Based on the total number of students at the University that are currently numbered 9,528 [M3], then the ratio of the area of the premises in comparison to the number of students is in the minimum values of the

criteria defined conforming to standards. RT recommends HEI to take the necessary measures to meet the required standards for physical space. **Chapter III Standard V.1**

2.16 The HEI has an organized system for storing paperwork and other documentation in either electronic form or hard copies. During the visit at the Library premises, one could notice a great care of library documentation, its physical preservation and archiving of electronic materials [M8]. Individual student records have been maintained by the Faculty Secretariat [M8], namely EMS provides the electronic database for student records. **Chapter III Standard V.2**

Findings

Good practice

No good practices were found.

Weaknesses

- The University does not have the technical building spaces for the disabilities persons us are toilets, working spaces (computer tables), elevators etc, in way to create primary study condition (**Chapter III Standard VII.5**)

- There is no financial autonomy at Department level. (**Chapter III Standard VI.1**)

Recommendations

- Continue development to increase the building spaces for the students with modern utilities (**paragraph 2.15 Chapter III, Standard V.1**)

- University of Elbasan should find a way to create the financial autonomy at the base unit. **Chapter III Standard VI.1**

Affirmation of action being taken

- University of Elbasan has invested to build new University Campus and Faculty of Human Science building. (**Chapter III, Standard V.1**)

Judgement

The standards for Resourcing Are Substantially met.

Evaluation Area 3: The Curriculum

3.1. Since its establishment, the University of Elbasan has been known for the formation of teachers [A1.1]; while currently, in addition to teachers, scientific staff are now being formed who find placement in the labor market [M6] [A1.22]. The fields of study programs are varied depending on the labor market such as economic fields, technical sciences of medicine, natural sciences, etc. HEI has organized campaigns for "graduate secondary school students information days" every year before the application of students [A2.3], this campaign is organized by all UE academic staff and covers the entire territory of the city area in order to inform graduates with study opportunities.

UE publishes study programs at all levels (BSc, MSc, MP and Dr) on its website [<https://uniel.ems.al/school/programlist.aspx>], and all published programs are accredited at the state level and also published [www.ascal.al/sq/lista-e-ial/programet-e-studimit].

There is a total of 98 study programs organized by HEI, 38 BSc study programs, 16 MSc study programs, 34 Professional Master study programs and 2 doctoral study programs (Albanology and linguistics literature) [A3.5, SER, page 22]. The university offers study programs with a duration of 1 to 2 years with a professional character as well as the second cycle of Professional Master. [A1.1, Article 46]. Study programs have been improved based on labor market demands [M1], as a good practice is to be mentioned that UE organize the 7 professional study programs where two of them are very specific, the first one is study program for Touristic Operator in German language and the second one is Environmental Technic (two years' study). HEI has always developed new study programs seeking approval from MESY [M1]. EU academic units make proposals for quotas for new student admissions based on study programs. These quotes are approved by the UE's Senate [A5.4]. HEI collegial bodies act in the variant of increasing the quality of teaching and learning, for such actions within the University is the Internal Unit for Quality Insurance IUQI. The UE sets out the rules and procedures for evaluating study programs that are ongoing through final exams and diploma paper. **Chapter I Standard I.1**

3.2. HEI in its mission aims to teach and train specialists and scientists in line with contemporary trends [A1.1], conveying to the academic units the responsibility for the development and working of the study programs which have the vision of ongoing life education [A1.22]. All Bachelor level study programs have the possibility of continuing studies at Master levels (scientific or professional) and upon successful completion of these studies according to the Bologna school system there is the possibility of continuing advanced studies, specializations, etc. HEI also organizes modules for

various trainings that serve staff to expand competencies for market needs [A3.3]. Within UE, there is the functional centre LLL (Long Life Learning) [<http://www.uniel.edu.al/index.php/al/lll-centre>] which organizes training modules for various areas of interest. The university offers study programs with a duration of 1 to 2 years with a professional character as well as the second cycle of Professional Master. [A1.1, Article 46] Though the UE does not have any structure in place to assess the experience gained. **Chapter I Standard I.2**

3.3. Based on the strategy [A1.22], the UE statute [A1.1] HEI provides academic offers; professional training, necessary competencies for the labor market, professional skills, scientific research, etc., through study programs. HEI has defined the vision, and objectives in the strategy [A1.22] for the period 2016-2020. The UE has to outline the strategy for the next period by insisting on the perfection of the study programs and the formation of staff in line with the market demands and local and international standards. The established partnership of the UE with local enterprises creates opportunities for academic units - faculties, their departments, training of professionals and their employment upon graduation. RT in a meeting with external partners and Alumni [M6] positively assesses the interest and commitment of business and local enterprises to prepare the participants. One of the ideas that came up having completed the meeting with the partners and alumni was to organize summer classes so that students can benefit professionally from the job market. For some of the study programs, their departments organized diploma papers that were in direct relation with the labor market [M6]. Good practice was the employment of 220 students in 2019 where 90% of them were UE graduates. **Chapter I Standard I.3**

3.4 All levels of study programs of all UE levels are in accordance with the Bologna system [A3.5], study programs are with the subject system of studies, the subjects have their workload through credits (25h / ECTS). This system of the programs proves that UE has clear development and construction policy. HEI offer study programs which are in line with the general national policies and its contents of the study programs ensure mobilities for students also ensure mobilities for students [A3.19, A3.21] and teachers [A1.39] in universities abroad, which proves the degree of internationalization of programs. Student and teacher mobility is bilateral (i.e. the UE sends students and teachers and accepts the arrival of students and teachers in turn). In a meeting with the academic staff [M10], RT also confirmed that mobility happens and is very common. The UE Statute [A1.1, Article 55] provides the possibility of a double or multiple degree. **Chapter I Standard I.4**

3.5. The teaching load of the lecturer in the UE is the full annual burden of 1536 hours [A3.7] as per administrative Order no 29 date 10.09.2018 with protocol no. 9268. This workload for the teacher includes teaching, research, institutional work, etc. An instance of the UE evidence [A3.14, A3.18] shows the account of the workload of a lecturer throughout the year by classifying teaching, laboratory, assistance in the teaching process (research, publications), support activities for the institution. Workload of the lecturers is determined within the bylaws. HEI proves how the burden of pedagogy can be reorganized with accompanying decisions. The additional workload of lecturers is funded by the University budget [A2.6]. HEI applies domestic laws on the engagement of the management staff and lecturers. Heads of directorates, UE centres are not engaged in the learning process. **Chapter I Standard I.5**

3.6 Curricula of the study programs for all academic units can be found on the University website www.ems.al. While on the electronic website www.ascal.al/sq/lista-e-ial/programet-e-studimit one can see the list of UE programs. The website lacks course syllabi which is recommended for the University to upload them in the system, even though RT confirms that in the meetings with students [M4] it is proven that course syllabi are distributed regularly. The objectives of the study programs comply with the general objectives of the Institution. Student admission criteria are respected based on laws and quotas issued at the state level and the same are published on the university website. **Webpage EMS of HEI for students and academic staff offer safety and fast distribution study information. This is a strength of UE. Chapter I Standard I.6**

3.7 All three-year Bachelor's degree programs (180 ECTS) are provided with the opportunity to continue their studies at the Master's level (Scientific or Professional), specified in the UE statute. [A1.1, article 50 dhe 51]. The UE, respectively FSHN, FSHH and FSHE organize 7 study programs of the basic two-year level which give students competencies in professional (non-scientific) fields. [A1.27]. RT, in meetings with students [M4], estimates that study programs developed in UE academic units are developed in such a way so that students are given general and specific competencies of professions on scientific principles and that basic studies provide basic student formation by expanding fields of relevant studies in greater extent and depth. Upon completion of their basic studies, students have the opportunity to enter the job market for employment. The University has also created Alumni in which on overview of students employed in the labor market will be created after graduation, and in RT meetings [M6], the latter positively evaluates the established relations of HEI with partners from the labor market through Alumni. Students are also offered a professional internship that lasts up to five weeks. The UE has encountered cases of student requests for transfers. For such cases, the UE issues a decision and forms a three-

member commission of field-related teachers for the equivalence of grades and credits of the courses and makes a decision, while the UE also has cases of equivalence for erasmus + mobility [A1.36]. Statute of UE [A1.1, neni 58] deals with the transfer issues.

Chapter I Standard I.7

3.8. Preliminary HEI campaigns, starting with secondary school graduates [A2.3], until the beginning of studies in the faculty facilities, help students tremendously for their orientation. The easiest orientation is the website of the University, while the students are assisted by the directorate of foreign relations and the career counseling office created in line with the UE organogram [A1.1] which was confirmed by RT in the meeting with the students [M4], [M5]. The directorates established by the UE also aim to reflect on teaching in order for the students to gain as much knowledge as possible with advanced teaching methods. The pedagogical methods followed by the work in the laboratories and the practical work equip students with professional skills. Based on the evidence from the study programs, the ratio of the academic staff with contract and temporary contract staff is 68.1/31.9% and RT states that this standard is well adapted to the required rates [B3]. The 2016-2020 Development Strategy [A1.22] seeks to increase the level of qualifications of the academic staff, while the scoring system favors people with the highest level of qualification [A2.2], the decision of the senate [A2.1].

3.9 The engagement of the academic staff in their departments is a priority for teaching and research [A3.18]. Evidence [A3.7] proves that 10% of the load time for a lecturer is devoted to research. Also, the contribution of lecturers is in the needs of different services for the drafting of various work reports such as RVB, work regulations and others which take the workload of a lecturer up to 50%. Based on the decisions issued by the UE collegial bodies and the Rector regarding the commissions for drafting of the study programs, self-evaluation reports, implementation of the study programs, etc., the workload is carried by the academic staff [A1.18] [A3.10]. In the meetings [M4, & M5] of RT and UE, the practice of cooperation of the academic units with the labor market was among the things to be identified, namely the professional practice of students with the public and private sector [A2.28], [M6]. The legal directorate of career counseling and Alumni, with the decision of the rector have drafted data forms [A5.5] for the creation of the database for graduates and their employment. RT identifies that Alumni does not have the data completed on the employment of the graduates. RT recommends that this data should be completed in as more details as possible in order to create a complete picture of employees in the labor market and to obtain feedback on the review of the study programs and planning for the future. HEI has invited local and foreign academic staff [A5.5]. Based on the evidence from the study programs, the ratio of the academic staff with contract and temporary contract staff is (61/39)% [SER, page

26] and RT finds that this standard does not meet the required values. **Chapter I Standard I.9**

3.10 All levels of the study programs in the UE are compiled and developed in accordance with the Bologna system. Their curricula are organized based on the courses and are clearly organized by accumulating ECTS credits that facilitate the transfer and mobility of studies. Based on the HEI strategy, international cooperation is a priority, as well as the mobility of teachers and students in various programs [A1.39, A3.19, A3.21]. RT notes that HEI study programs facilitate and implement mobility [M1, M3, M5] at a satisfactory level which means that there is no lack of UE cooperation at national and international level [A1.29, A5.11, A1.35]. At the end of the study programs of the first and second cycle, students are given diplomas and supplementary diplomas in Albanian and English [A3.20, A3.23]. RT during the meetings with the students of the second cycle of studies has also identified that the knowledge of foreign languages is at a satisfactory level, but also the UE statute defines the criteria for admission of students in the second cycle of studies which is required that the student must know at least one of the EU languages, English, French, German, Italian, Spanish [A1.1, Article 51]. HEI practice on equivalence in mobility cases is also found in the evidence [A1.36]. **National and International HEI agreements with different institution, is a strength of UE. Chapter I Standard I.10**

3.11 Professional practice is foreseen in the study programs of the first and second cycle. Depending on the institution in which the student finishes the internship, he finds application of the theoretical preparation achieved in the institution. HEI keeps evidence for the student work comprised from professional practice evaluated by the professors [A3.15]. The academic staff and students are familiar with the workload and meanings of ECTS in their programs. RT in meeting with the second and third level students identifies that HEI supports students in the inclusion of the research projects [M5, A1.33]. UE supports social initiatives and events organized by various institutions and seeks support, RT appreciates the support of HEI for organizing the exhibition "Shkodra, family, culture, my history ALB" [A5.4]. **Chapter I Standard I.11**

3.12 The contents of the study programs are supported by the HEI mission which supports the demands of the labor market. Study programs at all levels offer studies for students with general and special professional competencies which provide a good placement in the labor market. From the contents of the study programs, RT identifies how a study program is justified for the needs of the labor market, i.e. employment [A3.10]. Professional practice is evident in both levels of study and in all programs. During the UE visit by RT, in the faculty of technical sciences of Medicine (Anatomy,

Physiotherapy, etc.) lab spaces, their equipments were identified which proves the students' work in terms of practical formation [M8]. **Chapter I Standard I.12**

Findings

Good practice

- Webpage EMS of HEI for students and academic staff offer safety and fast distribution study information (**Chapter I Standard I.6**)
- National and International HEI agreements with different institution, help students and staff for mobility increase the study performance (**Chapter I, Standard I.10**)

Weaknesses

- Insufficient of data on graduated employed students does not create possibility to improve the study programmes requested from market (**Chapter I Standard I.10**)

Recommendations

No recommendations were found.

Affirmation of action being taken

- The HEI, respectively Alumni office start with the data collections. The University has started to collect data of former students in order to create a full database in the future. (**Chapter I, Standard I.10**)

Judgement

The standards for the Curriculum are Fully met.

Evaluation Area 4: Teaching, Learning, Assessment and Research

4.1 At the end of each academic year, departments review their programmes and identify areas for further improvements, including the reading lists for each course module. The process of department reviews of study programmes is assessed by academic staff. This is defined in regulation of UE. One beneficial result is that the University ensures there is well-developed organisation and clear documentation in the programme design for every study programme. **[A3.2, M3, SER pg 25-26].**

In addition to the central University Library at the main campus, there are libraries at each faculty. Respective departments assure access and accuracy of the information provided for students. The University is able to carry out the teaching process largely on its own premises, though some laboratories are in other areas and used on the basis of collaborative agreements with local employers. This cooperation with other local institutions, whether public or private is well developed. Agreements with partners have also been established for practicums based on the employer-network development by faculties and by the University as a whole. **[A1.31, M1, M6, SER pg 26, Site Visit] Chapter I Standard II.1**

4.2 Rules and requirements regarding the final diploma exam are approved by the university responsible structures, and the exams regulation. UE introduces the criteria and diploma procedures according to the appropriate regulations. They are posted in the announcement boards of each faculty, besides being published online in the official website of the university. Exam results' complaints/appeals are reviewed by a commission established in compliance with the exams' regulation, faculty regulation and the regulation of the study program, respecting the deadlines highlighted in the university regulation. **[A1.26, M3, SER pg 26].** Students can access their personal exam results, through a username and a password of the online system EMS, respecting the principle of confidentiality. **[A2.16, M3, SER pg 26]. Chapter I Standard II.2**

4.3 The review team acknowledged that University of Elbasan is working to increase its quality through the continuous improvement made at department, faculty and rectorate levels. **[M1, M3, SER pg 27].** This process is also supported through the information gained by different surveys and annual programme monitoring, which include student assessment, teaching appraisal, the results of questionnaires and analysis of student performance. There is also a process of staff evaluation. The Deputy Rector evaluates the performance of lecturers on an annual basis, while lecturers assess themselves, completing a personal card of self-evaluation **[A4.1, M4, M5, M12, SER pg 27]. Chapter I Standard II.3**

4.4 The improvement of teaching quality is also maintained through staff mobility, academic staff recruitment, staff promotion, sabbaticals and engaging academic staff in research projects. This is illustrated in the statute of the University, department regulations and the annual evaluative processes of departments. The University organises scientific research groups to increase its efforts to establish criteria for academic staff recruitment with academic titles through research activities. Departments have limited budgets. Though they are preparing their strategies based on new bylaws to strengthen their autonomy and improve their research activities [A1.22, M3, M10, SER pg 28]. UE Senate has determined the modalities and recruiting standards of the academic staff, meanwhile the departments set the criteria depending on the recruiting specifications. [A2.1, M3, SER pg 28]. UE does not have sufficient sporting spaces, but has mutual agreements with the appropriate public or private institutions in order to reach the necessary spaces to conduct the sporting events. [A4.1, M3, SER pg 28] **Chapter I Standard II.4**

4.5 Departments are the fundamental units of the University and, as such, play an important role in promoting the research activity of their staff. They set their research priorities in liaison with the newly-established research institutes. To further support this area of development, the University is encouraging engagement and participation in national and international conferences. Research priorities and the financing are discussed at the department and research centre level. The proposals are put together for consideration and approval by the rectorate. The University is endeavouring to recruit academic staff with appropriate qualifications and experience and to support and promote student participation in research. There is a policy concerning scientific research internationalization through different agreements with different partners [A1.7, M3, SER pg 28]. **Chapter II Standard I.1**

4.6 The institution supports research groups and the new scientific research projects. The University of Elbasan welcomes and encourages research proposals and decides upon their continuation during the academic year, based on the approved financial sources. UE is currently cooperating with other research institutions, public or private, mainly in the teaching area. The various UE structures interact not only with one another but also with other public or private national / international institutions in order to enable continuous improvement in the quality of the teaching process as well as the quality of the scientific research. [A1.17, A1.28, A1.31, M1, M3, SER pg 28]. **Chapter II Standard I.2**

4.7 The University illustrates its scientific research internationalization through agreements and project participation with different partners. There has been considerable success in attracting external funds. Through the Erasmus framework, the University cooperates with public and private universities in Albania and in Europe and has established networks of partners on issues related to central and local government, business and law and the national economy. **[A4.6, M1, M3, SER pg 29]**. UE conducts research in the field of natural sciences and technical medical ones, including its laboratory spaces. UE has signed a variety of agreements with international and national Institutions of Higher Education. This process of internationalization is one of the Institution's priorities. One of these projects is also the Euro-Balkan Law and Economics Review Journal; a journal co-funded and co-managed by the academic and assistant academic staff of both institutions UE as well as the University Aldo Moro, Bari, Italy. The website of the journal is <https://ojs.cimedoc.uni-ba.it/index.php/law/abou/t/displayMembership/19>. The journal has an ISSN number too: ISSN: 2612-6583. **[A4.7, M1, M3, SER pg 29]**. *Chapter II Standard I.3*

4.8 Departments and research centres lead the research priorities of the University. Staff and students are supported when participating in scientific conferences. Individual staff members are allocated research time in their annual workload. The staff is required each year to present their work to at least one internal scientific conference or to publish a scientific article in a journal. **[A1.22, M3, SER pg 29]**. *Chapter II Standard I.4*

4.9 The institution has a system of on-line information on staff research activities and on staff publications, and every year, departments compile a list of their scientific activities and publications. The institution guarantees the instruments for the implementation of its determined priorities. The structure and the governing bodies of UE guarantee the instruments such as laboratories, libraries, etc. The environments, the staff, and the support provided by the institution enable the implementation of these priorities. The institution recruits qualified academic staff in the field of scientific research, in support of its development strategy. They are careful in approaching qualified academic staff in the area of scientific research, which is included in the university regulation regarding staff recruitment. **[A2.1, M3, SER pg 30]** *Chapter II Standard I.5*

4.10 The review team acknowledged the development of a strategic plan, which shows future aspirations for research, and development of the individual work of academic staff, in both the short and longer terms. The University is engaged in the compilation and implementation of the regional and national scientific policies. All

these activities are published in the institution's official website. The institution applies an integrative policy for the foreign scientific researchers. UE applies a policy for the academic staff mobility. It encourages lecturers to take part in different research projects, national and international ones. Sabbatical year for those lecturers who intend to conduct long-term scientific researchers are good practices in this direction. University of Elbasan frequently invites foreign academic staff to contribute by providing open lectures or by being engaged as part time lecturers in any of the university departments [A3.17, M3, SER pg 30]. **Chapter II Standard I.6**

4.11 The University publishes its Scientific Bulletin which has international ISSN: 2221-5946, supports the publication of research outcomes and publicises through magazines and its website. [M3, SER pg 31]. **Chapter II Standard I.7**

4.12 UE does-not have a special structure, which can assess the progress of its scientific research results. However, every Department does this, with its members assessing the scientific research work of their colleagues.

UE through its policy promotes the results of the research work conducted at university through organization of symposiums and conferences in the area of scientific research. The institution promotes exchanges of research works and activities through the organization of the academic days, presentation of UE lecturers' publications, etc. UE supports young researchers in their individual scientific research initiatives and research projects. Students of the first and second cycle of studies are encouraged to participate in international activities organized by the University of Elbasan. [A4.8, A4.9, M3, M5, SER pg 31]. **Chapter II Standard 1.8**

Findings

Good Practice

- UE provides considerable capacity for the completion of practical and professional training of the students (laboratory work, laboratory modules, practical activities in the field and supervised professional practicums) within the premises of the UE as well as in cooperation with some other local institutions, whether public or private. **(Chapter I Standard II.1)**

Weaknesses

No weaknesses were found

Recommendations

- The University should continue their work regarding the students' questionnaires feedback in improving the quality of teaching and research (**Chapter I Standard II.3**)

Affirmation of action being taken

- The University is encouraging engagement and participation in national and international conferences. (**Chapter II Standard I.8**)

Judgement

The standards for Teaching, learning, assessment and research are Fully met.

Evaluation Area 5: Students and their Support

5.1 For the welcoming of new students, the University has organised open days for each academic year. These activities are published on the website of the university. On the first day, the staff of each Faculty and lecturers introduce themselves; explain the studies and the Teaching Secretary directs the students to the appropriate sources and places. UE Admission policies of new students are based on the students' admission quotas, which are compiled and approved in compliance with the infrastructure and human resources capacities of the institution. There are also published the university admission criteria determined by each program of study. UE offers for the first year students the opportunity of achieving scholarships, being excluded from the annual tuition fee based on some indicators of excellent students or students who profit scholarships due to certain social groups they might belong to, determined by the Council of Ministers Decrees. The university has increased the number of events and different activities. **[A5.1, A5.2, A5.3, A5.4, A2.13, M3, M5, SER pg 32]. Chapter I Standard III.1**

5.2 The university has established a Career Counselling Office (CCO). The Centre also has a close relationship with business communities. For these advanced levels and cycles, students are informed and assisted by supervising lecturers. The Teaching Secretaries of each faculty and their departments also play an important role in student orientation and provide information about different issues relating to students.

The personal file for each student is stored in the Teaching Secretary's office. This file is updated over the study period, including, for example, detail on professional practice and the diploma thesis. The University has to hold the address (including email address) and phone number of each student. The Institution has developed its internal communication through the EMS database system which enables communication between the student and academic and administrative staff where they can share and change materials in groups and as individuals. **[A5.5, A5.6, A5.7, A5.9, M3, M5, M12, SER pg 33] Chapter I Standard III.2**

5.3 The University of Elbasan has established a career counselling unit, known as the Centre of Students' Counselling, operating and located in the central university campus. The teaching secretary plays an important role in providing students with the required information over different issues. Departments, through their academic staff, inform and orientate students in relation to various internal practices, such as the nature of assessment, continuous assessments in the specific subject and course module, the location of additional material, or how they can prepare to meet the different requirements and obligations of the subject and course module.

The curricula compilation policies during the first year at university include the provision of general knowledge as well as courses such as academic and creative writing, etc. Meanwhile in the second and third year students obtain deepened knowledge of specific areas of study. **[M3, M5, SER pg 34]. Chapter I Standard III.3**

5.4 In the wider curricular scheme, the University collaborates with human rights organizations to support Roma students and Balkan Egyptians. To support this work, a study programme in the Albanian and Roma language has been established in the Faculty of Human Science. This study programme, which facilitates the integration of Roma community in higher education in Albania, is an example of good practice. **[A2.9, A5.1, M3, M5, SER pg 34]. Chapter I Standard III.4**

5.5 The University supplies required reading materials as textbooks, which are approved by each department, according to the Law of Higher Education. The University library operates a helpful specialist division. The University has a central library, which is contemporary and responsive to student needs. Based on the records of the latest literature list of acquisitions, the library fund has enriched its resources. The library fund endeavours to enrich the library with new textbook editions in order to respond to the needs of study programmes. In addition to hardcopy books, the University also has an online bookstore, which is available on this site: www.uni-el.edu.al/index.php/al/biblioteka-online. In UE functions the publication of a periodical scientific journal, BULETINI SHKENCOR UNIVERSITETIT TE ELBASANIT (The Scientific Journal of UE). The scientific bulletin publishes original papers, which provide new essential knowledge in science progress. Every edition is given to the library books' fund, and can be easily accessed by all students. **[A5.12, A5.13, A1:17, M3, M5, SER pg 35]. Chapter I Standard III.5**

5.6 The University offers supervision to students (supervisors) especially during the writing of their diploma thesis in all cycles of studies. UE regulation predicts the distribution of the diploma supervisions, in accordance with the programs of study too. The university helps and guides students in searching for the appropriate literature. This is realized mainly from the lecturers but the department can assist too depending on the program of study. Although departments as primary basic units in the University carry information and the orientation of students in conjunction with the teaching process, based on regulation for one-to-one tutoring and mentoring for each department in the University. **[M3, M5, SER pg 35]. Chapter I Standard III.6**

5.7 Based on the legal framework for Albanian Higher Education, the University has made it possible for the students to be represented in the University structures. Thus, students are represented in Senate meetings. Students have the right to express their opinions and concerns on issues related to the progress of the learning process, including the right to express their opinion on examination schedules. As required by the Law of Higher Education, the students are organized in the Students Council. Students are frequently encouraged to participate in the institutional and academic life of the university. Students are represented not only at an institutional level, but also at a faculty level. **[A5.7, A1.13, M3, M5, SER pg 36].**
Chapter I Standard III.7

5.8 The University endeavours to pursue a policy to facilitate the student cultural life according to what the budget may permit. The University has financially supported student cultural life at minimum levels, The University draft budget each academic year should anticipate an increase in funding in this regard. In order to meet the policy to facilitate the cultural life of the students, the University endeavours to support sports' activities. This has been made possible due to an agreement with the private sports facilities for the use of students. UE structures possess secondary exit doors, at the meantime two of the buildings/structures are in the process of finalizing their equipment with the emergency stairs. Furthermore, in all joint environments there are installed fire extinguishers. However, in every possible situation the UE structures are equipped with security cameras as well as physical protection. **[A5.15, A5.16, M3, M12, SER pg 36].** **Chapter I Standard III.8**

5.9 The University has organized different workshops and job fairs to introduce the students to the open market The University has organized professional practice in accordance with the legal framework of Law of Higher Education, where the professional practice is part of the study programmes in bachelor and master programmes. The University endeavours to follow a policy in terms of the employment of strongly- performing students in the respective faculties. Currently, the University has the Alumni Office and Alumni database. UE tracks and favours students' employment. Office of Career Counselling and Alumni has created a database of the graduated students. **[A5.17, A5.18, M3, M5, M12, SER pg 36].**
Chapter I Standard III.9

Findings

Good practice:

- The Bachelor Study Programme for Roma students in the Human Sciences Faculty. (Chapter I Standard III.4)

Weaknesses:

No weaknesses were found.

Recommendations:

- The University should increase the funding to support the student cultural life. (Chapter I Standard III.7)

Affirmation of action being taken

- University, through alumni, should increase the efforts to collect data for the student's records:- address (including email address) and phone number for each. (Chapter I Standard III.2)
- The University's exit and stairs criteria should continue to be improved in line with statutory guidelines. (Chapter I Standard III.8)

Judgement

The standards for Students and their Support are Fully met.

List of evidences

A. University of Elbasan self-evaluation phase

1. 1.25 Academic Senate decision, No.15 date 05.04.2020 "Approval of UE Code of Ethics" and the Regu.pdf
2. 1.26 Academic Senate decision, No.18 date 05.04.2020 "Approval of the Study regulation of the Fac.pdf
3. 1.27 Labor market research model for opening a 2-year professional study program in Mechatronics.pdf
4. 1.28 List of Higher Education Institutions, the University of Elbasan Aleksandër Xhuvani cooperat.pdf
5. 1.29 List of national and international activities organized during the academic year 2018-2019 i.pdf
6. 1.31 List of central and local institutions, the University of Elbasan Aleksandër Xhuvani coopera.pdf
7. 1.38 BA decision, 23.01.2019.pdf
8. 1.39 Confirmation letter over the realization of the mobility period for the two Turkish scientific.pdf
9. 2.6 BA decision, Payment of the extra hours of the academic staff during 2018-2019 .pdf
10. 2.7 Academic senate decision, No. 23 date 12.04.2020 "Regulation approval for the creation, regis.pdf
11. 2.17 Academic senate decision No:25 date 19.04.2020 "Approval of the regulation regarding organiz.pdf
12. 2.11 Book Social Services in Albania Background and State of the Art. A report from Tirana, Shkod.pdf
13. 2.20 List of immovable properties used by UE during 2016-2020.pdf
14. 2.22 List of available environments for the academic staff and conduction of UE teaching activity.pdf
15. 2.27 Accreditation of the Metallurgy Laboratory. Accreditation certificate of the UE Metallurgy L.pdf
16. 2.28 Model-Agreement for the professional practices. UE-DAR (Regional Educational Directory).pdf
17. 3.2 Academic senate decision No. 03 date 28.01.2020 "Approval of the study regulation in UE.pdf
18. 3.3 Shkresa për modulet e trajnimit UE .pdf
19. 3.5 List of the programs of study provided by the UE.pdf
20. 3.6 Agreement for the Journal of Bari "UE-UNIBA.pdf
21. 3.19 List of HEI, with which the University has cooperated in the context of mobility projects E.pdf
22. 3.21 List of students' mobility 2016-2020 .pdf
23. 4.6 List of national and international conferences organized by UE during 2016-2020.pdf
24. 4.8 Albanology week 2019 .pdf
25. 5.7 Academic senate decision, No. 13 date 05.07.2019 "Approval of the Institutional Permanent Co.pdf
26. 5.9 Regulation about organization of Students' Council elections at the University of Elbasan.pdf
27. 5.11 Agreement-act for the "Creation of inter-institutional center of the Albanian

- Academic netwo.pdf
28. On the fulfilment of the recommendations .pdf
 29. 1.1 Statute of the University of Elbasan "Aleksandër Xhuvani" ALB.pdf
 30. 1.2 Appointment of the members of UE Board of Administration and the representative members of the MESY ALB.pdf
 31. 1.3 Academic senate decision over the appointment of members of UE Board of Administration ALB.pdf
 32. 1.4 BA decision, No. 1, date 14.04.2017 "Approval of the regulation regarding the functioning of UE BA ALB.pdf
 33. 1.5 BA decision, No.2, date 14.04.2017 "Appointment of the administrative secretary of UE BA ALB.pdf
 34. 1.6 Decision No. 7, date 23.06.2017 Appointment of UE Chancellor ALB.pdf
 35. 1.7 Decision No. 7, date 12.02.2020 Approval of the university staff number, their salaries for all levels at the University of Elbasan "Aleksandër Xhuvani" ALB.pdf
 36. 1.8 Annual report of the activity at the University of Elbasan "Aleksandër Xhuvani" 2018-2019 ALB.pdf
 37. 1.9 UE's Budget Approval, 2020 ALB.pdf
 38. 1.10 Decision No. 9, date 10.04.2020, Approval of the Economic-Financial regulation at the University of Elbasan "Aleksandër Xhuvani" ALB.pdf
 39. 1.11 List of Academic Senate members at UE, 2016-2020 ALB.pdf
 40. 1.12 Approval of Student Election Institutional Commission in UE ALB.pdf
 41. 1.13 Academic Senate decision, No. 12 date 05.07.2019 "Approval of the Institutional... ALB.pdf
 42. 1.14 BA decision over UE tuition fees ALB.pdf
 43. 1.15 Details provision for the Teaching process Grant during 2020 in UE ALB.pdf
 44. 1.16 Opening of bank accounts for the EU projects ALB.pdf
 45. 1.17 Model- proposal of Project budgeting from a department FNS ALB.pdf
 46. 1.18 Model-proposal of a new program program of study (German Language tour operator) ALB.pdf
 47. 1.19 UE request for title donation Doctor Honoris Causa... ALB.pdf
 48. 1.20 Regulation "Elections" ... ALB.pdf
 49. 1.21 Proposal over the admission criteria... ALB.pdf
 50. 1.22 Institutional development strategy 2016-2020 at UE ALB.pdf
 51. 1.23 Academic staff structure at the UE ALB.pdf
 52. 1.24 Academic Senate decision, No.16 date 05.04.2020 "Approval of the regulation...ALB .pdf
 53. 1.25 Academic Senate decision, No.15 date 05.04.2020 "Approval of UE Code of Ethics" a ALB .pdf
 54. 1.26 Academic Senate decision, No.18 date 05.04.2020 "Approval of the Study regulation of the FSN... ALB.pdf
 55. 1.27 Model of labor study market for the 2-year professional study program "Mechatronics" ALB.pdf
 56. 1.28 List of Higher Education Institutions, that UE cooperates with ALB. .pdf
 57. 1.29 List of national and international activities organized during the academic year 2018-2019 in UE ALB.pdf
 58. 1.30 Reconstruction financing, Auditorium 107, University central campus ALB.pdf
 59. 1.31 List of central and local institutions, UE cooperates with ALB .pdf
 60. 1.32 Academic Senate decision, No.6 date 30.01.2018 "Creation of the UE Editorial Board" ALB .pdf
 61. 1.33 UE Cooperation agreement with the University of Bari in Italy. UE has founded an electronic journal, scientific research product of the two institutions. ALB .pdf

62. 1.34 Cooperation agreement between JUNUS EMRE Institute and UE ALB.pdf
63. 1.35 Rector's order over the implementation of inter-institutional agreements in the context of ERASMUS+ program ALB.pdf
64. 1.36 Recognition modalities of the periods of study abroad ALB .pdf
65. 1.37 Invitation proposal for the two professors Prof. Giovanni Luchena and Prof. Gaetano Dammacco 2018-2019 ALB.pdf
66. 1.38 BA decision, date 23.01.2019 Sabbatical year... ALB.pdf
67. 1.39 Confirmation letter over the realization of the mobility period for the two Turkish scientific researchers, at the Faculty of Human Sciences and Center of Albanology. .pdf
68. 2.1 Academic senate decision, No. 24 date 12.04.2020 "Modality confirmation for the specification of the criteria. .ALB .pdf
69. 2.2 Score table sample for the assessment of the academic staff in UE. ALB.pdf
70. 2.3 Report over the organization of the Open days for the secondary school graduates ALB.pdf
71. 2.4 First International Conference in Speech Therapist and Physiotherapy , Elbasan (Albania), June 2019 ALB.pdf
72. 2.5 Cooperation agreement for the realization of the project "Free Blood Voluntary Donation"... ALB.pdf
73. 2.6 BA decision, Payment of the extra hours of the academic staff during 2018-2019 ALB.pdf
74. 2.7 Academic senate decision, No. 23 date 12.04.2020 "Regulation approval for the creation... ALB.pdf
75. 2.8 UNIBA decision for the invited academic staff of UE ALB.pdf
76. 2.9 BA decision concerning scholarships and exclusion from the payment ALB.pdf
77. 2.10 Bank mandate. UE's contribution for the earthquake of November ALB.pdf
78. 2.11 Book Social Services in Albania Background and State of the Art. A report from Tirana, Shkodër and Elbasan.pdf
79. 2.12 Cooperation Agreement with the Municipality of Elbasan for the project CBHE .pdf
80. 2.13 Report project of the MESY for capacities ALB_compressed.pdf
81. 2.14 File of the program of study Bachelor Biology-Chemistry ALB_compressed.pdf
82. 2.15 Final report "Assessment of the internal control systems, ALB..pdf
83. 2.16 Document of Ministry of Education, Sport and Youth, No. 1728 date 02.03.2020 "Announcement over the beginning of the financial ALB.pdf
84. 2.17 Academic Senate decision No.25 date 19.04.2020 "Approval of the regulation regarding organization... ALB.pdf
85. 2.18 Study program file "Master of Science in Trial Service" ALB.pdf
86. 2.19 Document by the National Agency for Scientific Research and Innovation over the creation of the digital laboratory of Anatomy ALB.pdf
87. 2.20 List of immovable properties used by UE during 2016-2020 ALB.pdf
88. 2.21 Scientific project ALB.pdf
89. 2.22 List of available environments for the academic staff and conduction of UE teaching activity ALB.pdf
90. 2.23 Agency of the Jubilee Symposium activity for the 110th anniversary of the Normale School.ALB.pdf
91. 2.24 Distribution document in the context of the Scientific Bulletin publication in UE ALB.pdf
92. 2.25 File of the program of study "Professional Master- Imaging technician" ALB.pdf
93. 2.26 Investment in the former maternity building ALB.pdf

94. 2.27 Accreditation of the Metallurgy Laboratory. Accreditation certificate of the UE Metallurgy Laboratory ALB.pdf
95. 2.28 Model-Agreement for the professional practices. UE-DAR (Regional Educational Directory) ALB.pdf
96. 3.5 List of the programs of study provided by the University of Elbasan Aleksandër Xhuvani ALB.pdf
97. 3.6 Agreement for the Journal of Bari "UE-UNIBA.pdf
98. 3.7 Evidence model for the organization of the annual workload of the academic staff. ALB.pdf
99. 3.8 List of laboratories creates with the revenues of UE, 2016-2019 ALB.pdf
100. 3.9 Ministry of Education, Sport and Youth directives over the opening of the new programs of study during 2016-2020 at the University of Elbasan Aleksandër Xhuvani" ALB.pdf
101. 3.10 Model proposal for the opening and organization of the second cycle study program (Extrat) Environmental Protection ALB.pdf
102. 3.11 Syllabus of the program of study, Bachelor in English language ALB.pdf
103. 3.12 Mini football championship in faculties organized in the context of an agreement between Albanian Football federation-MESY-UE ALB.pdf
104. 3.13 USAID workshops Implementation of the project "Justice for all", media component with USAID ALB.pdf
105. 3.14 Evidence for the realization of the teaching workload Bachelor and Master ALB.pdf
106. 3.15 Assessment format for the teaching practices ALB .pdf
107. 3.16 Diploma thesis manual of the University of Elbasan "Aleksandër Xhuvani" ALB.pdf
108. 3.17 Evidence sample for the realization of the teaching workload Bachelor and Master ALB.pdf
109. 3.18 Evidence sample for the realization of the teaching workload Bachelor and Master ALB.pdf
110. 3.19 List of HEI, with which the University has cooperated in the context of mobility projects ERASMUS+ ALB.pdf
111. 3.20 Sample of a syllabus and the diploma supplement of the bachelor program Biology-Chemistry ALB.pdf
112. 3.21 List of students' mobility 2016-2020 ALB.pdf
113. 3.22 File of the program of study "Professional master in business administration ALB.pdf
114. 3.23 Model example of a curriculum and diploma supplement Professional Master Biology-Chemistry ALB.pdf
115. 3.24 Extract of the study program "Surgical Nursing ALB.pdf
116. 4.1 Proportion between Institutional questionnaires and the assessment ones. ALB.pdf
117. 4.2 Report of Internal Unit of quality Assurance, during 2018-2019 ALB.pdf
118. 4.3 Calendar of the Central Unit activity. ALB.pdf
119. 4.4 File of the program of study "Specialized and Administrative Secretary" ALB.pdf
120. 4.5 Renting contract of the physical space for the realization of the teaching activities of the Physical Education and sports Department ALB.pdf
121. 4.6 List of national and international conferences organized by UE during 2016-2020 ALB.pdf
122. 4.7 List of scientific publications of UE academic staff ALB.pdf
123. 4.8 Aibanology week 2019 ALB.pdf

124. 4.9 Agreement with the Assembly of the Republic of Albania ALB.pdf
125. 5.1 Academic senate decision No.07 date 10.04.2019 Approval of the students' admission's quotas for the first cycle of studies 2019-2020 ALB .pdf
126. 5.2 Academic senate decisions over the admission quotas in all programs of study during the academic year 2019-2020 ALB .pdf
127. 5.3 Realization Chart of the teaching expeditions and practices during the academic year 2019-2020 ALB.pdf
128. 5.4 Supporting Request from the Linguistics Department for the exposition Shkodra, family, culture, my history ALB.pdf
129. 5.5 Data collection practice for the employed UE students ALB.pdf
130. 5.6 Database Evidence for the tracking of UE students ALB .pdf
131. 5.7 Academic senate decision, No. 13 date 05.07.2019 "Approval of the Institutional Permanent Commission for the relationships with students and Career Counseling" and the Commission's regulation. ALB.pdf
132. 5.8 Decision of the Election Institutional Commission, No. 24 date 18.06.2019 ALB.pdf
133. 5.9 Regulation about organization of Students' Council elections at the University of Elbasan ALB.pdf
134. 5.10 Modality for the opening of the study program "Albanian language and Rome Language" ALB.pdf
135. 5.11 Information about the activity and operation of the online library in UE, 2016-2020 ALB.pdf
136. 5.12 Agreement-act for the "Creation of inter-institutional center of the Albanian Academic network". ALB.pdf
137. 5.13 Student Election Commission model in the Faculty, with student members. ALB.pdf
138. 5.14 Table of First Aid Kit boxes' distribution in the buildings of the University of Elbasan Aleksandër Xhuvani ALB.pdf
139. 5.15 Project, emergency stairs, buildings of UE ALB.pdf
140. 5.16 Public contract of goods supply "Network and security cameras... ALB.pdf
141. 5.17 List of former UE students employed at the University of Elbasan Aleksandër Xhuvani ALB.pdf
142. 5.18 Practice pursued in the Labor Office for the employment of UE students ALB.pdf

B. Review visit

1. 5.6 Evidencë mbi databazën e gjurmimit të studentëve të UE .pdf
2. 5.11 Informacion mbi veprimtarinë, funksionimin e bibliotekës online dhe pasurimin e fondit të li.pdf
3. Ngarkesa_UE 18-19.xls
4. Personeli_tituj_grada_FE.pdf
5. Personeli_tituj_grada_FSHE.pdf
6. Personeli_tituj_grada_FSHH.pdf
7. Personeli_tituj_grada_FSHMT.pdf
8. Personeli_tituj_grada_FSHN.pdf
9. Raport auditimi financiar.pdf

C. Meetings

Meeting 1: Review Team meet with the Rector.

Meeting 2: Review Team meet with members of the Academic Senate (excluding the Rector).

Meeting 3: Review Team meet with senior staff of the University.

Meeting 4: Review Team meet with a sample of First Cycle students.

Meeting 5: Review Team meet with a sample of Second and Third Cycle students.

Meeting 6: Review Team meet with a sample of external partners and alumni.

Meeting 7: Review Team meet with the Institutional Coordinator to clarify any matters arising.

Meeting 9: Review Team meet with Administration Board and senior staff.

Meeting 10: Review Team meet with a sample of teaching staff.

Meeting 11: Review Team meet with a sample of research-active staff, from each faculty and research centres.

Meeting 12: Review Team meet with Administrative Staff, responsible for student support and services.

Meeting 13: Review Team meet with Self-evaluation Team