



AGJENCIA E SIGURIMIT TË CILËSISË NË ARSIMIN E LARTË

**Report of the Institutional Periodic Accreditation of
University College
“REALD”**

REVIEW TEAM:

1. Prof. Dr. Artur Ribaj Lead Reviewer

2. Dr. Ejona Isufaj Reviewer

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About this review

The overall aim of Institutional Review is to assess the extent to which University College REALD (UCR) meets the amended 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 higher education reviewer.

The resulting reports will serve not only for institutional accreditation based on the extent to which the UCR 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: Higher Education Institution - Management, Autonomy, and Quality Assurance; Resources and Partnership; Study Programs, Teaching, and Evaluation; Scientific/Artistic Activity and Innovation; 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 summarizing the full report for the summary below.

Summary report

University College REALD (UCR) was established as a private higher education institution in the academic year 2011-2012 as the Academy of Applied Studies "REALD" and was licensed by Decision No. 650, dated 14.09.2011 of the Council of Ministers (**evidence 83**). According to this decision, the Academy of Applied Studies "REALD" is organized into two faculties: Faculty of Human Sciences (with the departments of Finance and of Management, and also a cross-cutting research center), and Faculty of Medical Sciences (with the departments of Pharmacy, Nursing, Physiotherapy, and Dentistry). Its study programs are as per following: Bachelor in "Management", Bachelor in "Marketing", Bachelor in "Nursing", Master of Science in "Dentistry", Master of Science in "Pharmacy", Bachelor program in "Physiotherapy" and Professional Master in "Nursing Management". By Order no. 147, dated 31.03.2017 "*Approval of the Statute*" of the Ministry of Education and Sport (MES), the name of HEI was changed to University College REALD. In the 2018-2019 academic year, UCR has opened 5 (five) new programs. UCR operates in accordance with the legislation in force and the regulatory framework issued by the Ministry responsible for education, as well as the internal regulatory framework (approved by the Academic Senate and the Board of Administration). UCR represents a private higher education institution that offers study programs of the first cycle and the second cycle of study in accordance with the requirements of the Bologna Charter, as well as programs with a professional character. However, UCR is small university college in Albania, referring to the data of the 5 years deposited for this review report and presented as per Chart No.1 in the Annex. While, at the time of this review, the institution had a total of 466 students enrolled and 87 academic staff as per Chart No.2 in the Annex.

UCR's organization structure (Evidence 41) consists of two faculties: Faculty of Medical Sciences , with 4 basic units: Department of Technical Medical Sciences, which has 21 members (academic staff of which:1 "Professor", 8 "Doctor", and 12 "assistant lecturer"); the Department of Dentistry, has 14 members (academic staff of which: 1 "Professor", 8 "Doctor", 5 "assistant lecturer"); Department of Pharmacy, which has 13 members (academic staff of which: 1 "Professor", 2 "Doctor", 7 "assistant lecturer"); The Department of Veterinary Medicine, which has 15 members (academic staff of which: 2 "Professor", 6 "Doctor", 7 "assistant lecturer"); The Faculty of Economics with 3 basic units Department of Finance, which has 13 members (academic staff of which: 2 "Professor", 4 "Doctor", 7 "assistant lecturer"), Department of Management, which has 7 members (academic staff of which: 2 "Professor" category, 1 "Doctor", 4 "assistant lecturer"); Scientific Research Center, which has 7 members (3 "Doctor", 4 "assistant lecturer") (Evidence 23). According to the scientific grades and titles, the academic staff of UCR as per each faculty presented as per the Chart No. 3 in the Annex.

The number of Effective Academic Personnel (called PAE by regulations) is 52 members over 87 members in total. Some of academic staff are foreign citizens. UCR has 14 study programs (2 professional programs, 6 first-cycle Bachelor's programs, 3 integrated second-cycle Master of Science programs, 2 second-cycle Professional Master's programs, and 1 second-cycle program Master of Science) (Evidence 11- General Information Data) presented in the Chart No. 4 in the Annex.

UCR has passed the process of the first institutional accreditation based on ASCAL Accreditation Board Decision (ABD) No. 512, dated 18.07.2013, of the Higher Education Accreditation Council, and Order No. 327, dated 15.08.2013, of the Minister of Education and Science. Also, UCR passed the accreditation by the Agency for Quality Assurance in Higher Education (ASCAL), in cooperation with the British Agency for Quality Assurance (QAA, the review team consisting of two experienced higher education reviewers from the UK), and is accredited by Accreditation Board Decision (ABD) No. 93, dated 20.10.2017 (**Evidence 44**) with a **validity period of 5 years**, leaving **two recommendations** for the institution to address, which are as follows:

- The institution must take measures to meet all standards for access and facilitating mobility for students with disabilities. This recommendation is fully met by the institution (**Evidence 59**, *The official document no. 114 prot., dated 11.10.2018 "On the completion of the Recommendations issued by Decision no. 93, dated 20.10.2017 of ASCAL Accreditation Board"*)
- The institution must continue with the fulfillment of the commitment and the measures taken by it for the further enrichment of the online library. This recommendation is fully met by the institution (**Evidence 59**, *The official document no. 114 prot., dated 11.10.2018 "On the completion of the Recommendations issued by Decision no. 93, dated 20.10.2017 of ASCAL Accreditation Board"*)

The report of the review team in May 2017 concluded that the Quality Standards are fully met in four areas, and substantially met in one area. As a result, the review team concluded that standards were fully met overall.

The 2017 report recorded the following judgements for each Evaluation Area:

- The Standards for the Organisation and its Management are **fully met**.
- The Standards for Resourcing are **fully met**.
- The Standards for the Curriculum are **fully met**.
- The Standards for Teaching, Learning, Assessment and Research are **fully met**.
- The Standards for Students and their Support are **fully met**.

This is the third Institutional Review of UCR to assess the extent to which the Quality Code Standards, which came into force in 2021, have been met.

UCR, 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 (Self Evaluation Report) were circulated for comment within the institution being finalized and approved by the Rector and Senate. The SER provided an introduction to the operation of the institution. 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, one Albanian and the other Canadian-Albanian. 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 100 documents were considered, which enabled the team to familiarise themselves with the structure, policies, management procedures, facilities, teaching and research activity at the institution. Evidence considered included the Statute of the University College, 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 institution the review team viewed libraries, computer rooms, laboratories, teaching spaces, administrative areas and all the other facilities of UCR. Having reviewed all evidence available, the team reached the conclusions set out below.

The Standards for the HEI - Management, Autonomy, and Quality Assurance are **fully met**. In reaching this judgement, the review team did not identify any good practice; did not identify any weaknesses, but made one recommendation and did not identify any action already in progress. The organisation of the UCR is defined within its Statute and book of Regulations, and established procedures and protocols are followed for formal meetings. The University College designed its governance and regulatory frameworks to align with national legal requirements of law 80/2015 for higher education institutions. The Statute, as the fundamental document that determines the basic norms and rules of UCR functioning and activities, is done in compliance with UCR mission, vision and objectives.

The standards for Resources and Partnership are **fully met**. In reaching this judgement, the review team identified two features of good practice; did not identify any weaknesses, recommendations or actions already in progress. The review team confirmed that UCR has generally appropriate systems and processes for managing its academic staff. UCR pursues clear and open human resource policies covering the recruitment and employment of staff that meet regulatory requirements. Policies and procedures support and guide effectively the recruitment of appropriately qualified full and part-time staff to meet the institutions academic and administration requirements. UCR has appropriate procedures for assessing the effectiveness of its academic staff, based on an analysis of student questionnaires and progress towards personal targets agreed at the start of each academic session. UCR has a learning management system with a range of modules providing information to students and different groups of staff.

The standards for Study Programs, Teaching, and Evaluation are **fully met**. In reaching this judgement, the review team identified one good practice, and did not identify any weaknesses, recommendation or action already in progress. The large number of the employment of the graduated students (301/326 students), is considered as a good practice. This indicator is also supported by the other fact that all graduated students in a regulated professional study programme, have gained the professional license exam from the state commission. The review team found sufficient evidence to confirm that the affirmations noted in the last accreditation report has been addressed, adequately by the UCR.

The Standards for Scientific/Artistic Activity and Innovation are **substantially met**. In reaching this judgement, the review team did not identify any good practice, but identified weakness and made a recommendation. The review team also identified as an affirmation the positive step towards the internationalization of the UCR having 2 study programmes in Italian language and the ongoing work to provide another study programme in a foreign language. The review team found sufficient evidence to confirm that the affirmations noted in the last accreditation report has been addressed, adequately by the UCR.

The standards for Students and their Support are **fully met**. In reaching this judgement, the review team noted a good support between students and the academic staff. The review team did not identify any good practice, weaknesses or action already in progress. The review team made a recommendation: that the UCR should make continuous efforts for improvement of digital teaching aids, taking in consideration comprehensive technological development. The review team found sufficient evidence to confirm that the affirmations noted in the last accreditation report has been addressed, adequately by the UCR.

UCR undertook the review in accordance with ASCAL guidelines. The review team acknowledge the institution's level of engagement with the process and the cooperation provided to the review team throughout the visit phase. In particular, the review team commend the work of the Self-evaluation Group in providing a comprehensive evidence base and the Institutional Coordinator for the attention given to the review team throughout the visit.

Summary of findings

Good practice

The review team identified the following features of good practice:

- The partnerships with a range of employers and public institutions which offer prospects for students to gain practice of their profession, to enhance their skills and to get opportunities for employment of UCR students. (*Annex I, Standard II.20*).
- UCR's commitment to the absorption of foreign students and academic staff (UCR has 2 study programmes in Italian language) as well as their integration, with the aim of internationalizing UCR and improving teaching and scientific research. (*Annex I, Standard II.21*).
- The large number of the employment of the graduated students (301/326 students). This indicator is also supported by the other fact that all graduated students in a regulated professional study programme, have gained the professional license exam from the state commission. (*Annex I, Standard III.16*)

Weaknesses

The review team identified the following weakness:

- Regardless of actual engagements from the staff of UCR, they do not represent high references in publishing scientific research papers in international scientific journals with Impact Factor. (*Annex I, Standard IV.12*)

Recommendations

The review team made the following recommendations:

- The Career Counseling Office has to take in consideration the opinion of its ALUMNI regarding their needs for enhancing their life long learning. (**Annex I, Standard I.9**)
- The staff of UCR need to increase the efforts to publish scientific research papers in international scientific journals with Impact Factor. (**Annex I, Standard IV.12**)
- The review team affirms that the UCR should make continuous efforts for improvement of digital teaching aids, taking in consideration comprehensive technological development (**Annex I, Standard V.7**)

Affirmation of action being taken

The review team identified the following action already in progress:

- The review team affirms as a positive step towards the internationalization of the UCR the ongoing work to provide study programs offered entirely in the Italian language (**Annex I, Standard IV.15**).

Summary of judgements for each Evaluation Area

1. The Standards for HEI - Management, Autonomy, and Quality Assurance are **Fully met**
2. The Standards for Resources and Partnership are **Fully met**.
3. The Standards for Study Programs, Teaching, and Evaluation are **Fully met**.
4. The Standards for Scientific/Artistic Activity and Innovation are **Substantially 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 College "REALD" the Quality Code Standards are **Fully met**.

Evaluation Area 1: Higher Education Institution - Management, Autonomy, and Quality Assurance

- 1.1 UCR is licensed by Decision no. 650, dated 14.09.2011 of the Council of Ministers (**Evidence 83**) and exercises its activity based on the legislation on higher education, in its statute (**Evidence 1, 52, 84**) approved by decision of the academic senate (**Evidence 51**) in compliance with the legislation in force [law no.80/2015 2 'On Higher Education'] which defines the mission and main objectives of the UCR, as well as the internal regulatory framework of this HEI approved in accordance with the above (**Evidence 27**). In the statute¹ and general regulations² (**Evidence 2**) of the UCR are defined the mission, the objectives of the institution (**Evidence 1, article 3**), as well as the responsible structures of institutional management, the duties and rights of the leading authorities, the responsibilities of decision-making bodies, the rights and duties of staff and students³, as well as academic and research-scientific activity, the learning process, etc. [SER p.8]. These documents regulate 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. (*Annex I Standard I.1*)
- 1.2 UCR is organized based on the organization chart⁴ (**Evidence 41**), which includes academic and administrative units and collegial bodies. Based on this organizational structure, UCR organizes, monitors and coordinates the institution's academic and administrative activities. The Academic Senate based on the UCR statute (**Evidence 1, Article 15**) makes decisions (**Evidence 12**) for the academic-scientific activity of UCR. The Board of Administration⁵ based on the UCR statute (**Evidence 1, article 29 and article 30**) is a collegial decision-making body at the administrative level, which takes care of administrative and financial management by exercising its functions (**Evidence 13, 55**), as well as approving the budget and controls its implementation. The rectorate⁶ based on the UCR statute (**Evidence 1, article 16, 17**) is a collegial executive body with members: the Rector, the Vice-Rector, the Deans of the faculties, and the Administrator. The Rectorate, through the units under its authority, takes care of the Strategic Development Plan of UCR, drafting the draft budget, drafting the investment plan, drafting institutional MoUs, following up on the implementation of the decisions of the Academic Senate and the Board of Administration, monitors and publishes the results of evaluation of the institution's activities, draws up the annual teaching, research and financial report (**Evidence 8, 9, 10, 41**). The dean's office, based on the UCR statute (**Evidence 1, article 20**), is a collegial body that examines and makes decisions on the activities carried out by the faculty, such as: periodic review and approval of the curriculum (**Evidence 77**), approval of texts used by students, the proposal to the Academic Senate of the faculty's development strategy, the proposal to the Rector to conclude cooperation agreements with HEIs inside and outside the country in the interest of the educational and scientific process, and last but not the least, forward-moving to the Academic Senate for approval the regulations and new study programs, etc.

¹ <https://unireald.edu.al/legjislacioni/statuti/>

² <https://unireald.edu.al/legjislacioni/rregullo-re-e-unireald/>

³ <https://unireald.edu.al/rektori/>

⁴ <http://unireald.edu.al/wp-content/uploads/2019/04/Organigrama-KU-REALD.pdf>

⁵ <https://unireald.edu.al/bordi-administrativ/>

⁶ <https://unireald.edu.al/rektori/>

The Ethics Council based on the UCR statute (**Evidence 1, article 23**) is a collegial body established in accordance with the law on higher education, and operates based on its regulation (**Evidence 5**). The decisions of the Ethics Council are forwarded to the head of the institution for further proceedings (**Evidence 53**). The Internal Quality Assurance Unit⁷ (hereinafter IQAU) based on the UCR statute (**Evidence 1, article 27**) is a permanent operational unit in its organizational structure. IQAU has developed over the years due to the institutional accreditation processes and the programs that ASCAL has implemented at UCR. IQAU operates based on the regulation for Internal Quality Assurance (**Evidence 35**) and continuously monitors the recommendations left up to the departmental level. (**Annex Standard I.2**)

1.3 UCR drafted and approved the development strategy for the period 2016-2021 (**Evidence 9**) based on the specific features and study researches of the Albania southern region, and specifically those of the city of Vlora. While in 2021, UCR approved the institution's development strategy 2021-2026 (**Evidence 10, 10/a and 10/b**). The development strategies of the institution have been developed in accordance with the mission and purpose of UCR based on its Statute and the requirements of the law on higher education. The current development strategy of UCR has determined the development priorities of UCR on the progress of the study programs, local and international trends, as well as the possibility of developing study programs, projecting the growth of these programs or opening new programs. (**SER p. 11; M2**) (**Annex I Standard I.3**)

1.4 UCR functions in compliance with the legal framework in the field of higher education, based on which it has drafted its statute and bylaws that guarantee external and internal autonomy of the institution. Internal autonomy is ensured by the university's Statute and Regulations. One of the mechanisms established to ensure and guarantee internal supervision and assessment is IQAU (Internal Quality Assurance Unit), which is obliged to take internal responsibilities for monitoring and evaluating the quality of HEI's study programs, its staff and institutional developments (**SER p.10 -11, Evidence 1, Article 27, Evidence 35, Article 5; Evidence 36**). On the basis of these data, IQAU prepares the annual report (**Evidence 56**), identifying the points for improvement and proposing concrete measures to improve quality according to the identified points. "The Internal Quality Assurance Unit - IQAU, exercises its activity through the annual action plan (**Evidence 80**). Also, the Academic Senate and Administration Board of UCR have signed national (**Evidence 61**) and international cooperation agreements⁸ (**Evidence 14/b and 16**), to provide development opportunities for the academic and scientific staff of UCR. (**Annex I Standard I.4**)

1.5 The Institution collegial bodies meet periodically, in accordance with the provisions of the specific regulations for their functioning. They promote constructive debate, through the representation in these bodies of academic staff and students, who are involved in open discussions and the decision-making process. Academic staff and students (**M3, M4, M7**) are always involved in discussions and they are also active members and bring into these decision-making bodies the concerns and opinions of the cluster which they represent, for example their views about the quality of teaching, the involvement of students in research and professional practice. (**M3, M4**). However, meetings can also be

⁷ <https://unireald.edu.al/zyra-njsbc/>

⁸ <https://unireald.edu.al/partnere/>

extraordinary according to the needs and requirements of the institution, guaranteeing respect for the principles of autonomy, equal opportunities, academic freedom, research and student rights. Members of UCR collegial bodies are representatives of academic staff, students, administrative staff, other stakeholders. The materials for discussion at the meetings of the UCR collegial bodies are distributed at least 5 working days in advance to the members in order for them to have time to understand and clarify themselves in advance (**Evidence 54, 55**). After clarifying the approved decisions, the management units, through the protocol office, convey the decisions for implementation to each relevant unit, as well as monitor the process of their implementation (**SER p.10**). (**Annex I Standard I.5**)

- 1.6 The Rectorate and the units under its control, in compliance with the legal obligation and the Statute (**Evidence 1, article 17**), at the end of each academic year draw up the annual report of the teaching, research and financial activity (**Evidence 8**) as well as a plan of measures (**Evidence 57**) which is forwarded to the academic senate for review and approval. The UCR annual report is drawn up according to a defined structure, in compliance with the legal and by-laws in force, as well as the strategic objectives of the institution. Also, this report takes in consideration evidences from departments, faculties, administrative structures and different levels of management. The Annual Report got the approval of the Academic Senate and the Board of Administration and after that the report submitted to the Ministry of Education and Sports⁹. (**Annex I, Standard I.6**)
- 1.7 In UCR quality assurance activity is organized at institutional level, performed by the Internal Quality Assurance Office. The focus is placed on enhancing capacity building and service offered for basic units to achieve the study programs and research objectives (**Evidence 80**). At the program level, the focus is on aligning study programs with the labour market needs and monitoring their quality of implementation, while at the individual level, the focus is on quality assurance, so to motivate and support the professional growth of the academic staff and participation in projects and activities helping their further professionalization (**Evidence 62**). The quality assurance purpose is to further enhance the development of study programs, considering the labor market needs. UCR has established and it is functional the Internal Quality Assurance System and implements an institutional strategy for continuous quality improvement, wherein students and experts are involved. (**Annex I, Standard I.7**)
- 1.8 The Internal Quality Assurance Unit plans and organizes the internal evaluation of study programs to achieve the formative objectives and the learning outcomes. UCR has approved criteria for re-organizing and improving programs based on the insights provided by students, teachers or other stakeholders, and market labor needs, while this is done drawing upon the best European experience and the legal framework at the institutional and national level (**Evidence 44**). The curricula revision considers also the constant updating of syllabuses mirroring the latest achievements in the field of research and literature perspective (**Evidence 36/a, 36/**). The proposed improvements, initially approved by the Dean of Faculty and the Office of Curricula, are finally approved by the Senate. In accordance to the law, the Ministry is informed in case the changes are within the 20% improvement rate or is asked for approval of the new program for a higher improvement rate (**M7, M8**). (**Annex I, Standard I.8**)

⁹ <https://unireald.edu.al/wp-content/uploads/2022/01/Raport-Vjeter-2020-2021-1.pdf>

- 1.9 UCR has opened and improved study programs based on market studies (**Evidence 58/a, Evidence 58/b**) which have taken into consideration the economic and social life not only of the Vlora city, but also of the Albanian southern area, as well as the rapid dynamics of the economic developments of the country, the region and beyond, to enable the rapid employment of qualified specialists. The collected information is the object of analysis for the improvement of the study program, and the increase of the quality of the diploma to compete in the labor market presented in the Chart No. 5 in the Annex. UCR through the Career Counseling Office which operates based on its regulation (**Evidence 26, 29**) collects ALUMNI data related to student employment, but they have to do more taking their opinion regarding the needs for enhancing their life long learning. (**Annex I, Standard I.9**)
- 1.10 The assessment of the study programs is conducted based on the students (two times per year) questionnaire, self-assessments of the academic and administrative staff questionnaires (once per year), programs assessment, the results of which are discussed in various reports as mentioned above and provide the platform upon which are realized the IQAU conducted focus-group (**Evidence 56**). The results of the questionnaires are documented by IQAU in a written form and sent to each basic unit, to the Rectorate and the Academic Senate, in order to be included in their meetings' agenda, in case some improvements steps are considered as necessary (**M3, M4, M5, M10**). The structure of IQAU is composed of academic personnel, students, and external experts (<https://unireald.edu.al/zyra-njsbc/>). (**Annex I, Standard I.10, Standard I.11**).

Findings

Good practice

The review team did not identify any good practice.

Weaknesses

The review team did not identify any weaknesses.

Recommendations

The review team identified the following recommendation:

- The Career Counseling Office has to take in consideration the opinion of its ALUMNI regarding their needs for enhancing their lifelong learning. (**Annex I, Standard I.9**)

Affirmation of action being taken

The review team did not identify any action in progress.

Judgement

The standards for the Higher Education Institution - Management, Autonomy, and Quality Assurance are, **Fully met**.

Evaluation Area 2: Resources and Partnership

2.1 UCR applies an open employment and recruitment policy of human resources, based on the labor code, the law on higher education, the relevant by-laws, the UCR Statute (**Evidence 1, article 59**), in accordance with the Regulation of General of the UCR (**Evidence 2, Article 30 and 31**), and the implementation of open, transparent and objective competition¹⁰. Before the beginning of each academic year, the departments propose to the Deans the needs for effective or contracted academic staff (**Evidence 63**) as well as the criteria they must meet according to the needs of the department (**Evidence 17, 72**). The deans forward to the Rector and the Academic Senate for further approval, as well as instruct the Human Resources Department to announce the vacancies (**Evidence 17**) and the application criteria on the institution's website, in visual media, social media, etc. The applicant evaluation committee (**Evidence 71**), after completing the entire recruitment process, notify the winning candidates to sign the employment contract (**Evidence 31**) without a deadline for academic staff with ranks and titles, as well as with a 1-year deadline for others. Whereas, the criteria for the employment of administrative personnel are drawn up by the human resources office and approved by the Administration Board. The selection procedure of the winning applicants is the same as that of the academic staff (**Evidence 2, Article 31**). According to the scientific grades and titles, the academic staff of Faculty of Medicine Sciences as per each department presented as per Chart No. 8 in the Annex. While, according to the scientific grades and titles, the academic staff of Faculty of Economics as per each department presented as per Chart No. 9 in the Annex. The Charts present a distribution of academic staff according to study programs for each department, evidencing that UCR has engaged academic staff with the necessary titles and grades according to each department. Also, the main weight is occupied by the Faculty of Medicine Sciences with about 69% of the total academic staff of UCR, which is based on the UCR development strategy as well. (**Annex I Standard II.1**)

2.2 UCR, based on its strategy, follows integration policies of academic staff, auxiliary teaching-scientific staff and administrative staff by financially supporting (**Evidence 88**) the academic staff to participate in conferences and various scientific activities¹¹ (**Evidence 62**), as well as for publication of their scientific articles. In support of this strategy, UCR continuously organizes training courses for teaching provided by more senior and more experienced staff, social events, information sessions to new employees and other orientation activities with the aim of social integration and the exchange of experiences (**M 7, Evidence 14/b**), as well as establishing communication bridges between them and students (**Evidence 18, 68**). (**Annex I Standard II.2**)

2.3 UCR, in compliance with legal requirements, includes IQAU for monitoring the teaching process of the academic staff. IQAU before the end of each semester distributes questionnaires to students (**Evidence 36**), while the head of the department evaluates academic performance (**Evidence 70**). The results of the questionnaires are made known to the head of the department and the dean of the faculty and to every academic staff (**Evidence 56**). Special attention is paid to the staff without scientific grades, who are

¹⁰ <https://unireald.edu.al/njoftime>

¹¹ <https://unireald.edu.al/aktivitete-shkencore/>

supervised by the heads of subjects on the teaching process with the aim of their academic and professional development. IQAU prepares its annual report based on reports from main units for the performance of each staff related to teaching, research and other activities. UCR follows correct policies for the appropriate settlement of foreign academic staff recruited or within the framework of mutual institutional agreements **(Evidence 63)**. The chart No. 10, in the Annex presents the number of foreign students and foreign academic staff present in UCR. It is important to reveal that the number of foreign students is increasing year after year. Also, there are only 9 foreign students per each foreign academic staff **(Evidence 63, SER 16, M2)**. **(Annex I Standard II.3)**

2.4 Based on the "UCR Development Strategy" the staff and students of UCR are also involved in social activities¹². UCR principals are to create a positive social environment where equality, justice and integrity are promoted through activities organized for holidays, staff promotions, anniversaries, graduation ceremonies, etc. Such good practices which presented to us during the site visit were: the day against AIDS, blood donation day, etc. **(Evidence 18, 68)**. **(Annex I Standard II.4)**

2.5 UCR policies foresee within the framework of continuous improvement of quality parameters as a key to enhance the sustainability of academic staff. The latter is provided with employment contracts as full-time academic staff (FTAS) as well as with part-time Contracts (CAS) in accordance with the Law on Higher Education 80/2015 as well as the Labour Code of the Republic of Albania **(Evidence 31)**.

Full-time staff are entitled to request funding from UCR for a scientific activity inside or outside the country or a scientific publication in the field that constitutes a priority for the respective basic unit **(M7, M8)**. AU ensures that the categories of academic staff are in line with the age, experience and other requirements necessary to guarantee exchanges between generations, to ensure the progress of basic units **(Annex I, Standard II.5)**.

2.6 The personnel assessment policies for the academic and non-academic staff and the procedures related to their implementation are specifically defined in the legislation in force and in the internal acts of UCR as the statute and institutional regulation **(Evidence 1, 2)**. There are several evaluation of staff performance: Evaluation by the head of the department carried out at the end of each semester based on the following criteria: the average evaluation obtained in the students' questionnaire; the evaluation of the correctness of the implementation of the lessons through the semester; a self-completed report; the evaluation of the head of the department on the performance of institutional tasks at the department, and on their scientific activity and trainings as stated on the lecturers' self-declarations in the scientific activity form. Evaluation by students' questionnaires conducted two times a year: one at the end of the first semester and one at the end of the second semester. The questionnaire is always conducted before the exam season and the focus groups are organized by IQAU according to their agenda. UCR supports the fulfilment of annual academic obligations by promoting staff's participation in national or international conferences organized by UCR or by partner HEIs, publication of scientific research work in the "Scientific Bulletin". **(Evidence 67) [Annex I, Standard II.6]**.

¹² <https://unireald.edu.al/category/aktivitete-sociale/>

2.7 UCR operates in the building owned by its shareholders (**Evidence 39, 96**). The building is approx. 15-year-old and meets the technical standards and norms for the purpose it is used for. Also, the building meets the hygienic and sanitary conditions (**Evidence 38**) and the technical conditions of fire protection (**Evidence 37**). UCR has a 2000m² courtyard designed for relaxing and the recreational activities of students, and there is a café located alongside the courtyard (**Tour visit**). (*Annex I, Standard II.7*)

2.8 During the visit of the Review Team in the premises of UCR in general, the classes, offices and other facilities in the buildings meet the requirements defined in the relevant public standards. The environment is equipped with laboratories¹³ and offices in the service of academic and scientific activity (**Evidence 40**). Auditoriums have good acoustics, and are equipped with the necessary didactic and technological tools for the realization of the academic process. However, having the land property neighboring to the UCR building, the shareholders are recommended to consider investing in the construction of a dormitory nearby for Italian students or students from neighboring cities studying in REALD. The UCR building is supplied without interruption with water and electricity, and is equipped with a fire protection system, and a Hygienic-Sanitary permit, as well as having the construction infrastructure in function of students with disabilities. UCR has invested in the field of information technology, for the information system, computer labs where softwares are installed for the teaching process and scientific research, as well as the free online library (<https://unireald.edu.al/biblioteka/>). Also, UCR has invested in the installation of LAN for every office, auditorium, hall, and its premises (**Evidence 40, 74**), as well as wi-fi in all UCR premises. On the website of the institution (**Evidence 45**) there are also links serving the needs of students, also, there are the official pages of ASCAL (**Evidence 49**), MAS (**Evidence 93**), RASH (**Evidence 94**), and portals such as U-Albania (**Evidence 95**), etc (**Tour visit**). (*Annex I, Standard II.8, Standard II.9*)

2.9 UCR provides the necessary teaching laboratories for the study programs it offers. Concerning the programs offered the Faculty of Medical Sciences, the institution provides adequate infrastructure for the development of laboratories, teaching/professional practices and seminars/exercises (**Tour visit**). A laboratory teacher and an assistant help students to carry out the work in the UCR laboratories (**SER**). The Pharmacy and Dentistry laboratories constitute a good practise in creating for students the appropriate conditions to apply the acquainted knowledge. (**Tour visit**). In specific programmes of study such as Physiotherapy, Nursing, Dentistry, there is also a cooperation with external actors, so to be able to ensure the adequate learning conditions to students by offering a real-life perspective. For all study programmes, whose curricula demands practical training of students, the UCR guarantees the necessary infrastructural capacities to enhance the study programme successful implementation. Teaching/professional internships are conducted in collaboration with partner institutions, companies, organizations with which UCR has cooperation agreements and under the direction of a lecturer appointed by the department, who supervises the implementation of the internship by the student (**M3, M4, M9**). (*Annex I, Standard II.10*)

¹³ <https://unireald.edu.al/tur/>

- 2.10 UCR has made available for its staff and students different recreational spaces like bar café, green spaces, parking spaces etc,. In total UCR has a yard of 2000 m2 in disposal of the students and the staff for different sports activities like, volleyball, basketball and mini football **(SER, Tour Visit). (Annex I, Standard II.11).**
- 2.11 UCR maintains the buildings in which it operates in maximum conditions regarding lighting, ventilation, ease of movement, etc. The building is equipped with a fire protection system, and the signs indicating the exit in case of emergency. The police and ambulance contacts for emergency cases, etc. are displayed. UCR also owns and manages movable assets, such as equipment, machinery, technical installations, software, dental laboratories, etc. **(Evidence 75).** All assets are monitored and maintained within quality standards. UCR has an administrative logistical structure for the performance of functions of common interest which is in function of the realization and smooth running of the academic process. Specifically for this purpose, UCR has set up: the IT office, the Human Resources Office, the Finance Office, the Protocol and Archive Office, the sanitary hygiene service, maintenance, etc. **(M3, M4, M5, M7, M8, Tour visit, Evidence 41). (Annex I, Standard II.12).**
- 2.12 Every document in UCR is available in hard copy and in electronic format archived as per Public Archive Regulations. The electronic database is stored and secured according to the security elements through the backup system. The Secretariat and the Archive-protocol office store and archive the documentation that circulates in the institution **(Evidence 33).** They store and archive specifically at least: the basic register, the register of diplomas, student files, exam records, student transfer documentation, instructions and orders of institutions such as MAS, QSHA, ASCAL, etc., but also documents of the collegial bodies of institution such as the decisions of the Academic Senate, the decisions of the Board of Administration, the decisions of the dean's office of the faculty, etc. **(M8, M10, M11, SER, p.21-22, Evidence 28). (Annex I, Standard II.13).**
- 2.13 UCR has implemented an integrated information system, which consists of: Web page in Albanian, English and Italian¹⁴; Staff and student portal; Information corner; Didactic tools (audio system, projector, pc, etc); Page on social networks **(Evidence 46)**; Email and phone system. The system contains all the necessary information about the structure, study programs, quotas, study fees, admission criteria, exam dates, dates of activities¹⁵ organized by UCR **(Evidence 50)**, information about staff, programs of study, syllabus, activities, online library, announcements and updates, etc. UCR Information System has back up and security layers to be protected **(M8, M10, M11).** Students state that teachers use a range of electronic means to make resources available to students, including personal emails and software packages, as well as an e-learning platform **(M3, M4, Tour visit).** Teaching rooms, laboratories, computer rooms and libraries are equipped with appropriate information technology, for example, Wi-Fi, computer stations, projectors and relevant software **(Tour visit). (Annex I, Standard II.14, Standard II.15).**

¹⁴ <https://unireald.edu.al/>

¹⁵ <https://unireald.edu.al/aktivitete-shkencore/>

- 2.14 UCR as a private institution has its own policies in accordance with laws and regulations in force for financial management. The annual budget (**Evidence 73**) starts with requests and proposals from the departments and any other relevant subunits. For drafting the final budget, a special working group is set up (**Evidence 90**) that processes the data and passes the final draft of the budget to the Rectorate Office for discussion. At the end, the Rector forward it for approval to the Academic Senate (students representative is member of the academic senate, who can facilitates the transparency of information on budgetary issues to students) and to the Board of Administration. (**Annex I, Standard II.16**).
- 2.15 After the budget approval by authorities, UCR Rectorate distributes the approved budget to each unit for implementation (**Evidence 73**). However, as per discussions during the site visit and the meeting with Board of Administration members and academic staff (**M7, M8**), they confirmed the Board of Administration allocates additional funds throughout the year in case there are substantiated requests from the main units in fulfillment of the development of the URC (**Evidence 89**). Additional funds are provided by the shareholders, who throughout these years have provided the necessary resources to support the financial policy (**Evidence 91**). Also, financial reports are prepared on an annual basis, in accordance with the legal framework, and communicated clearly, both internally and externally. (**Annex I, Standard II.17**).
- 2.16 UCR activity is subject to internal and external auditing based on article 116, of Law no. 80/2015. According to point 2, of article 116 of Law no. 80/2015, the institution is regularly subject of external audit procedures (**Evidence 91**). The auditing report is submitted to the Board of Administration, which forwards it to the shareholders to familiarize themselves with the governance of UCR and the findings of the external audit (**Evidence 8**). Also, financial controls are carried out by other institutions provided for by the legislation in force, such as: by the Regional Tax Office, etc. (**Annex I, Standard II.18**).
- 2.17 UCR enhances an open strategy for cooperation and partnership at regional, national and international level. This is also expressed in the institutional strategy for development (**Evidence 10**). To further enhance such cooperation UCR has drafted the Strategy, which defines the priorities of the cooperation policy, where cooperation with external partners is specified as one of the key issues in the strategy and integrates it in the institution's Strategic Plan (**Evidence 10**). In this framework, UCR has established partnerships with educational and scientific research institutions with the aim of cooperation in the direction of developing the necessary capacities by promoting scientific and cultural exchange initiatives. With regard to this, UCR has signed a series of cooperation agreements with local and foreign HEIs (**Evidence 14, 16**). Thanks to such attention to the cooperation and partnership at the national and international level, and implementation of scientific research projects, in which it participates, the UCR aims to further enhance its teaching and scientific research capacities in the fields of study it offers, and contribute in this way to the social - economic, health and technological development of the country and of the region more specifically. (**Evidence 81**). (**Annex I, Standard II.19**).
- 2.18 UCR has developed partnership arrangements with state and private institutions to provide services to students and to ensure that its study programmes are improved and adapted to meet their needs and expectations. Oversight of partnership arrangements is

managed by each Base Unit. Career and Alumni Office to monitor graduate employment and the establishment of an alumni network is also a very important office in UCR that facilitates the relations between students, businesses, institutions and the HEI. The partnerships with a range of employers and public institutions which offer prospects for students to gain practice of their profession, to enhance their skills and to get opportunities for employment of UCR students (**Evidence 18, 19, 60**). (*Annex I, Standard II.20*).

2.19 The institution has established a number of formal agreements, which enable staff and students to participate in international activities. (**Evidence 14/a/b, 15, 62**) The Self-evaluation report acknowledges that still UCR is working to increase the number of projects with other international institutions. The institution has also several international agreements in the framework of ERASMUS+ project, like those with the University of Salerno and International University of Struga, for the mobility of students and staff. UCR is committed to absorb foreign students and academic staff (UCR has 2 study programmes in Italian language) as well as their integration, with the aim of internationalizing UCR and improving teaching and scientific research (*Annex No.1, Standard II.21*).

2.20 Addressing the labour market needs in specific areas thanks to the establishment of the dedicated study programs remains one of the key goals UCR, in accordance also with the mission, goals and its development strategy (**Evidence 10**). The Basic Units responsible for each offered study program perform a detailed analysis of the job market (**Evidence 58/a**). The institution follows the employment rate of its graduates thanks to the Career Office and such analysis are also employed to enrich the insights for the basic units efforts in improving the curricula. This analysis is periodically updated with data from various institutions such as ISTAT, Work Office, Ministry of Education and Sports etc. (**Evidence 19, SER**). (*Annex I, Standard II.22*)

Findings

Good practice

The review team identified the following good practice:

- The partnerships with a range of employers and public institutions which offer prospects for students to gain practice of their profession, to enhance their skills and to get opportunities for employment of UCR students. (*Annex I, Standard II.20*).
- UCR's commitment to the absorption of foreign students and academic staff (UCR has 2 study programmes in Italian language) as well as their integration, with the aim of internationalizing UCR and improving teaching and scientific research. (*Annex I, Standard II.21*).

Weaknesses

The review team did not identify any weaknesses.

Recommendations

The review team did not make any recommendation.

Affirmation of action being taken

The review team did not identify any affirmation of action in progress.

Judgement

The standards for Resourcing and Partnership are, **Fully met.**

Evaluation area 3. Study Programs, Teaching, and Evaluation

- 3.1 The institution develops and revises the curriculum periodically, with the aim of reflecting contemporary developments in science. The departments periodically during the consultation process make proposals for the curricula developments, or revises. The full information about the curriculum, the academic staff or the credits for the different subject is published on the website. Geographically for the UCR is important the work that has been done on the consolidation and further development of the existing programs, so that the graduates of this institution can best meet the needs of Vlora (South) region **(Evidence 10)**. Admissions requirements are made clear in the programme documentation for both first and second cycles and staff engage in open days for high school students to give them information about the programmes and the entry procedures. The website has programme information for students and the public **(Evidence 45)**. Students find information about UCR easy to obtain through media advertisements, the website, social media **(Evidence 46)**, during the process of information and career counseling in high schools **(Evidence 66)** and leaflets **(Evidence 42)**. Some obtain material direct from the UCR office. Students are particularly interested to: student ratio, the facilities, the college geographic position and their friendliness. Support infrastructure such as: auditoriums, laboratories, medical cabinets, IT cabinets and the library are built in accordance with the specifics of each study program, enabling the student to apply the knowledge and skills gained from the RUC offered curriculum. **(Evidence 40)**. Through its partnership with the private and public sector **(Evidence 60)**, the institutions enables the students to follow professional practice, expeditions or internships in order for them to improve their practice skills. **(Annex I, Standard III.1)**
- 3.2 UCR offers study programs in Bachelor, Professional, and Master classified in the levels 5, 6, 7 of the Albanian Qualification Categories. The programs are created to provide students with the necessary professional knowledge, offering the possibility to study further independently. Based on the national strategy, and also on the Strategy of the Development of the Ministry of Health, the institution is offering to the students, study programs in Medicine and Health directions, in accordance to the national and international needs through the updated academic offer. The review team saw evidence of the programmes being developed in the light of regional need, because UCR offers programs in high demand on these years, especially for the professionals of the regulated profession. The Mid-Term Development Strategy 2016-2021 and 2021-2026 **(Evidence 10)** pays special attention also to the internationalization of the institution. The Faculty of Medicine Sciences, through the Pharmacy Department has applied for membership in the European Association of Pharmaceutical Faculties **(Evidence 78)** in order to improve and offer similar curricula to the European programs. While most students are local, there are students from Italy also. They are also, receiving courses of the Albanian language (a language courses independently from the University seminars, offered nearby). A Diploma Supplement is issued in English and Albanian (or Italian) **(Annex I, Standard III.2)**
- 3.3 The objectives of each study programme are defined in the study programme regulations and are understood by students. University Curricula development in UCR **(Evidence 1-Article 9)** is based on the process of Bologna Card. The study program of the Bachelor cycle, the management programme **(Evidence 25)** are developed in such a way to offer the local and regional job market highly trained specialists equipped with proper

professional skills in order to exercise a professional activity. The first cycle studies offer to the students the culture, concepts and the basic knowledge of the areas of economics, justice, ethic etc. The knowledge gained through the first cycle studies create the possibility of following the second cycle studies, with the specialized knowledge on various areas which is compared and deepened. The students must gain 180 ETCS of the first cycle in order to follow second study cycles and need to have a foreign language certificate in accordance to the guideline no. 52/2015 of MES "On determination of the foreign language levels and the international exams to be accepted in the second cycle studies...". Students are also informed about the organization of the study programme, the lesson plan, the course programmes, the teaching staff involved in teaching and about the employment opportunities after obtaining the diploma for each programme. All the student graduated in a regulated profession programme, has obtained the professional license exam from the state. **(Chapter I Standard III.3)**

3.4 Approving new programs is a sufficiently regulated and a considerably clear process at UCR. There is an inclusive approach for the design and introduction of new programs **(M8)**. This means that departments and their staff are involved in the process, which includes findings from the labour market, expertise required, capacities needed, etc. The specific procedure for opening a new study programme is clearly set through a regulation and the criteria and standards for organising programmes are also included. The latter have been adapted to mirror the changes in the legal framework for higher education **(Evidence 2)**. UCR has been quite effective in reorganising its programmes after these changes and adapting its academic offer according to the new framework. When study programmes required more than 20% of changes, approval was achieved by the relevant state authorities, as requested by legal provisions. While for programmes requiring less than 20% of change, the UCR Academic Senate approved the revisions, and the state authorities were informed. **(Annex I, Standard III.4)**

3.5 In order to provide the highest quality teaching service, UCR implements the MES criteria regarding the teaching workload and the profile of each lecturer. The review team, affirm during the visit, that these criteria are also materialized in the Statute **(Evidence 1)** and in the individual employment contract **(Evidence 31)**. Based on the UCR statute **(Evidence 1)**, the annual workload of the academic staff **(Evidence 64)** is realized in accordance with the specifics of each study program offered. The annual workload of full-time academic staff includes the annual rate of teaching according to scientific degrees and the activities that support (750-1050 hours); activities in support of the institution's mission (150-300 hours), **(Evidence 1, Article 57)** in accordance with MES regulations. The review team, evidence that 2 or 3 Full-time staff may exceed the teaching rate by 40 to 100 hours in one academic year **(Evidence 64)** of the allowed rate. UCR departments have organized their didactic infrastructure according to the specifics of the study programs, creating suitable facilities and conforming to Instruction no. 15 of MES. At the beginning of the academic year, the Department announces the annual teaching workload of the full-time academic staff, based on scientific degrees, the staff's specialization, and the number of students **(Evidence 77)**. Staff workloads for a young full time professors is managed to provide study time for those who are studying for a PhD or attending a conference and the flexibility of the part-time staff supports the effective allocation of staff workloads. **(Annex I, Standard III.5)**

- 3.6 Study programs at UCR are organised and implemented in accordance with the legal requirement of the Albanian legislation, in total 17 study programs of first and second cycle study programs. First cycle programmes are composed by 180 ECTS for a duration of three academic years. The second cycle study programmes which are each composed by 60, 120 and 300 ECTS with a duration of one, two and five academic years. Upon completing the foreseen obligations, the student receives a diploma of Professional Master, Master of Science or Integrated Master of Science, in the respective field. Other type of programs that UCR offers are the programs of professional character of the level 5, with the duration of 2 years and 120 ECTS. All study programs are available and accessible on the UCR website (<https://unireald.edu.al/programet/>) . **(Annex I, Standard III.6)**
- 3.7 Based on the foreseen learning objectives, the study programmes offered at UCR are designed to provide a good and substantial level of knowledge for students, according to the cycle of studies. At the bachelor level, programmes provide the necessary instruments for acquiring basic knowledge and concepts in the respective field, through an adequate methodology. The distribution of credits among relevant subjects and categories is in line with the current Albanian legislation **(Evidence 6, 7)**. The study programmes focus also on preparing students for the labour market and equipping them with the necessary capacities for a smooth integration in it. The same principles apply to the other cycles of studies, taking into consideration the specific needs of each level and the differing approach according to the needs and capacities required. **(Annex I, Standard III.7)**
- 3.8 UCR offers study programs to help bridge the gaps in serving diverse learners of all ages through diverse programs—currently, the UCR first, second and 2-year professional studies only. As provided in SER, there are currently no continuing education study programs. **(SER) (Annex No.1 , Standard III.8)**
- 3.9 Study programs are coherent with the profile of each unit. Especially when reviewing and proposing changes (or new programmes), characteristics of the departments, their research work and the basic knowledge to be provided, are taken into consideration **(M8)**. A market study is undertaken in these cases, which involves also representatives from the respective sectors **(Evidence 58)**. In addition, the academic staff includes experts and experienced professionals from the relevant fields, who also provide their input regarding the study programs **(M7, M8, M9)**. **(Annex I, Standard III.9)**
- 3.10 UCR considers scientific research as a key component in the second cycle and offers 3 integrated study programme, 2 programmes of “Master of Sciences”, 2 programmes of “Professional Master”. In these study programmes, 25-30 per cent of credits are allocated to the research project and the diploma thesis and students are guided by academic staff who are undertaking research in these areas. Based on the specifics of the diploma obtained at the end of the studies, UCR in cooperation with the District Council, regional administrative employment offices, regional health institutions such as Vlore Regional Hospital, Regional Health Directorates **(Evidence 61)** has identified the job market requirements related to the professions offered **(SER p27)**. Student internships take place in both private and public organizations and companies and there are opportunities to cooperate in research projects **(M9)**. The career office, through ALUMNI data, has provided detailed information **(Evidence 26)** in order for these units to make proposals for changing the program of study in the further development of the curricula offered, in order to improve

it. The number of the employed graduated students from 2016 – 2021 is 301 from 326, approximately 92,33% **(SER p27, M9)**. **(Annex I, Standard III.10)**

- 3.11 Study programs are aligned to 2 successive cycles according to the Bologna process and are evaluated in credits under the European Credit Transfer and Accumulation System (ECTS), credits earned at the University and abroad are recognized in the Regulations. **(SER p26)** Upon completion of the study program, students are provided with a diploma, diploma supplement and a list of grades. The diploma supplement is issued in two languages, Albanian and English **(SER p27)**. UCR offer studying a foreign language for students of the first and second cycle programs, as well as the knowledge of a foreign language (English language) through international tests as a prerequisite for issuing a university diploma facilitates the mobility of students. Although RUC has been mobilized since the first steps in creating agreements and cooperation and with international educational institutions. Cooperation agreements have been signed with the University of Salerno, etc. **(Evidence 14)**. The aim of these collaborations is precisely the exchange of experiences, staff and students between universities. The Department of Pharmacy has recently applied and is awaiting membership in the European Association of Pharmaceutical Faculties **(Evidence 78)**, where its main objective is the exchange and mobility of students and academic staff in order to update, align and develop common curricula in pharmacy studies program. **(Annex I, Standard III.11, Standard III.17)**
- 3.12 UCR has a structured policy for the improvement of the quality of teaching. It has elaborated and approved a strategic document for quality assurance **(Evidence 35)**, and has set up specific institutional structures, such as the Internal Quality Assurance Unit. The composition of academic staff at UCR is a combination between experienced lectures and younger ones. For all of them, training sessions on methodology of teaching and research are organised **(M7, M8)**. UCR has done efforts for modernizing technology and infrastructure, to ensure a good quality of teaching for students. During the pandemic, UCR managed to successfully overcome the challenges regarding teaching, by introducing courses in video formats. In general, teaching is organised according to the teaching plan of each study program. Laboratories, computer rooms and libraries are in conditions and useful for students and the teaching processes **(Tour visit)**. **(Annex I, Standard III.12)**
- 3.13 Study programs offered by UCR are implemented according to the structures approved at the institutional and national levels. Study programs are offered full-time, organised in modules or special courses, expressed in credits, according to the European Credit Transfer and Accumulation System (ECTS) and the European study area. The study programs are organized following the provisions of the Bologna Charter of level 5, 6 and 7. **(Evidence 1, 2)** **(Annex I, Standard III.13)**
- 3.14 The integration of practical application and theoretical knowledge within study programs is achieved through case studies, laboratory work, practical assignments and projects, professional practice and the final thesis or research project. The development of labs, as an integral part of the infrastructure of the institution in the programs of Dental Hygienist, Dental Assistant, Nursing, Physiotherapy, Dentistry, **(Evidence 40, SER p28)** has ensured gaining of the practical skills. At the end of the academic year, for each study program is provisioned the professional practice under the supervision of a highly skilled professional and the tutor pedagogue **(M3, M4)**. Professional practice or internships in

public institutions or private companies is an important component of study programmes **(Evidence 14,16,19, M3, M4, M9)** Internships are worth 6-10 credits in the study profile and are supervised by academic staff. The student writes a report, and the placement also evaluates the student's performance which are used in assessment. The experience of the part-time staff who are also practicing professionals enables them to bring real-life cases into the classroom **(M6, M9)**. Students participate in cultural and educational activities organized by the UCR and the University provides infrastructure and support for these. **(M3, M4) (Annex I, Standard III.14)**

- 3.15 A good learning environment (infrastructure and laboratories), adequate staff and well-designed curricula based on the labor market needs provide the basis for study programs' mission to ensure active student participation in competency acquisition. UCR dual system combined with good theoretical aspects of teaching and practical knowledge and skills enables students/graduates to transition to the labor market easier. **(Evidence 40). (Annex I, Standard III.15)**
- 3.16 The UCR monitors the labor market to ensure that the study programs are aligned to local and national labor market requirements. Bachelor and masters programs contain modules that relate directly to employment and the development of the Professional Masters programs are a direct attempt at providing the labor market with graduates with interdisciplinary knowledge and understanding. Internships which are part of the Professional Practice modules are an important way that students gain both application of theory to practice and also employment skills. Students state that the internships are a valuable part of their program in preparing them for employment **(M3, M4)**. Business representatives met by the review team are significant players in the public and private sectors in Vloera region and are very supportive of the UCR **(Evidence 60, M9)**. They are involved in providing internships, assessing students, advising on course content and developing new programs **(M9)**. The review team consider that the strong and comprehensive links with public and private sector representatives who are able to support the University to the benefit of students continues to be an example of good practice. The review team also considers the continuing development of the career's into the departments to facilitate access by students and foster these links further to support students into employment to also be a feature of good practice. The review team also affirms a very good practice, the large number of the employment of the graduated students (301/326 students). All the student graduated in a regulated profession program, has obtained the professional license exam from the state is a good practice. **(Annex I, Standard III.16)**
- 3.17 UCR has regulations that define the modalities, rules and requirements for assessing the knowledge, especially the examinations and re-examinations that the academic staff and students must attend. These include the procedures and the rules of drafting theses, monitoring and secrecy of exams, the right of the student to enter the exam or not, and evaluation of students **(Evidence 27)**. The defense of the diploma is the final obligation for the student's graduation. The defense is done through submitting a diploma thesis or passing a General Final Exam, according to the the cycle of study program. For all these procedures, students are informed about the regulations and procedures related to exams and graduation s through tutoring, pre-exam communications by email, academic secretariat, course title and publication at the UCR premises. The format of the diploma

and the supplement, of the accredited programs of the UCR is approved respectively by CES. **(Evidence 24, 25). (Annex I, Standard III.18)**

- 3.18 The institution offers a good infrastructure with dedicated laboratories to support study programs. UCR has adequate teaching and administrative units such as laboratories, student hubs, equipment and tools, libraries and other units that conduct studies, internships and services in developing the educational process and teaching. **(Evidence 40). (Annex I, Standard III.19)**
- 3.19 The Institution provides adequate lab equipments, infrastructure and services to support the study programs in the field of pharmacy, dentistry and veterinary medicine **(Tour visit)**. The institution continuously tries to improve the laboratories according to the requirements that the Lecturer of each subject presents in the Department. Each laboratory has set the relevant rules of technical security, which are an essential element of the first hours of teaching at the UCR. Each laboratory environment has its manual made available to the academic staff. All academic and administrative staff offices have access to the computers and supporting infrastructures such as printers, photocopiers, and scanners **(Tour visit). (Annex I, Standard III.20)**
- 3.20 UCR has adequate library facilities and infrastructure, to ensure access to literature of the study programs. In addition to the library resources and books, the UCR has an online platform for books in the field of medicine. The online Library works through link (<http://www.freebooks4doctors.com/f.php?f=hiv>, <http://www.freemedicaljournals.com/>) The Library provides teaching and research materials that allows access, use, reuse and redistribution by others, unrestricted or restricted. In addition, the UCR staff also published several books and lecture notes offered in this Library. The organisation and functioning of the Library is regulated by a special regulation announced in its premises along with working hours **(Tour visit). (Annex I, Standard III.21)**

Findings

Good practice

The review team identified the following good practice:

- The large number of the employment of the graduated students (301/326 students). This indicator is also supported by the other fact that all graduated students in a regulated professional study programme, have gained the professional license exam from the state commission. **(Annex I, Standard III.16)**

Weaknesses

The review team did not identified any weaknesses.

Recommendations

The review team did not have any recommendations.

Affirmation of action being taken

The review team did not identify any affirmation of action in progress.

Judgement

The standards for Study Programs, Teaching, and Evaluation are, **Fully met.**

Evaluation Area 4: Scientific/Artistic Activity and Innovation

- 4.1 UCR strategy has determined the areas of scientific research and the specifics of these areas as a contribution of the institution on the Southern Regional Development of the country **(Evidence 10)**. Research priorities are defined by several components such as the University's expertise, profile, and Strategic Development Plan and are based on the priorities of the faculties and departments expressed in the Faculty Research Strategy in line with the scientific priorities of each Department, current developments, and the labour market. **(Evidence 1, 2, 3 M2, M7, M8)** The determination of scientific priorities is carried through scientific debate in the Department. **(M7, M8)**. These activities also contribute to increase the number of foreign lecturers who can bring new research perspective **(Evidence 63)**. **(Annex I, Standard IV.1)**
- 4.2 The Research Center and Scientific Committee are the responsible structures which identify the priorities of the research areas in concordance to the institution's strategy. These structures take into consideration the needs that arise from the regional development by collaborating with the local institutions or regional development agencies **(Evidence 61)**. The member of staff of each department includes the time of scientific research in their annual workload (ratio of teaching hours). The Staff is also required to attend international conferences each year or to publish articles in international journals. **(Evidence 8, M7, M8)** To implement its scientific research priorities, UCR recruits qualified academic staff in the relevant field of scientific research pursuant to the institution's development strategy and in accordance with the UCR Regulation and Statute. **(Evidence 1, 2)** UCR has also engaged part-time lecturers from other state universities and specialists from different fields **(Evidence 11, 63)**. **(Annex I, Standard IV.2)**
- 4.3 UCR welcomes and encourages research proposals and conducts them in accordance with the mission and areas of activity of the Regulation and scientific plan, as well as the primary areas of research identified by the departments **(Evidence 1, 2)**. UCR, ensures cooperation with other research structures and in function of the dynamism of scientific research and for that has signed several international and national agreements with Higher Education Institutions. **(Evidence 14, 16, 61)** Through various meetings, it was declared to the review team that the UCR supports lecturers' scientific research through financing their participation in conferences abroad and supports scientific research by students through the organization of student conferences, workshops, trainings etc. **(M4, M7, M5, M8; Evidence 62, 88)** UCR has organized scientific conferences and training sessions from foreign pedagogues **(Evidence 99)** in order to train the experts of the institution in the function of the economic development of the Southern Region. **(Annex I, Standard IV.3)**
- 4.4 The department is the basic teaching and research unit focused, which is organized in accordance with scientific research fields, disciplines, profiles, and study cycles. The institution has 6 departments and 1 research centre **(Evidence 11, 40)**. Departments, as the teaching and research base unit, meet regularly to discuss matters related to the organisation of research, specific research priorities, publications, promotion, etc. **(Evidence 3)** The research center mainly coordinates the specific research areas of UCR (medical sciences and economic sciences) which are summarized in the articles of the

scientific bulletin of HEI with ISSN 2411-5592 (**Evidence 69**), aiming to fulfill the strategic objectives of the institution in this aspect (**Evidence 10**). UCR drafts its budget based on the requests of the respective Departments. In this plan is included the application for projects of regional and national character, which enables each department to apply for scientific research projects based on research groups and research priorities. (**M5, M8**) Research staffs are evaluated on an annual basis through which the lecturer declares, among other things, scientific research progress and plans for the near future (**M7**). (**Annex I, Standard IV.4, Standard IV.6**)

4.5 The Institution guarantees the intellectual property of achievements and results in scientific research and uses them to ensure its own economic and financial development. Concerning the ownership of research outputs or products of academic staff, the employment contract provides that products created by the employee as a result of the performance of his duties under the contract remain in the exclusive ownership of the UCR - according to the provisions of the Labor Code, articles 135 and 136. Upon completion of the service under the Contract, the Lecturer shall submit to the UCR in hard copy and/or electronic copy the products of his service. This does not cover the products produced by students (**Evidence 31**). (**Annex I, Standard IV.5, Standard IV.17**)

4.6 UCR has set clear objectives for the basic units and their academic staff, regarding their performance and activities. These are presented in the strategic plan and the research center regulation (**Evidence 10, 85**). Implementation of these activities is monitored by the relevant office and commission responsible for scientific research in the institution. (**Annex I, Standard IV.7**)

4.7 At the institutional level, UCR is active in promoting inclusiveness of academic staff and students of the second cycle (**M4, M7**). For this purpose, UCR has cooperation agreements with several partners and encourages participation of staff in various activities and projects (**Evidence 62**). UCR also organises annual student conferences at the department level, where all students can present their work (**Evidence 18**). (**Annex I, Standard IV.8**)

4.8 UCR publishes scientific papers, organizes conferences, open lectures, and academic seminars. Most of the scientific work of the academic staff such as studies and speeches are regularly published in the scientific bulletin of UCR with ISSN 2411-5592. (**M7**) Research Center, Scientific Committee publishes the results of the scientific research or other studies conducted by the academic staff through the scientific bulletin (**Evidence 69**) or in meetings, round tables with institutions of the local government or other organizations. (**Annex I, Standard IV.9**)

4.9 Quality and integrity of scientific work is ensured by the research center in the institution, which validates the originality and research quality of the works presented. This applies to all research activities organised and publications submitted, including international conferences, workshops, student conferences, etc. (**Evidence 85, SER**). (**Annex I, Standard IV.10**)

4.10 This standard is not applied to UCR, because the organisative structure of UCR is Universty College, not a university or academy. (**Annex I, Standard IV.11**).

- 4.11 To increase the internationalization of research UCR works intensively through various programmes. Starting from participation in international projects, such as Erasmus+, conferences, academic workshops, student and administrative mobility etc. **(M3, M4)**. The academic personnel individually or encouraged by the institution participates in activities such as international conferences, or publishes articles in international journals **(Evidence 62)**, increasing the collaboration and internationalization of the institution **(Evidence 16)** through the staff exchange or including them in the teaching process **(M7)**. To increase research internationalization UCR presents its academic profile in international fairs of higher education, the development of bilateral meetings to find potential partners, and partnership agreements with foreign institutions of higher education **(M8)**. Regardless of actual engagements from the staff of UCR, a higher need is to increase the efforts to publish scientific research papers in international scientific journals with Impact Factor. Through various meetings, it was declared to the review team that the UCR pays special attention internalization of the programmes. UCR has 2 programmes is Italian language. **(M7, M8) (Annex I, Standard IV.12)**.
- 4.12 UCR operates according to the Bologna system and corresponds to Level 5,6 and 7 of the Albanian Qualifications Framework, according to Law No. 10 247, dated 4.3.2010, "On the Albanian qualifications framework", as amended. This system creates conditions for staff and student mobility, including the diaspora in teaching and research. The involvement of UCR in several international and especially Erasmus projects also the delivering of some courses in foreign language, enables foreign and diaspora to get involved **(Evidence 15, 16)**. **(Annex I, Standard IV.13)**
- 4.13 Mobility programmes are part of the activities at UCR, including participation in programmes such as the Erasmus+. UCR promotes and encourages its academic staff and students to make use of these opportunities, for teaching and training **(Evidence 14/a, 15, 16)** Such projects provide staff and students with European experience through short-, medium- and long-term internships thanks European projects. **(Annex I, Standard IV.14)**
- 4.14 Continuous training in scientific research is facilitated through the involvement of young academic staff and PhD students in departmental research activities **(Evidence 100)**. The University encourages faculties and departments to invite foreign academic staff to participate in research activities and open lectures **(M8)**. UCR pursues a favourable policy for mobility of academic staff involved in scientific research, mainly through projects and partnerships **(M5)**. Staff indicated that work is underway to build a portfolio of modules to be taught in Italian, meanwhile in some departments there are already existing programmes taught in Italian. The review team affirms as a positive step towards the internationalization of the UCR the ongoing work to provide study programs offered entirely in the Italian language **(M5, M8)**. **(Annex I, Standard IV.15)**
- 4.15 UCR conducts annual evaluations of scientific results and presents them in the Annual Analysis of the institution and faculties **(Evidence 8, 70)**. This is an indicator, which has developed a measurement system applied by all faculties. So far, the transfer of scientific results arises in two main targets: involving young researchers in research groups and secondly, through partnerships with business communities and professional entities, which provide opportunities for scientific transfer. For a more effective process and relation of the knowledge gained with the practice, UCR collaborates closely with the businesses and

economic or social local institutions, creating close contacts and relations through signed agreements. Regardless of actual engagements from the staff of UCR, a higher need is to increase the efforts to be included in joined national projects and beyond **(M8)**. (*Annex I, Standard IV.16*)

Findings

Good practice

The review team did not identify any good practice.

Weaknesses

The review team identified the following weakness:

- Regardless of actual engagements from the staff of UCR, they do not represent high references in publishing scientific research papers in international scientific journals with Impact Factor. (*Annex I, Standard IV.12*)

Recommendations

The review team made the following recommendation:

- The staff of UCR need to increase the efforts to publish scientific research papers in international scientific journals with Impact Factor. (*Annex I, Standard IV.12*)

Affirmation of action being taken

The review team identified the following action in progress:

- The review team affirms as a positive step towards the internationalization of the UCR the ongoing work to provide study programs offered entirely in the Italian language (*Annex I, Standard IV.15*).

Judgement

The standards for Scientific/Artistic Activity and Innovation are, **Substantially met**.

Evaluation Area 5: Students and their Support

- 5.1 UCR implements procedures for admission and transfer of students based on Law no. 80/2015 "On Higher Education and Scientific Research in Higher Education Institutions in the Republic of Albania", its Statute, and Regulations. **(Evidence 1, 2)** The criteria and procedures for study programme admission are defined through the Basic Units' proposal and approval of the Academic Senate **(Evidence 32)** which guarantees equal opportunities for all candidates through a transparent process of evaluation and selection of applicants. Admission of first year students is also coordinated by the 'U-Albania' portal. For some special categories such as Albanian students from Kosovo, North Macedonia, etc., national minorities, youth with orphan status, and persons with special abilities dedicated quotas are provided **(M3, M4, M8)**. Students are informed on the general and special criteria of their study programme from the moment of enrolment. UCR has 53 full time pedagogues **(Evidence 11)** who teach during the academic process for 465 students in all study programs, in the ration one pedagogue/8 students, an indicator of the qualitative teaching process. Regarding the professional practices and labs, RUC fulfills the respective state standards **(Evidence 11, SER p34, M3, M4)**. **(Annex I, Standard V.1)**
- 5.2 Students at the beginning of the academic year are assigned a mentor and each professor in the first class introduces the syllabus including the recommended literature **(M3, M6)**. This is done through the academic staff **(Evidence 86)** as well as the Career Office, which is at the constant service of advising students, offering a wide range of informational and training activities **(Evidence 19)**. Students are guided by the lecturers on the necessary literature in the first hour of each subject, presenting the syllabus with the mandatory and additional literature. In addition to the formal tutoring process, daily lecturer and student contact provides further opportunities to support and facilitate the progress of first-cycle students. Specific mentoring is provided for first-year bachelor students to support their development and to advise on future employment opportunities. Students in their daily activity are advised, oriented, and assisted by the secretary and the academic staff **(M3, M4)**. **(Annex I, Standard V.2)**
- 5.3 UCR has prepared a guide for students and at the beginning of each academic year students are informed about the academic calendar, administrative structure, student exchange, social life, student clubs and other topics. **(Evidence 42, M3, M4)** The information process is done also through communication in the personal e-mail domain of the institution **(Evidence 47)** web page of the institution **(Evidence 45)** Teachers' portal **(Evidence 48)**, social media **(Evidence 46)** secretariat office. (SER p35) The Head of Alumni and Career Office aids in orienting and developing the professional career of students and they organize continues meetings for student career counselling. **(M3, M4, M5)** This office maintained contact with graduates through the Alumni Network and different public and private companies for the internship of students, curricula development and employment opportunities for current students and alumni. **(Evidence 29, 26)** UCR cooperates with companies that offer different trainings and organises work and study fairs. **(M3, M4, M9)**. Students are provided with a personal account to use the system for scheduling and information about curricula, assessments, schedules, and exams. Personal files for each student are maintained by faculty secretaries **(M5)**. **(Annex I, Standard V.3)**

5.4 UCR supports the involvement of students in Student Association, in cultural, sports and volunteer activities by supporting their participation in activities (**Evidence 1 Article 97**). Student Councils is functional and students perform their activities independently (**M3, M4**). Students are part of the governing bodies within all various levels of the institution. Through various meetings, it was declared to the review team that students are involved in decision-making, in the collegial bodies of the UCR and represented in the Academic Senate. Students are active in the social and cultural life of the institution, being an active part of the activities organized by UCR or by students themselves (**Evidence 18**). (*Annex I, Standard V.4*)

5.5 The career counseling office provides students the Student Guide. (**Evidence 29**) Also, together with the departments it organizes at the beginning of the academic year Orientation Week where students receive important information about the University, support services, study programme advice, academic skills development, activities, clubs, and the benefits of student life (**Evidence 30**). They introduce students to university facilities, for example, auditorium, secretary, library and IT services, lecturers, and the courses they will take during the first year (**M3, M4, M5, M7**). In addition, students are informed about exam sessions, assessment methods, and rights and obligations in the first hour of their course (**M3, M4**). The Career office holds trainings fairs, forums, seminars etc. (**Evidence 19**) serves as a communication bridge between the students and the potential organization for their employment. The office of career counseling is included in the promoting campaigns of the institution, related to the study programs offered, the informative and counseling activities for students or the creation of the brochures or informative leaflets (**Evidence 42, SER p 35**). Departments provide support for students of all study cycles in relation to the realization of professional internships as well as supervision on degree thesis for each cycle (**M3, M4, M5**). In addition, academic staff have timetabled periods for tutoring students (**M5**). (*Annex I, Standard V.5*)

5.6 UCR provides appropriate levels of support for defined social categories. Policy and procedure are focused mainly on exemption or reduction of tuition fees for specific students and takes full account of Ministry requirements and expectations, in supporting the students that come from marginalized social levels or special disabilities are mainly financial aid, partial or full exemption of the study fees (**Evidence 65**). The faculties are equipped with the necessary facilities to help students with special needs. (**Tour visit**) Students through the student councils make requests for needs for various social and sports activities, which are supported financially by the institution (**Evidence 18, 98, M3, M4**). UCR supports cultural and sport activities organized by students in collaboration with the academic staff (**Evidence 18**) in the function of the quality improvement of student life and setting bridges between students and the staff. As stated by the students themselves, their activities are supported financially by the institution (**Evidence 87, M3, M4**) some as innovative ideas for activities such as book club, etc. (*Annex I, Standard V.6*)

5.7 Students are offered basic literature (lectures, textbooks, electronic) for each course of the first and second cycle study programmes according to the criteria within the Regulations. Supporting the teaching and scientific activity there are currently about 2351 book titles (**Evidence 11, SER p.36**), mainly Albanian and foreign language textbooks, available to students and academic staff. This literature is from recent years, in accordance with the

UCR offered curricula found in the online catalog on the web-page www.unireald.edu.al/bibloteka/. Literature is the result of the realization of the funds budgeted for this item (purchase of books) planned in the last 3 years. The library has a space of 200 m² and its opening hours are from 8:30 a.m. to 4:30 p.m. Also, the institution has made available to students and academic staff the online library: Books for doctors and Publications for doctors (**M5**) The library provides training to assist students in searching for and finding academic information online. Students noted satisfaction with the availability of texts and indicated that if printed texts are unavailable the information would be searched for online (**M3, M4, M5**). The review team affirms that the UCR should make continuous efforts for improvement of digital teaching aids, taking in consideration comprehensive technological development. (*Annex I, Standard V.7*)

5.8 Professional internships are undertaken in public and private institutions and businesses, according to student preparation and profile under the supervision of the lecturer assigned by the relevant departments and responsible persons at respective institutions (**M3, M4, M9**). The tracking of employed students is done through the Alumni Carrier office which operates the statistical database records (**Evidence 26**). In addition, the University through cooperation agreements with private companies as well as with public institutions has conduct professional practices for students in order to enable them to recognize the services, policies and problems of the external environment (**Evidence 60**). The employed number of the graduated student is 301 from 326. Academic staff contributes to the employment of graduates through references and recommendations forwarded to various institutions (**M7**). (*Annex I, Standard V.8*)

5.9 Career Office also maintains constant contact with graduate students, even after the completion of their studies, to follow their employment progress those who are employed and to offer employment opportunities, career counselling for those who are not yet employed as well as to assist them in entering and adapting to the labour market. The contacts with ex-students are used as feedback for the study programmes too. (**M5, M9**). (*Annex I, Standard V.9*)

Findings

Good practice

The review team did not identify any good practice.

Weaknesses

The review team did not identify any weaknesses.

Recommendations

The review team makes the following recommendation:

- The review team affirms that the UCR should make continuous efforts for improvement of digital teaching aids, taking in consideration comprehensive technological development (*Annex I, Standard V.7*)

Affirmation of action being taken

The review team did not identify any affirmation of action being taken.

Judgement

The standards for Students and their Support are, **Fully met**.

Evidence List

- List A:

List of evidences provided as part of self-evaluation documents, annex of SER. These evidences on EER are referred using the nomination Evidence1, Evidence 2., etc:

- Shkrese percjellese ne ASCAL nr. 240 prot. datë 16.09.2021.pdf
- Vetedëklarim i dokumentacionit.pdf
- RVB- Institucional. Datë 13.09.2022.pdf
- RVB - Evaluation Institutional - 13.09.2022. English.pdf

List in English

- Evidence no. 1. Statut of University College Reald.pdf
- Evidence no. 2. Regulation of College University Reald.pdf
- Evidence no. 3. Regulation of Medicine Faculty.pdf
- Evidence no. 4. Regulation of the Academic Senate.pdf
- Evidence no. 5. Regulation of the Ethics Council.pdf
- Evidence no. 6. Regulation of the first cycle Bachelor in "Physiotherapy".pdf
- Evidence no. 7. Regulation of the Integrated Second Cycle Program "Master of Sciences" in "Pharmacy".pdf
- Evidence no. 8. Annual academic, research and financial report 2020-2021.pdf
- Evidence no. 9. Development Strategy 2016-2021.pdf
- Evidence no. 10. Development Strategy.pdf
- Evidence no. 11. General Information Data (GID).pdf
- Evidence no. 12. List of decisions of the Academic Senate.pdf
- Evidence no. 13. List of decisions to the board of administration.pdf
- Evidence no. 14. List of agreements with Institutions of Higher Education.pdf
- Evidence no. 15. List of international activities.pdf
- Evidence no. 16. List of cooperation agreements for student and staff mobility.pdf
- Evidence no. 17. The procedure of employment in KUR. (Concrete Example).pdf
- Evidence no. 18. List of activities to the students.pdf
- Evidence no. 19. List of trainings for employment and learning in KUR.pdf
- Evidence no. 20. List of diploma topics distributed in the study program of the II Cycle MSc. in Finance and Financial Markets.pdf
- Evidence no. 21. Practice folder of the study programme Bachelor in Phisioterapi.pdf
- Evidence no. 22. The practice package of integrated study program of MSc. Dentistry.pdf
- Evidence no. 23. The structure of the learning process. Academic year 2021-2022.pdf
- Evidence no. 24. Curriculum offered at Faculty of Medical Sciences (Msc. Pharmacy dhe Bsc.Physiotherapi).pdf
- Evidence no. 25. The curriculum offered at Faculty of Economics (Bsc. Management).pdf
- Evidence no. 26. Statistical data of ALUMNI.pdf
- Evidence no. 27. Regulation of Examinations.pdf
- Evidence no. 28. Secretary Regulation.pdf

- Evidence no. 29. Regulations of the Office of Counseling for Careers.pdf
- Evidence no. 30. Transfer procedures.pdf
- Evidence no. 31. Employment contract-type (partial and full time).pdf
- Evidence no. 32. Drafting practice and approval of the criteria admission of students.pdf
- Evidence no. 33. Archive Regulations.pdf
- Evidence no. 34. Thesis model exam and intermediate exam.pdf
- Evidence no. 35. Regulation of Internal Quality Assurance (NJSBC).pdf
- Evidence no. 36. Questionnaire for students and staff.pdf
- Evidence no. 37. Certificate for fire protection and salvation..pdf
- Evidence no. 38. Act-Permit Sanitary.pdf
- Evidence no. 39. Certificate for proof of ownership of the real estate property of of KUR.pdf
- Evidence no. 40. List of auditors and its premises of KUR.pdf
- Evidence no. 41. Organisational Structure of KUR.pdf
- Evidence no. 42. Informative Brochure.pdf
- Evidence no. 43. Accreditation Report (COVER).pdf
- Evidence no. 44. Institutional and program accreditation orders.pdf
- Evidence no. 45. Print screen of the Reald University webpage.pdf
- Evidence no. 46. Print screen in Facebook (KUR).pdf
- Evidence no. 47. Print screen of Communication Network.pdf
- Evidence no. 48. Professor portal of the university.pdf
- Evidence no. 49. Print screen of ASCAL webpage.pdf
- Evidence no. 50. Print screen of the notification category for the students and the public.pdf
- Evidence no. 51. Senate decision approving the Statute.pdf
- Evidence no. 52. Decision of the Senate Academician for the approval of some changes in IAL Statute.pdf
- Evidence no. 53. The practice of decision making of the Ethics Council.pdf
- Evidence no. 54. Institutional Decision-making practice (concrete example).pdf
- Evidence no. 55. Model Protocol of the Board Meeting.pdf
- Evidence no. 56. Report 2020-2021 (NJSBC).pdf
- Evidence no. 57. Action plan for the improvement derived from the SWOT analysis.pdf
- Evidence no. 58. Market study of programs in the field of health.pdf
- Evidence no. 59. Completing the Recommendations of the Decision no. 93, dated 20.10.2017, of the Accreditation Board, or institutional accreditation.pdf
- Evidence no. 60. List of cooperation agreements for implementation of professional practices.pdf
- Evidence no. 61. Agreements list of cooperation between public and private institutions.pdf
- Evidence no. 62. List of the international activities in which Reald University College Staff has taken part..pdf
- Evidence no. 63. List of foreign lecturers and guests.pdf
- Evidence no. 64. The Professors workload for the academic year 2021-2022.pdf
- Evidence no. 65. Decision of the Board for Scholarships.pdf
- Evidence no. 66. Agenda of visits in High Schools for students' information.pdf
- Evidence no. 67. Scientific Research Budget 2020-2021.pdf

- Evidence no. 68. Lista of Social Activities for the staff.pdf
- Evidence no. 69. List of Scientific Bulletins published at UCR.pdf
- Evidence no. 70. Assessment model by the Head of the Department, for the staff.pdf
- Evidence no. 71. Commission for evaluating the files of applicant professors.pdf
- Evidence no. 72. Department Request for part-time staff recruitment.pdf
- Evidence no. 73. Drafting and approval of the draft- budget.pdf
- Evidence no. 74. List of didactic tolos.pdf
- Evidence no. 75. List of UCR Movable Assets.pdf
- Evidence no. 76. Data model for matriculation.pdf
- Evidence no. 77. The practice of dividing the teaching.pdf
- Evidence no. 78. Application form to join EAPF.pdf
- Evidence no. 79. Study on tourism in the South Region.pdf
- Evidence no. 80. Plan veprimi i NJBSC.pdf
- Evidence no. 81. Artikuj shkencor të botuara nga stafi akademik.sq.en.pdf
- Evidence no. 82. Lista e aktivitetëve promovuese për stafin akademik.sq.en.pdf
- Evidence no. 83. VKM no. 650, datë 14.09.2011 dhe Leje aktiviteti e MAS no. 564, datë 22.11.2011.sq.en.pdf
- Evidence no. 84. Shkresë përcjellëse dhe Cover i Statutit të ri.sq.en.pdf
- Evidence no. 85. Regulation of the Research Center.pdf
- Evidence no. 86. List of students according to the teacher responsible.pdf
- Evidence no. 87. Example of financial support for students activity.pdf
- Evidence no. 88. Example of financial support for scientific activities.pdf
- Evidence no. 89. Example of fund allocation in the 2022 budget for air conditioners.pdf
- Evidence no. 90. Grupi i punës për hartimin e buxhetit per vitin 2022..sq.en.pdf
- Evidence no. 91. Annual Financial Report 2020.pdf
- Evidence no. 92. Lista e pedagogëve që kanë aplikuar për doktoraturë.sq.en.pdf
- Evidence no. 93. Print screen i faqes web të MAS..pdf
- Evidence no. 94. Print screen of RASH website.pdf
- Evidence no. 95. Print screen of U-albania website.pdf
- Evidence no. 96. Property Act.pdf
- Evidence no. 97. Tutorial Regulations.pdf
- Evidence no. 98. Concrete example of financial support to an fun scivity for the staff.pdf
- Evidence no. 99. Summer Schools by KUR.pdf
- Evidence no. 100. List of Scientific conferences.pdf

List in Albanian

- Evidenca nr. 1. Statuti i KUR.pdf
- Evidenca nr. 2. Rregullore e pergjithshme e KUR.pdf
- Evidenca nr. 3. Rregullore e Fakultetit SHM.pdf
- Evidenca nr. 4. Rregullore e Senatit Akademik.pdf
- Evidenca nr. 5. Rregullore e Këshillit te Etikës.pdf
- Evidenca nr. 6. Rregullore e Programit Bsc. Fizioterapi..pdf
- Evidenca nr. 7. Rregullore e Programit Msc. Farmaci..pdf
- Evidenca nr. 8. Raporti vjetor mësimesor kërkimesor dhe financiar i KUR- viti akademik 2020-2021..pdf

- Evidenca nr. 9. Strategji Zhvillimi 2016-2021..pdf
- Evidenca nr. 10. Strategji Zhvillimi 2021-2026.pdf
- Evidenca nr. 11. General Information Data (GID).pdf
- Evidenca nr. 12. Lista e vendimeve të Senatit Akademik.pdf
- Evidenca nr. 13. Lista e vendimeve të Bordit Administrativ.pdf
- Evidenca nr. 14. Lista e marreveshjeve me Institucionet e Arsimit te Lartë.pdf
- Evidenca nr. 15. Lista e aktiviteteve ndërkombëtare..pdf
- Evidenca nr. 16. Lista e marrevshjeve per Mobilitetin e stafit dhe studenteve. Shembull konkret.pdf
- Evidenca nr. 17. Procedura e punësimit në KUR.pdf
- Evidenca nr. 18. Lista e aktiviteteve të studentëve - Akademike dhe Kulturore..pdf
- Evidenca nr. 19. Lista e trajnimeve per punesimin dhe aftesimin e studenteve..pdf
- Evidenca nr. 20. Lista e temave të diplomës te shpërndara në programin e ciklit II. Msc. Finance dhe Tregje Financiare.pdf
- Evidenca nr. 21. Paketa e praktikës së riorganizimit të programit të studimit Bachelor ne Fizioterapi.pdf
- Evidenca nr. 22. Paketa e praktikës së riorganizimit të programit të integruar të ciklit të II. Msc. Stomatologji.pdf
- Evidenca nr. 23. Struktura e procesit mësimor në KUR - viti akademik 2021-2022.pdf
- Evidenca nr. 24. Kurrikula e ofruar në FSHM - në programet Msc. Farmaci dhe Bach. në Fizioterapi.pdf
- Evidenca nr. 25. Kurrikula e ofruar në Fakultetin e Ekonomisë - programi Bachelor në Menaxhim.pdf
- Evidenca nr. 26. Të dhënat statistikore të ALUMNI-t.pdf
- Evidenca nr. 27. Rregullore e Provimeve.pdf
- Evidenca nr. 28. Rregullore e Sekretarisë.pdf
- Evidenca nr. 29. Rregullore e Zyrë së Këshillimit për Karrierë.pdf
- Evidenca nr. 30. Procedurat për transferimin e studentëve (Shembull konkret)..pdf
- Evidenca nr. 31. Koptrate pune -Tip. Me kohë të plotë dhe të pjesshme..pdf
- Evidenca nr. 32. Praktika e hartimit dhe miratimit të kriterëve të pranimit të studentëve në KUR.pdf
- Evidenca nr. 33. Rregullore e Arkivës.pdf
- Evidenca nr. 34. Tezë provimi përfundimtar dhe i ndërmjetëm- Model testi.pdf
- Evidenca nr. 35. Rregullore e NJSBC.pdf
- Evidenca nr. 36. Pyetësor për studentët dhe stafin - Modele pyetësorësh.pdf
- Evidenca nr. 37. Certifikatë për mbrojtjen nga zjarri dhe shpëtimin.pdf
- Evidenca nr. 38. Akt-Leja higjeno-sanitare.pdf
- Evidenca nr. 39. Certifikata për vërtetim pronësie të pasurisë së paluajtshme të KUR.pdf
- Evidenca nr. 40. Lista e auditorëve dhe ambienteve të KUR.pdf
- Evidenca nr. 41. Organigrama e KUR.pdf
- Evidenca nr. 42. Broshurë informuese.pdf
- Evidenca nr. 43. Raport i akreditimit Institucional. Cover..pdf
- Evidenca nr. 44. Urdhra të akreditimit institucional dhe të programeve.pdf
- Evidenca nr. 45. Print screen i faqes web të KUR.pdf
- Evidenca nr. 46. Print screen i faqes Facebook të KUR.pdf

- Evidenca nr. 47. Print screen i komunikimit të brendshëm.pdf
- Evidenca nr. 48. Linku i portalit të pedagogut.pdf
- Evidenca nr. 49. Print screen i faqes web të ASCAL.pdf
- Evidenca nr. 50. Print screen i njoftimeve për studentët dhe publikun.pdf
- Evidenca nr. 51. Vendim i Senatit Akademik për miratimin e Statutit të KUR.pdf
- Evidenca nr. 52. Vendim i Senatit Akademik për miratimin e disa ndryshimeve në Statutin e IAL.pdf
- Evidenca nr. 53. Praktika e vendimmarrjes së Këshillit të Etikës.pdf
- Evidenca nr. 54. Praktikë e marrjes së vendimeve institucionale (shembull konkret).pdf
- Evidenca nr. 55. Model Protokolli i një mbledhje e Bordit të Administrimit.pdf
- Evidenca nr. 56. Raport vjetori i NJSBC (2020-2021).pdf
- Evidenca nr. 57. Plan veprimi për përmirësimin e pikave të nxjerra nga analiza SWOT.pdf
- Evidenca nr. 58. Studim Tregu për programet e studimit në fushën e shëndetësisë..pdf
- Evidenca nr. 59. Plotësimi i rekomandimeve të Vendimit nr. 93, datë 20.10.2017, të Bordit të Akreditimit, për akreditimin institucional ..pdf
- Evidenca nr. 60. Lista e marrëveshjeve të bashkëpunimit për Praktikën Profesionale.pdf
- Evidenca nr. 61. Lista e marrëveshjeve të bashkëpunimit me institucione publike dhe private.pdf
- Evidenca nr. 62. Lista e aktiviteteve ndërkombëtare ku ka marr pjesë stafi i KUR. (Shembull konkret).pdf
- Evidenca nr. 63. Lista e lektorëve të huaj dhe të ftuar.pdf
- Evidenca nr. 64. Ngarkesa e pedagogëve për vitin akademik 2021-2022 (model).pdf
- Evidenca nr. 65. Vendim i Bordit të Administrimit për Bursat.pdf
- Evidenca nr. 66. Axhenda e vizitave në Shkollën të Mesme për informimin e maturantëve.pdf
- Evidenca nr. 67. Buxheti i Kërkimit Shkencor 2020-2021 në KUR.pdf
- Evidenca nr. 68. Lista e aktiviteteve sociale për stafin.pdf
- Evidenca nr. 69. Lista e Buletineve Shkencore të botuar në KUR.pdf
- Evidenca nr. 70. Model vlerësimi nga Shefi i Departamentit për stafin.pdf
- Evidenca nr. 71. Komisioni për vlerësimin e dosjeve të pedagogëve aplikantë.pdf
- Evidenca nr. 72. Kërkesë e Departamentit për rekrutim stafi me kohe të pjesshme.pdf
- Evidenca nr. 73. Hartimi dhe Miratimi i Draft-Buxhetit.pdf
- Evidenca nr. 74. Lista e mjeteve didaktike në KUR.pdf
- Evidenca nr. 75. Lista e aseteve të luajtshme të KUR.pdf
- Evidenca nr. 76. Model të dhënash për matrikullim.pdf
- Evidenca nr. 77. Praktika e ndarjes së ngarkesës mësimore.pdf
- Evidenca nr. 78. Formular Aplikimi për tu anëtarësuar në EAPF.pdf
- Evidenca nr. 79. Studim mbi turizmin në Rajonin e Jugut.pdf
- Evidenca nr. 80. Plan veprimi i NJSBC.pdf
- Evidenca nr. 81. Artikuj shkencor të botuara nga stafi akademik.pdf
- Evidenca nr. 82. Lista e aktiviteteve promovuese për stafin akademik.pdf
- Evidenca nr. 83. VKM nr. 650, datë 14.09.2011 dhe Leje aktiviteti e MAS nr. 564, datë 22.11.2011.pdf
- Evidenca nr. 84. Shkresë përcjellëse dhe Cover i Statutit të ri.pdf
- Evidenca nr. 85. Rregullore e Qendrës Kërkimore.pdf

- Evidenca nr. 86. Lista e studentëve sipas pedagogut kujdestar.pdf
 - Evidenca nr. 87. Shembull i mbështetjes financiare të një aktiviteti studentor.pdf
 - Evidenca nr. 88. Shembull mbështetje financiare stafi për aktivitete shkencore.pdf
 - Evidenca nr. 89. Shembull i alokimit të fondit në buxhetin e vitit 2022 për blerjen e një Kondicioneri.pdf
 - Evidenca nr. 90. Grupi i punës për hartimin e buxhetit per vitin 2022..pdf
 - Evidenca nr. 91. Raporti Vjetor Financiar 2020.pdf
 - Evidenca nr. 92. Lista e pedagogëve që kanë aplikuar për doktoraturë.pdf
 - Evidenca nr. 93. Print screen i faqes web të MAS.pdf
 - Evidenca nr. 94. Print screen i faqes web të RASH.pdf
 - Evidenca nr. 95. Print screen i faqes web të U-albania.pdf
 - Evidenca nr. 96. Akt Pronësie e ambienteve universitare.pdf
 - Evidenca nr. 97. Rregullore e Tutoratit Studentor.pdf
 - Evidenca nr. 98. Shembull konkret për mbështetje financiare të një aktiviteti argëtues të stafit.pdf
 - Evidenca nr. 99. Shkollat Verore të organizuara nga KUR.pdf
 - Evidenca nr. 100. Lista e konferencave shkencore.pdf
- **List B: Meetings held during the visit**

Meetings are referred to throughout the report using the abbreviation M1, M2, etc

M1: Review team meet with the Institutional Coordinator.

M2: Review Team meet with the Rector.

M3: Review team meet with a sample of first-cycle students.

M4: Review team meet with a sample of second-cycle students.

M5: Review team meet with a sample of support/administrative staff.

M6: Review team meet with the Institutional Coordinator.

M7: Review team meet with a sample of teaching staff.

M8: Review team meet with senior university managers.

M9: Review team meet with external partners and alumni.

M10: Review team meet representatives of the Internal Quality Assurance Office.

M11: Review team meet with the Self-evaluation team.

M12: Review Team meet with the Rector to summarize the major lines of enquiry and related matters pursued during the review.

- **List C: Charts,Source: Information prepared based on data reported by UCR**

Chart No. 1.

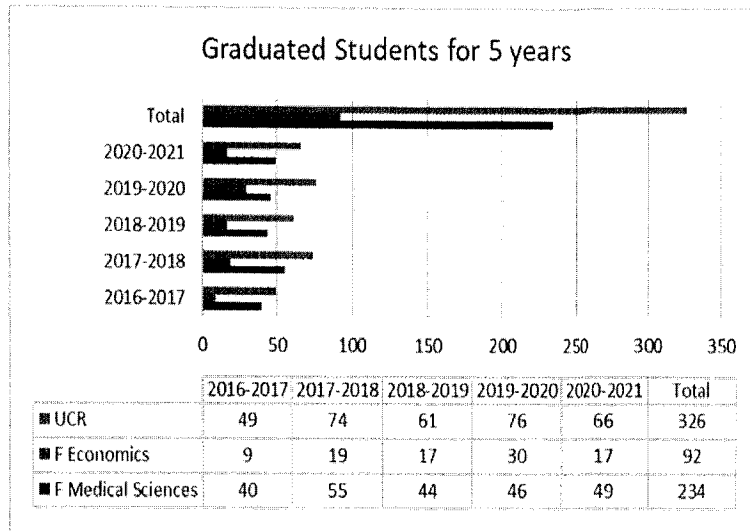


Chart No.2.

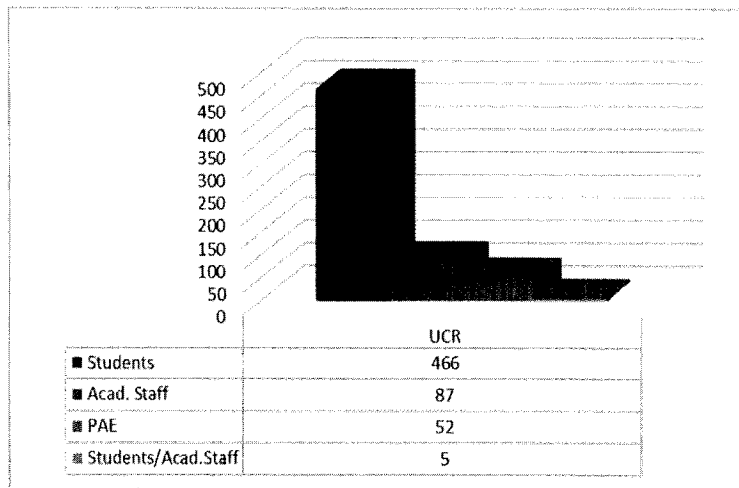


Chart No. 3.

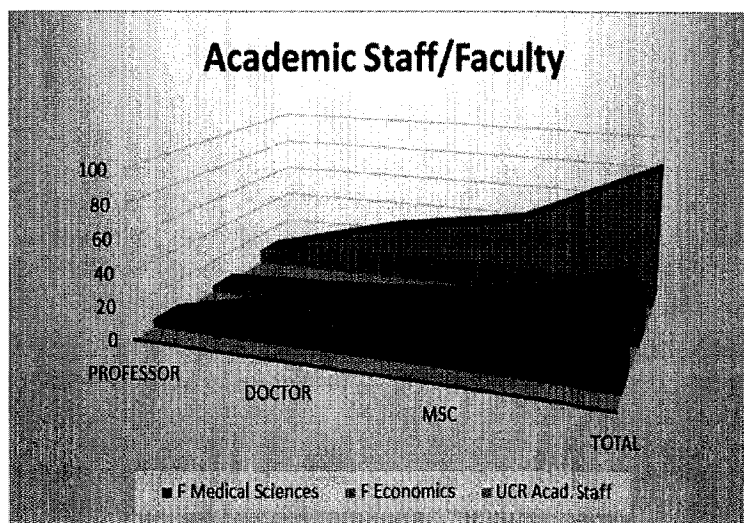


Chart No. 4.

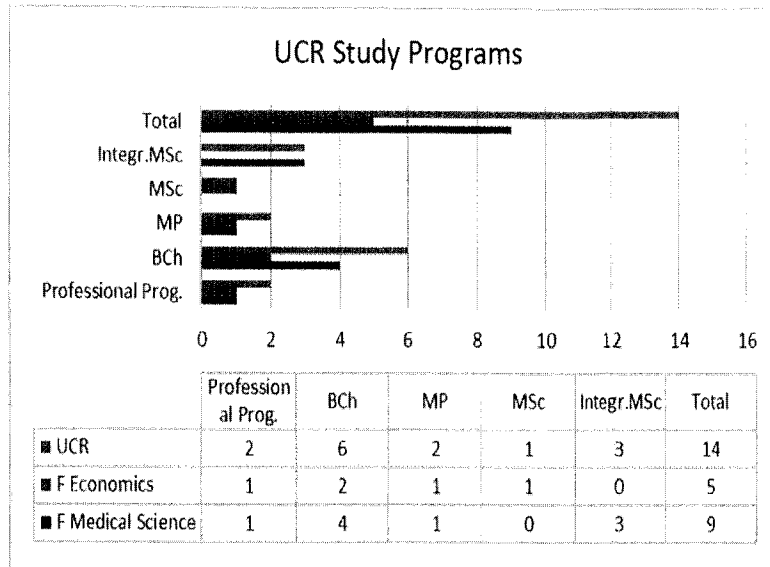


Chart No. 5.

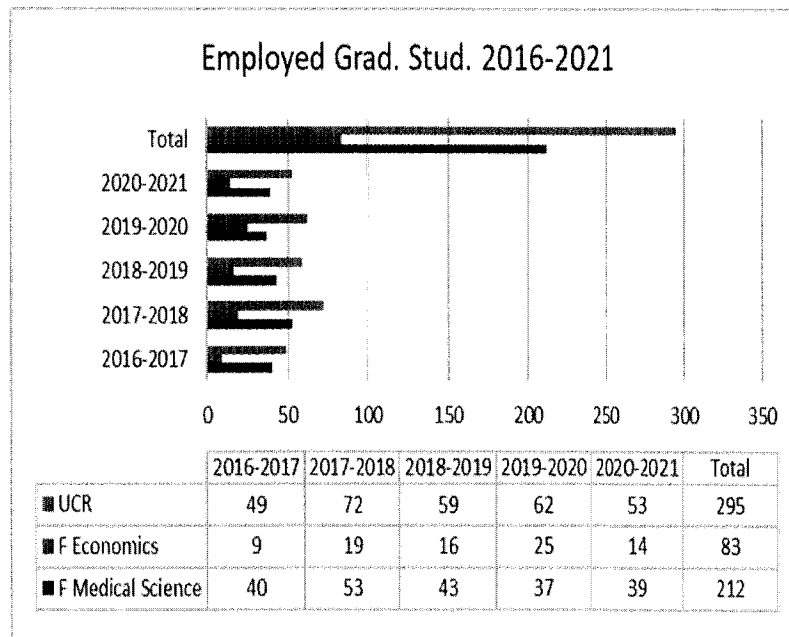


Chart No. 7.

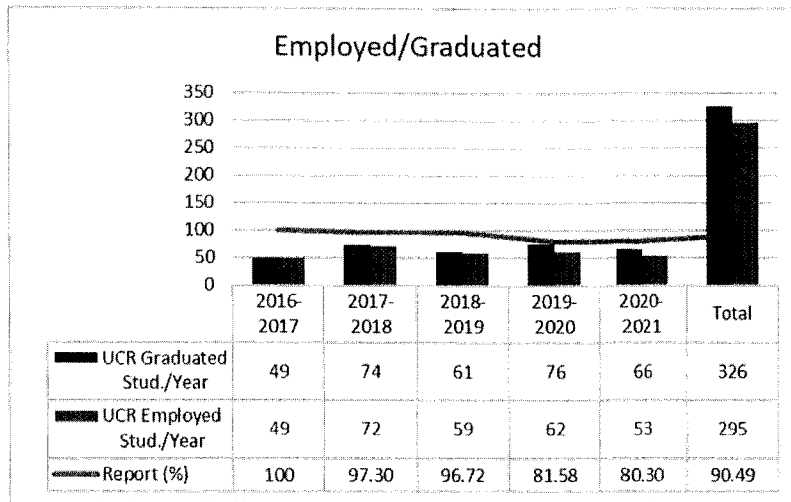


Chart No. 8.

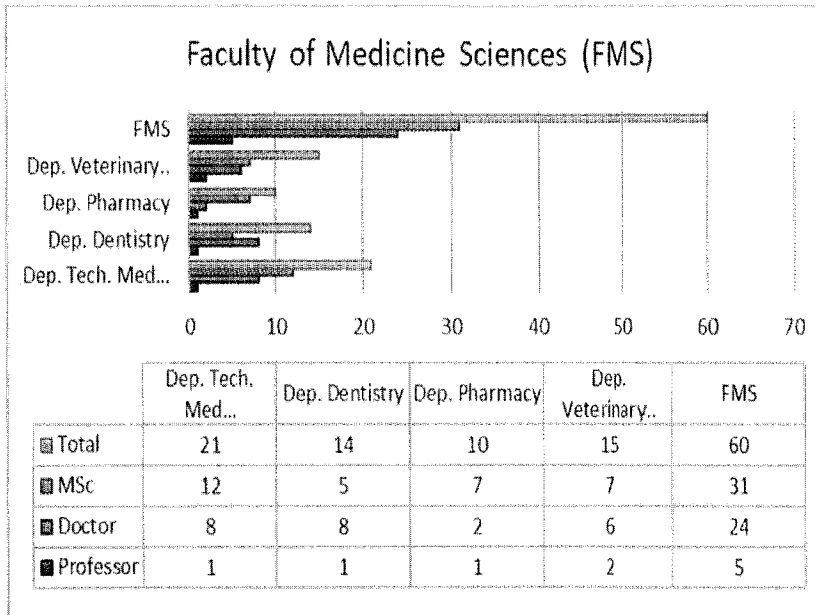
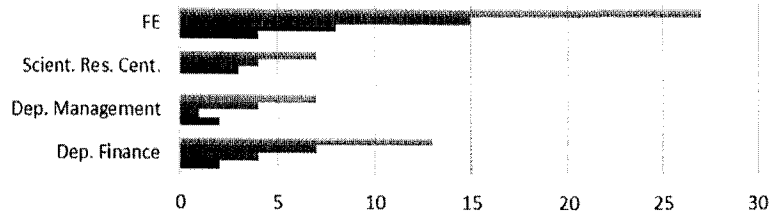


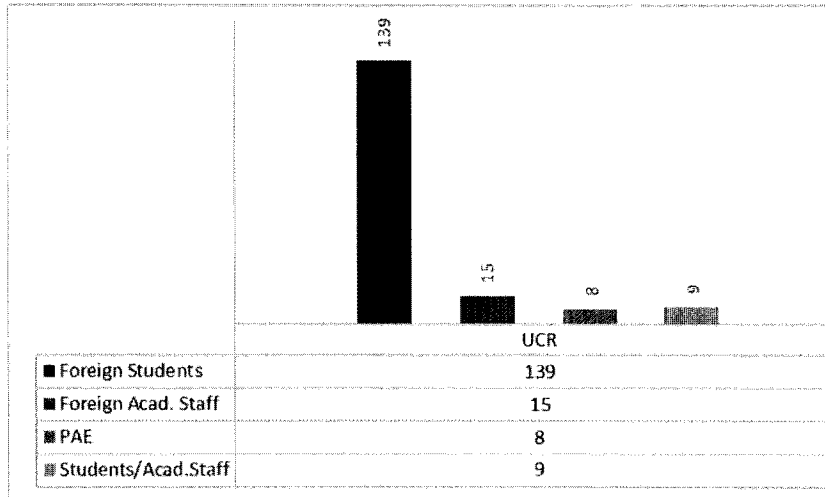
Chart No. 9.

Faculty of Economics (FE)



	Dep. Finance	Dep. Management	Scient. Res. Cent.	FE
Total	13	7	7	27
MSc	7	4	4	15
Doctor	4	1	3	8
Professor	2	2	0	4

Chart No. 10.



	UCR
Foreign Students	139
Foreign Acad. Staff	15
PAE	8
Students/Acad. Staff	9