



UNIVERSITY OF PRISHTINA
"HASAN PRISHTINA"

UNIVERSITAS STUDIORUM PRISHTINIENSIS

FACULTY OF PHYSICAL EDUCATION AND SPORTS



4 DECADES
OF JOURNEY

UNIVERSITY OF PRISHTINA
“Hasan Prishtina”
Faculty of Physical Education and Sports



STRATEGIC PLAN 2018-2022

Prishtina, November 2018

LIST OF ACRONYMS

FPES	Faculty of Physical Education and Sports
UP	University of Prishtina
BA	Bachelor
MA	Master
IOC	International Olympic Committee
UEFA	UEFA Champions League
FIFA	International Federation of Association Football
KFT	Kosovo Football Team
KSF	Kosovo Sports Federations
EU	European Union
MEST	Ministry of Education Science and Technology
ISSM	Institute of Sports and Sports Medicine
CDPR	Career Development and Public Relations Office
SWOT	Strengths, Weaknesses, Opportunities, and Threats
FPES-AN	FPES Alumni Network

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EXECUTIVE SUMMARY

This strategic plan is the main document for the development of Faculty of Physical Education and Sports (FPES) for the 2018-2022 timeframe. The process of developing this document started in September 2018 and finished in November 2018.

The methodology used for this strategic plan was based on interviews, workshops, and other formal meetings. First, there were interviews conducted with the Dean, Vice Deans, and Professors of FPES which lasted about an hour. Also, two workshops were implemented: the first one was organized for professors, staff, and other stakeholders of FPES; and the second one was organized for FPES students.

Throughout these meetings, the above-mentioned stakeholders assessed the current situation of FPES; its mission and values; goals and objectives; and strategies on how to achieve its goals. FPES has set four main goals to achieve by 2022 and for each of them has set the objectives below:

1.Goal:To become a leader among academic institutions with the aim of advancing knowledge and skills on physical education and sports, within the University of Prishtina (UP) and other higher education institutions in Kosovo and beyond.

Objective I: Building a new facility –Constructing a new facility with sufficient studying and training halls in order to better implement the curricula and sports programs in general.

Objective II:“1 Tetori” to be under FPES management –Having"1 Tetori" hall under the FPES management will enablethe faculty to convert it to a recreational center for all UP academic units, organize university sports competitions, and joint activities with Kosovo Sports Federations (KSF).

2. Goal: To become a leader in providing professional and scientific research for all levels of education in the field of physical and sports education, as well as for other sports associations.

Objective I: Increase the number of the faculty staff and support them to enhance their teaching skills -Support professors and staff to continuously participate in various training and conferences which will enable them to gain new skills and teaching methods.

Objective II: Starting a Ph.D. Program – FPES is in the process of establishing a Ph.D. program in collaboration with the University of Rome – Foro Italico, and the University of Vienna – Center for Sports Science and University Sports.

3. Goal: Improve the physical and mental well-being of students of the UP in order to enrich their academic learning and also promote physical education within the community.

Objective: Establishing the Institute of Sports and Sports Medicine (ISSM) – This institute will function within the FPES unit, where a number of professionals, sports and medical staff will diagnose the physical and health condition of students, and other Kosovo's athletes, with continuous measurements.

4. Goal: Provide professional programs and advice to our current students, and outreach all Kosovo high schools to promote FPES programs in order to recruit new talent.

Objective: Create a Career Development and Public Relations Office (CDPR) – This office will work with students on their career goals, strategies on how to get there, pairing students with successful FPES alumni, etc. This office will also have the PR component emphasizing the success of professors and students and their contribution through sports to improving the image of Kosovo internationally. Additionally, this office will promote the FPES programs to high-schools and explaining what this program offers, what it means to study physical sports and the benefits of it.

FACULTY OF PHYSICAL EDUCATION AND SPORTS HISTORY AND BACKGROUND

Faculty of Physical Education and Sports (FPES) was established on November 1st, 1979. For almost 40 years, this faculty has served with the mission to increase teaching and learning quality, and exchange knowledge and skills within Kosovo and abroad.

FPES is part of 13 other faculties of the UP. During its first year of establishment, 88 students were enrolled, and ever since this number has been increasing. So far, there have been 3,125 students who graduated from FPES, from which 2,793 graduated with a bachelor's (BA) degree, and 332 graduated with a master's (MA) degree.

Currently, there are 833 active students from which 635 are undergraduate students and 198 are graduate students. The faculty has 23 professors, 9 assistants, and 17 associate professors. The faculty includes the Dean, 3 Vice Deans, Secretary, Administration, Council for Teaching, and three departments that take care of the entire process of teaching.

Currently, the FPES has three departments:

4. Department of Collective Sports.
5. Department of Individual Sports.
6. Institute for Scientific Research.

Additionally, FPES currently offers three study programs:

4. Physical Education and Sport - BA 240 ECTS- 4 years.
5. Physical Education and Sport – MA 120 ECTS- 2 years.
6. Trainer Program, MA 60 ECTS-1 year.

SITUATION ASSESSMENT

Faculty of Physical Education and Sports has been dedicated to improving its teaching quality, administrative staff effectiveness; student admissions and their engagement in studies. Throughout the years, FPES has increased its number of programs and students enrollment. That is an indication of improved quality of programs offered by the FPES, changes in the market, and also increased awareness regarding physical education in general. There is a continuous demand for more study programs in FPES at BA and MA studies. Also, the faculty is in the process of offering Ph.D. programs for the interested students. However, more improvements are needed in the programs and especially in the infrastructure to fully meet the needs of FPES students.

This situation assessment has been done by conducting interviews and organizing workshops with FPES professors, staff, students, and other stakeholders in order to gain a deeper understanding of the current situation. Moreover, the gathered information served also to identify the main needs of the faculty and future steps to be taken by the FPES in order to achieve its goals.

FPES has 23 professors from which only two are women, in other words, only 8.7% of FPES professors are women. This percentage is very low, and the faculty should seriously start working on recruiting more women.

The current facility of FPES has 2,031 m²; 23 professors; and 833 active students. The ratio between professor student is 1:36; the ratio between student infrastructure is 1:2.44m². These numbers are below any standards for a sports faculty. The current building does not meet the basic needs of professors and students to obtain knowledge and practice sports. Moreover, the lack of lab equipment, space, and also insufficient faculty staff is limiting FPES to fully achieve its potential.

SECTOR ANALYSIS

Kosovo has the youngest population in Europe with more than 50% of the population under the age of 25.⁸This young population is a vital asset for sports development in Kosovo. There are 36 sports federations with 16,937 athletes and more than 1,200 active sports clubs which participate in championships.⁹In 2014, country's full admission to International Olympic Committee (IOC); and in 2016 to UEFA Champions League; and International Federation of Association Football (FIFA); are primary examples of Kosovo's potential for further sports development.

Kosovo's athletes have achieved to rank the country on the highest ranks in world competitions, despite all the challenges and obstacles they face. Kosovo's judoka Majlinda Kelmendi has won the country's first ever Olympic gold medal in Rio 2016. Before that, she was judo world champion for two consecutive years (2013, 2014), and European Champion for three years (2014, 2016, 2017).¹⁰ Nora Gjakova is another successful judoka. She has won many European and other international competitions, among which she won 18 World Cup medals.¹¹ On the other hand, Kosovo Football Team (KFT) have been scoring great success by qualifying for EURO 2020 only two years since Kosovo's membership in UEFA and FIFA.

In spite of the success that Kosovo's athletes are achieving, the sports infrastructure in the country is severe, and the number of sports facilities is low. According to Kosovo's Constitution, sport is defined as a separate category with a special social interest, financed by Kosovo's budget. Its priorities, goals, and criteria are defined by Kosovo's government, who defines the budget for sports sector.¹² However, so far, Kosovo's executive has not shown serious efforts to improve the situation, which is causing a low interest from citizens to engage in various clubs and sports. Only 5% of Kosovars are part of sports clubs which is significantly lower compared to other

⁸"Kosovo Human Development Report 2016." UNDP in Kosovo*. Accessed October 2018. http://www.ks.undp.org/content/kosovo/en/home/library/poverty/kosovo-human-development-report-2016.html?fbclid=IwAR2cFofnHXXunoiFwmfu6rsRSE41UWvVcsJ8TRbDE_OERCp_dcF5xj54FjU.

⁹Ministry of Culture, Youth and Sport. "Plani Strategjik për Sportin në Republikën e Kosovës." November, 2016.

¹⁰"Majlinda Kelmendi Judoka." Teddy Riner, Judoka, JudoInside. Accessed October 2018.

https://www.judoinside.com/judoka/42942/Majlinda_Kelmendi/judo-career.

¹¹Nora Gjakova Judoka. Teddy Riner, Judoka, JudoInside. Accessed October 2018.

https://www.judoinside.com/judoka/52299/Nora_Gjakova/judo-career.

¹²Ministry of Culture, Youth and Sport. "Plani Strategjik për Sportin në Republikën e Kosovës." November, 2016.

peoples' engagement in the region and from European Union (EU) member countries.¹³ Currently, there are only 141 indoor and 251 outdoor facilities all across Kosovo.¹⁴



Figure 6: Indoor Facilities

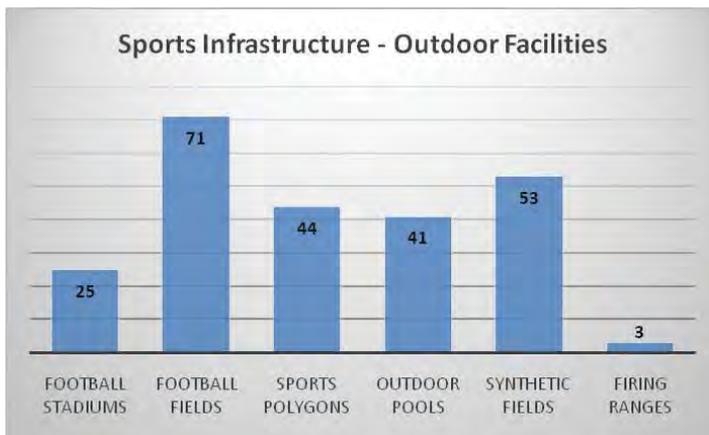


Figure 7: Outdoor Facilities

The above shown data proves the need to improve the infrastructure and increase the number of sports facilities countrywide, especially at all educational levels (primary, high school, and university) in order to see a greater interest and engagement from Kosovo's youth.

¹³Ibid.

¹⁴Ibid.



So far, the investment made in sports facilities especially at the university level is far from being significant. The UP does not provide its students not even with one recreational center, as almost all the other universities around the world do. Moreover, the facility where the FPES is located is in bad conditions with lack of classrooms, staff offices, indoor and outdoor sport spaces, etc.

However, despite the harsh conditions, FPES has shown high commitment and motivation to train great athletes with national and international achievements in boxing, bodybuilding, volleyball, football, etc. But, considering the current infrastructure situation, a new facility for the FPES in accordance with the EU standards is more than necessary in order to continue developing further the physical education programs and preparing new generations of Kosovo's athletes and trainers.

FACULTY OF PHYSICAL EDUCATION AND SPORTS – MISSION, VISION, AND VALUES

Mission

To expand our teaching, and research studies across all academic levels in accordance with the European Area Higher Education guidelines by helping students to acquire knowledge, and complex skills that will enhance their competitiveness in the regional and international job market in both Physical Education and other fields of Sports Science.

Vision

To become a recognized leader in teaching and research among the institutions of higher education in the region, and to have domestic and international achievements.

Values

Continuous improvement - We commit to continuously improve our professionalism and quality in all we do

Student engagement and success – We explicitly commit to our student success domestically and internationally

Diversity and cultural competence – Diversity in our people, curriculum, and programs improve learning opportunities in our faculty and enhance our capacity to accomplish our mission

Community and collaboration – Our faculty is committed to interact with dignity and respect with those whom we work ensuring quality partnerships that address our community needs

ORGANIZATIONAL STRUCTURE AND LEADERSHIP

The FPES structure includes the Dean; three Vice Deans, Professors, eight Administration Officers, Council of Teaching, and three Departments that take care of the entire process of teaching.

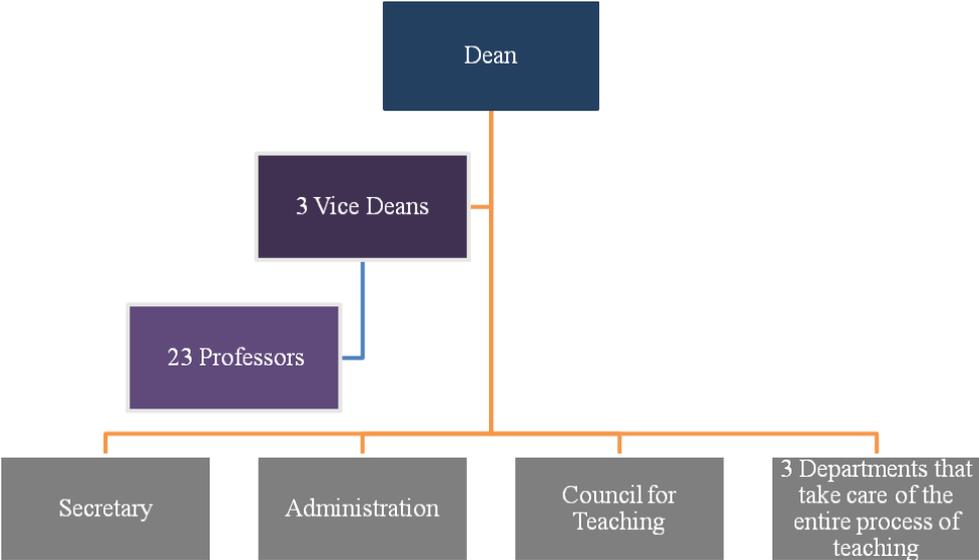


Figure 8: FPES Structure



Students: They take an active role in FPES as the faculty leads them towards achieving their educational goals. Also, the success of students, to some degree, depends on the program quality and the available opportunities, so they should continuously seek higher standards of teaching from professors, and they themselves should show greater results of learning.

University of Prishtina: One major stakeholder in faculty's development is the Rectorate of the UP as it compiles long-term plans, manages the budget, and controls the activities in faculties, which directly affect the FPES.

Ministry of Education Science and Technology: The role of the MEST in regard to FPES is essential as it develops and supports programs for students during and after graduation.

Other UP Faculties: FPES goals and objectives when it comes to establishing a recreational center for the entire UP do affect other faculties and their students, therefore a collaboration among them is important. Also, faculties of the UP have been supporting the FPES by providing spaces for their professors and students to hold their lectures.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Qualified faculty and staff • Qualified students • Great athletes and sports competitors • Collaboration with different national and international organizations • Receiving funds from European projects and exchange programs • Possession of laboratory equipment 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Poor infrastructure • Lack of sports spaces such as: Pools, track ranges, soccer fields, etc. • Lack of recreational center • Laboratory equipment has not been placed as recommended by internal laboratory guidelines • Poor and lack of IT equipment
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Improve teaching quality • Obtain "1 Tetori" hall under FPES management • Build a new facility for FPES • Open a testing and training center related to physical health • More outreach and promotion • Create new partnerships and strengthen the current ones 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Lack of support from main stakeholders • Financial uncertainty • The bureaucracy of UP

Table 3: SWOT Analysis

Strengths

Qualified faculty and staff: FPES professors and staff are dedicated to students and work on continuous teaching improvement. Since the establishment of the faculty, professors have been part of various national and international research projects. These studies have been published in various academic journals. Also, FPES staff is very efficient in accomplishing their responsibilities towards students and professors.

Qualified students: Throughout the years, the FPES students have shown commitment and an active role in learning and being accountable for their academic success. Most of them pursue graduate studies in Kosovo and abroad.

Great athletes and sports competitors: FPES is also the home of great athletes. They are part of various sports clubs in Kosovo and abroad. Below are a few of them with national and international prizes:

- *Gentiana Beqa* World Champion of World Wellness Fitness, 2017
- *Donjeta Sadiku* - AIBA Women's Junior World Boxing Championships (silvermedallist), 2017; EUBC European Women's Youth Champion, 2017
- *Shpejtim Ahmetaj* World Champion in KickBox
- *Betim Krasniqi* - National Champion on Lifting and Bodybuilding

Collaboration with different national and international organizations: FPES has collaboration with all Kosovo's sports federations with which they have signed cooperation agreements which stresses that all sports and athletes will be licensed by FPES. The current collaborations of FPES with whom they signed MOUs are as follows:

- Sports Federations in Kosovo and abroad
- 17 Sports Federations in Kosovo for 5 years with possibility of extension
- University of Budapest – Hungary
- University of Ljubljana – Slovenia
- University of Zagreb – Croatia
- University of Tirana – Albania
- University of Illinois – USA
- University of Tetovo – Macedonia
- University of Skopje - Macedonia

Receiving funds from European projects for exchange programs: So far, FPES has accomplished to receive a few funds from Tempus IV; VI; and SPEED which have had positive results. There are 6 scholarships awarded to FPES students to pursue MA studies in Europe in the field of Health and Physical Activities. Four of them have already graduated and currently are working as Teaching Assistants and pursuing Ph.D. studies.

Possession of laboratory equipment: FPES has a high quality of laboratory equipment but because of the infrastructure it is hard to properly use it.

Weaknesses

Poor infrastructure conditions: FPES facility does not meet even the basic conditions to hold lectures and practice sports. There is a lack of classrooms, laboratories, offices, etc., which makes it hard for the faculty to fully meet its potential and achieve its goals.

Lack of sports fields and facilities: FPES organizes its educational and sports activities in the existing facility which does not meet the basic requirements. There is a lack of sports halls, dance halls, fitness rooms, swimming pools, etc.

Lack of Recreational Center: The facility for recreational center exists, but its condition is weak and it is not under UP management. 1 Tetori hall needs improvements in its infrastructure and also reforms in its management system.

Laboratory equipment facility: Although the faculty is in possession of good testing and laboratory equipment, the place where this equipment is located is not in accordance with the international laboratory guidelines and the results can be questioned by the reviewers each time the manuals are submitted to a quality journal for publication.

Poor and lack of IT equipment: FPES has a lack of computers and other IT equipment such as scanners, printers, etc. That makes the process of teaching and learning very challenging especially for its students.

Opportunities

Improve teaching quality: There are numerous academic conferences where the professors of FPES could attend and exchange knowledge in this field. Besides that, setting collaborations with other universities for study visits, academic development, and exchanges of professors would contribute enormously on improvement of teaching quality.

Obtain “1 Tetori” hall under FPES management: Having 1 Tetori hall under FPES management would enable the faculty to improve the teaching quality and practicing physical and recreational sports.

Build a new facility for FPES: Constructing a new facility with sufficient learning spaces and sports halls will be a permanent task for the implementation of curricula and sports programs in general which would result in improving teaching and learning quality at FPES.

Open a testing and training center related to physical health: Establishing a sports medicine institute that would function within the FPES, where a number of professionals, athletes, and medical staff would be involved in order to diagnose physical and health conditions of Kosovo’s athletes.

More outreach and promotion: Creating a career development and public relations office to help FPES students in their professional growth, and also to promote the faculty across Kosovo and beyond about their programs and athletes. Moreover, this would help FPES to recruit new talent for their faculty.

Create new partnerships and strengthen the current ones: FPES has many collaborations nationally and internationally with many faculties, sports federations, donors, etc. However, the FPES should continue focusing on strengthening these collaborations and establish new ones with other parties.

Threats

Lack of support from the main stakeholders: FPES continuously advocated the UP, the MEST, and Kosovo’s Government to support the faculty with funds and start constructing a new facility which will meet FPES needs. Additionally, it has requested to transfer the management of 1 Tetori to FPES but so far there are no positive results.

Financial dependence and bureaucracy from UP: Being financially dependent from UP gives an uncertainty for the FPES and their future plans. Moreover, the existing bureaucracy of the university creates more complex procedures and barriers that sometimes do delay the FPES plans.

FPES GOALS AND OBJECTIVES

Since its establishment in 1979, FPES has been a pioneer of physical education and sports not only in Kosovo but also abroad. With so many talented students and dedicated professors, this faculty is devoted to becoming well-known throughout the continent and beyond, by promoting, researching, and competing in all physical education and sports activities. Therefore, for the next four-years the faculty has set the following goals and objectives:

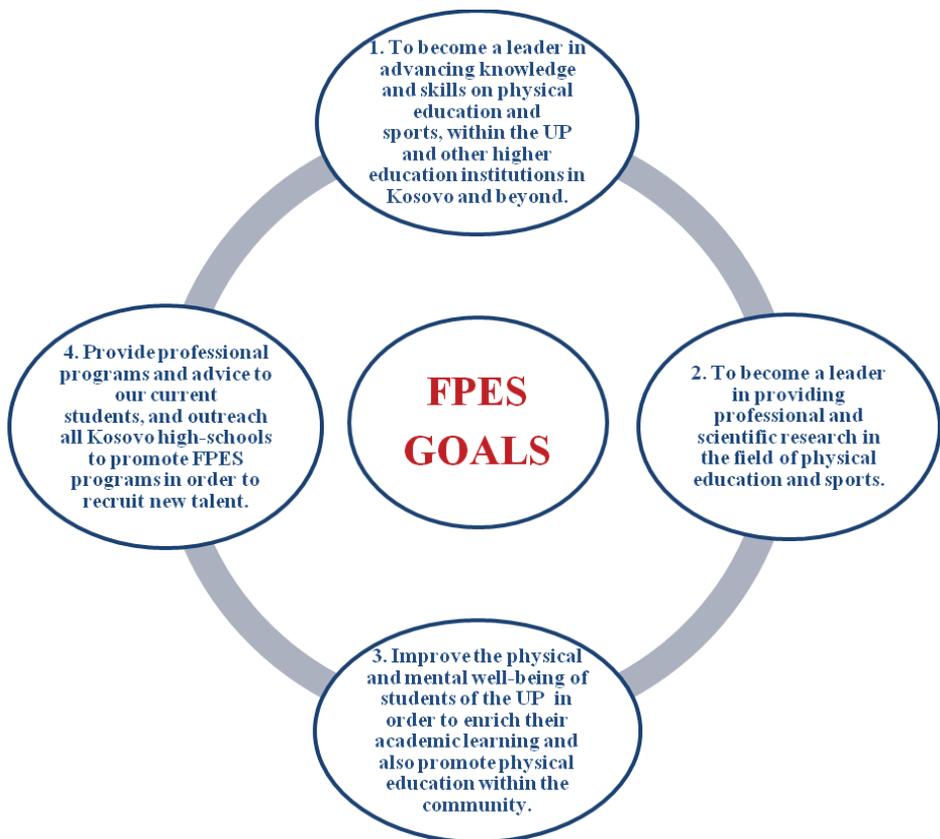


Figure 10: FPES Goals

1. Goal: To become a leader among academic institutions with the aim of advancing knowledge and skills on physical education and sports, within the UP and other higher education institutions in Kosovo and beyond.

Objective I: Building a new facility

- Constructing a new facility with sufficient studying and training halls in order to better implement the curricula and sports programs in general.

Stakeholders and interested parties:

- MEST; UP; Kosovo's Government; Municipality of Prishtina; Donors (U.S Embassy, World Learning, etc).

Strategies:

- The conceptual project is ready including the cost estimates and location
- Advocate to the UP and Kosovo's institutions to support FPES on building the new facility
- Present the action plan; Set formal collaborations (e.g MOUs)

Timeline: 2018-2020

Cost: ~4 Million

Objective II: "1 Tetori" to be under FPES management:

- Having "1 Tetori" hall under the FPES management enables them to convert it to a recreational center for all UP academic units, organize University Sports competitions, and joint activities with KSF.

Stakeholders and interested parties:

- Kosovo's Government; MEST; Steering Council of the University of Prishtina; Student's Center

Strategies:

- Advocate to stakeholders and stressing the need and importance of having a recreational center which will put the UP among high-level universities across Europe and beyond
- Production of a detailed plan of how the center is going to be maintained, managed, and the expected revenues
- Promote the need to other Faculties of the University of Prishtina and how their students will benefit from having a recreational center

Timeline: 2018-2019**Cost: 400-500K**

2. Goal: To become a leader in providing professional and scientific research for all levels of education in the field of physical and sports education, as well as for other sports associations.

Objective I: Increase the number of the faculty staff and support them to enhance their teaching skills

- Support professors and staff to continuously participate in various training and conferences which will enable them to gain new skills and teaching methods

Stakeholders and interested parties:

- Professors; staff; students

Strategies:

- FPES provide training modules focusing on nowadays teaching methods in physical education and sports
- Having an allocated budget for each professor and graduate student to enable them to participate in an international training and/or conference

Timeline: 2019-2020

Cost: N/A

Objective II : Starting a PhD Program

- FPES is in the process of establishing a PhD program in collaboration with the University of Rome – Foro Italico, and the University of Vienna – Center for Sports Science and University Sports

Stakeholders and interested parties:

- MEST; UP; University of Rome; University of Vienna; Prospective students

Strategies:

- Research the need for Ph.D. program and its focus field
- Conduct internal and external assessments regarding the need for this program
- Coordination with the MEST for accrediting this program
- Coordination with the UP
- Setting a formal Exchange Program between FPES, University of Rome, and the University of Vienna for study visits in order to increase the expertise, knowledge, and skills of FPES professors and students

Timeline: 2019-2020

Cost: N/A

- 3. Goal:** Improve the physical and mental well-being of students of the University of Prishtina in order to enrich their academic learning and also promote physical education within the community.

Objective: Establishing the Institute of Sports and Sports Medicine

- This institute will function within the FPES management, where a number of professionals, sports and medical staff will diagnose the physical and health

condition of students, and other Kosovo's sportsmen, with continuous measurements.

Stakeholders and other interested parties:

- MEST;UP; Sports Clubs; Students

Strategies:

- Conducting internal assessments about the expertise and examinations that can be offered by FPES
- Advocate to the MEST and UP to accredit this institute
- Collaborate with other sports clubs and federations
- Developing a working plan for this institute
- Hire national and international experts to conduct the examinations and research
- Systematic assessments for Kosovo's athletes every six months in accordance with Kosovo's law

Timeline: 2020-2022

Cost: N/A

- 4. Goal:** Provide professional programs and advice to our current students, and outreach all Kosovo high-schools to promote FPES programs in order to recruit new talent.

Objective: Create a Career Development and Public Relations Office

- This office will work with students on their career goals, strategies on how to get there, pairing students with successful FPES alumni, etc. This office will also have the PR component emphasizing the success of professors and students and their contribution through sports to improving the image of Kosovo internationally. Additionally, this office will promote the FPES programs to high-schools and explaining what this program offers, what it means to study physical sports and the benefits of it.

Stakeholders:

- UP; MEST; High-schools; Students

Strategies:

- Initiate a request to the Rectorate of the UP to support two individuals who will work as Career Advisors and PR officers for FPES
- Develop promotional materials including FPES programs; the number of current students; the number of students who graduated; students employment rate after graduation; activities; sports competitions; etc
- Collaborate with Kosovo-high schools to promote FPES and recruit new talented students
- Establish an FPES Alumni Network (FPES-AN) where successfully graduated students can mentor current students with matched interests

Timeline: 2020-2022**Cost: N/A**

MONITORING AND EVALUATION

Goals	Objectives		
<p>1. To become a leader among academic institutions with the aim of advancing knowledge and skills on physical education and sports, within the University of Prishtina and other higher education institutions in Kosovo and beyond.</p> <p>2. To become a leader in providing professional and scientific research for all levels of education in the field of physical and sports education, as well as for other sports associations.</p> <p>3. Improve the physical and mental well-being of students of the University of Prishtina in order to enrich their academic learning and also promote physical education within the community.</p> <p>4. Provide professional programs and advice to our current students, and outreach all Kosovo high-schools to promote FPES programs in order to recruit new talent.</p>	<p>1. <i>Building a new facility</i> with sufficient studying and training halls.</p> <p>1.2. <i>"I Tetori"</i> to be under <i>FPES management</i> to convert it to a recreational center for all UP academic units.</p> <p>2. <i>Increase faculty staff and support th</i> participate in various training and conferences enabling them to gain new skills and teaching methods.</p> <p>3. <i>Establishing the Institute of Sports and Sports Medicin</i> within the FPES where a number of professionals and medical staff will diagnose the physical and health condition of students and athletes with continuous measurements.</p> <p>4. <i>Create a Career Development and Public Relations Officeto</i> help students on their career goals; create an Alumni Network; and a PR strategy.</p>		
Strategies	Indicators	Responsible	Timeline
Advocate to the UP and Kosovo's institutions to support FPES on building the new facility & obtain I Tetori hall under the FPES management	MOUs; Action Plans; Budget Allocation;	FPES; UP; MEST	2018-2020
Production of a detailed plan of I Tetori structure and management	Working plan; I Tetori's organizational structure	FPES	2018
Promote the need of having a recreational center to other Faculties of the UP	Focus groups	FPES	2018-2019
Provide training modules on new teaching methods in physical education and sports	Train FECE professors and students	FPES	2019
Having allocated budget for each professor to participate in international training and/or conferences	Plan of upcoming conferences; the amount of available funds	FPES; UP	2019-2020
Research the need for Ph.D. program/s	Internal and external assessments regarding the need for this program; Accreditation from ME	FPES	2019-2020
Formal Exchange Program between FPES, University of Rome, and the University of Vienna for study visits in order to increase the expertise, knowledge, and skills of FPES professors and students	Agreements; MOUs; Exchange of professors/students	FPES	2019-2020
Conducting internal assessments about the expertise and examinations that can be offered by FPES's Institute of Sports and Sports Medicine	Developed Working Plan; Approved request from the Ministry of Education and the University of Prishtina; Hire national and international experts	FPES	2020-2022
Career Development and PR Office	Request to UP; Help current students on their careers; Set an FPES Alumni Network; Develop promotional materials; Collaborate with Kosovo's high schools;	FPES	2020-2022

Table 4: Monitoring and Evaluation

APPENDIX I: INTERVIEW METHODOLOGY

The following represents the questionnaire template used by Kaltrina Ahmeti in interviews of FPES professors and staff. Each interview was conducted organically and did not necessarily cover every question, nor were all interviews limited to the questions listed here.

Interview Questions:

- How would you describe the basic mission of the FPES? How has the mission changed over the last 3-5 years since the previous administration?
- What is the current direction or thrust of the organization (what are the themes being emphasized)?
- How did this direction or thrust develop? What major changes have been introduced in the last 3-5 years?
- What opportunities does the organization have to improve performance, develop new programs, etc.? How did these opportunities develop? What's being done to pursue them?
- What threats or risks exist for the organization? How have these changed? What's being done to block the effect of them?
- What are the major organizational strengths or competencies that the organization can draw upon in trying to carry out its mission?
- What are weaknesses or constrains the organization must manage in order to carry out its mission?
- What are the strategic issues currently facing the organization?
- What specific actions has the organization taken to achieve its strategic objectives? What actions would you like the FPES to take?
- Under ideal circumstances, what would the organization be like in 3-5 years? What changes or actions would contribute most to achieving those long-term ideals?

APPENDIX II: WORKSHOP METHODOLOGY

Workshops were held at the FPES facility for two days. The workshops were based on the frontal and interactive model. The first day of the workshop included professors, staff and other stakeholders of FPES. The second day included undergraduate students in their senior year. Workshops were facilitated by the World Learning Consultant and participants were involved and engaged in group work and presentations. The content used during the workshop included, but was not limited to:

- History and Background of FPES
- The Current Situation
- SWOT Analysis
- Mission And Vision
- Goals And Objectives

APPENDIX III: RESOURCES PROVIDED

Beyond interviews, the following resources were provided by the FPES to assist with information collection:

- History and background of the fpes
- Current programs
- Number of students and staff
- The budget
- Facility and equipment plan
- 2017 annual report
- Formal requests made to kosovo's institutions

30. TO THE END OF PLACE

All are numbered, part of everyday work and permanent discussion for advancement, for an academic work, efficient administration, good consistency academic, administrative and student, who requires and deserves the University of Prishtina.

For the implementation and development is essential:

- Inclusion of all existing human resources at the level of FPES's and UP.
- Develop plans and programs, the development of various projects in conformity Strategic Plan of the UP Development's Strategic Plan 2018-2022 and 2018-2022 FPES.
- Permanent cooperation with all state institutions MEST, in particular with universities in the region and beyond.
- Harmonization of normative acts with coherent normative acts with the UP Statute, the Law on Higher Education and other relevant.
- The formation of the committee for drafting the report on self-assessment (research survey) in cooperation with the Office for Academic Development, the realization of Physical Education and Sports goals.
- Development of various projects in conformity with the Strategic Development Plan 2018-2022 of FPES's research character.

Since sport is a very important segment for the promotion of a place in the world, Kosovo institutions should assist FEFS in creating conditions for students and athletes. From this hearth of education, full of four decades and more, have emerged athletes, coaches, lecturers with excellent results in domestic and international competitions.

It is a practice and statistic that FPES is a nesting place for athletes of all sports to develop in Kosovo and beyond. Many top athletes competing in the European Leagues and beyond, some of whom are also our students who have been bringing medals and titles to Kosovo over the last decade.

For much of what has been said and written in this mini-monograph, and for much that has not been said and inadvertently forgotten, remains the task of the Publishing Council and all those who helped bring it to light “The Faculty of Physical Education and Sports 4 Decades of Journey”, and readers who will be in possession of this handwriting, PLEASE contribute to the Jubilee Monograph to be published in November 2019.

Publishing Council



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