



“IVODENT” ACADEMY

INSTITUTIONAL STRATEGIC DEVELOPMENT PLAN

2018-2023

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1. INTRODUCTION

This strategy presents a summary of the strategic planning process carried out at Ivodont Academy for the period 2018 -2023. The document explains in detail the steps and how the actors involved in the process will achieve the expected results in the short, medium and long term.

The document presents the current situation of the Academy and illustrates the common strategy of sustainable development, which was selected by the Student Community, academic and administrative personnel.

The Strategic Plan does not claim to be exhaustive and may be subject to continuous improvement at any time, thereby reflecting potential developments in the field of higher education and academia, as well as eventual changes in the legal framework for higher education. Overall, this document represents a summary of what resulted from the process of discussing the institution's development plan, which was the basis of the strategic planning program. Consequently, it is an open, all-inclusive and changeable document.

If necessary it can be updated, always through the involvement of the entire community of students, lecturers, administrative personnel and their associates. The governing bodies of the Academy should use this document as a memorandum and as a guide for the gradual implementation of coordinated development projects in the institution and beyond.

Involvement in the design and implementation of the “Ivodont” Academy’s Strategic Development Plan (hereinafter Strategy), guarantees the continuity and development of the institution for the future years.

2. STRATEGY DESIGNING METHODOLOGY

The development strategy is considered as an analysis and evaluation process, consistently followed by continuous monitoring, reporting and improvement procedures.

Its design is based on these main goals:

- a.** Consolidation of the “Ivodont” Academy according to a short-term development plan:
 - Financial consolidation and improvement of infrastructure capacity;
 - Increasing the quality of academic activities;
 - Creating a positive work and learning environment;
 - Developing study programs and enhancing academic capacity;
 - International collaboration and partnership in the context of internationalization;
 - Partnering with dentistry professionals, the business and the community.

- b.** Mid-term and long-term development of the academy, according to a plan that guarantees sustainable development of the institution, not only for the foreseen period, but for the following years.
 - Ensuring sustainable development of the institution;
 - Orientation to other fields, opening of new units and study programs:

- Developing advanced research, innovation and scientific research.

The Academy began the process of drafting the Strategy with a presentation of this initiative to the academic personnel, academic support staff, during the meetings where were provided the guidance materials for the development of this plan, highlighting its purpose and the instruments to realize it.

All stakeholders were involved in an information process about the importance of drafting this strategic document, the methodology including bottom-up approaches to identify issues and prioritize strategic interventions.

It came to fruition the identification of target groups that would be involved in a broad process of consultations in departments and other units, including stakeholder groups that directly or indirectly influence the development policies of the Academy and naturally became active part of the discussion and consultation on development priorities in line with the trends in dentistry, national developments, etc.

This document is compiled by a working group set up by the Rector of the Academy. All information and data was provided with input from the internal structures of the institution. The strategic forecasts were drawn up on the basis of the analyzes, which are then finalized in the following document.

In drafting the document, the working group has taken into account the legal changes, the development history of the Academy, the current state of higher education in the national and international context, the opportunities for sustainable development of the Academy.

The need for new developments and the high competition between public and private institutions necessarily determined the need to:

- review the academy's development scenarios;
- review the existing priorities;
- draft new priorities based on the current status of the new higher education law.

This new vision of higher education, also imposed by the market demand, the globalization that the country is heading towards, brings the need to develop a new strategic plan that will embody this vision for the coming years.

The strategy was designed based on this analysis, with the main aim of improving the quality of all the activities that the Academy performs. The policies and operational measures proposed as part of this strategy, steer the institution towards fulfilling existing objectives, as well as designing new objectives in line with the dynamic pace of its development.

The strategy is designed with a view to the long-term sustainable development of the institution, as well as to the objectives of the academic, administrative units following a bottom-up approach in a comprehensive process of academic, non-academic personnel and students, detailed in strategic development lines, action plans for each strategic line and concrete projects coupled with appropriate financial planning to implement them.

This strategy aims to create institutional values that will enrich the academic and institutional

infrastructure in general.

For its implementation, a series of activities need to be implemented, which will lead to the desired product. Implementation of this document requires great efforts at all levels, long implementation time and substantial and continuous funding. In this aspect, for its best implementation, cooperation is needed between the managing authorities of the academy, the academic personnel, the academic-support and administrative personnel.

The correct implementation of a long-term development strategy aims to consolidate the institution in all of its functional parameters by guaranteeing long-term sustainable development and high academic quality, in line with higher education quality standards.

Although its implementation is foreseen for a period of 5 years, its impact will be long lasting as it provides a proper basis for the functioning of the institution for the years to come.

3. SHORT-TERM DEVELOPMENT STRATEGY, CONSOLIDATION OF THE “IVODENT” ACADEMY

For the development of an institution's development strategy, many aspects related to its history, the path it has passed, past difficulties and achievements must be taken into account. In this regard, the academy has gone through several stages of development to reach the present stage of development as an institution of higher education.

The beginnings of the “Ivodont” Academy date back to 2003 under the name "Ivoclar Vivadent & Partners Shpk", in 2016 it changed its name to "Ivodont Shpk" and has been operating continuously since this year until now.

“Ivodont Shpk” main activity is the education of dental laboratory specialists. In the years 2010-2016 this activity was carried out through the Higher Education Institution Private Professional College "Ivoclar Vivadent & Partners", and after reorganization under the Law 80/2015, through the “Ivodont” Academy. Subject “Ivodont Shpk” is registered in the Court of Tirana as a Juridical Person based in Tirana.

The activity of the institution in the field of higher education is closely related to the preparation of technicians in the field of health, and related techniques and materials, for Albanian or foreign students. Organizing vocational training courses, seminars, dental training courses for Albanian or foreign nationals.

The mission and objectives of the college and then the academy are:

- Preparation of senior specialists in the field of dentistry and dental laboratories;
- Preparation of senior specialists in the field of oral health, offering a first cycle study program specializing in dental technique;
- Performing applied research in the field of dental techniques;
- Providing services in the field of dental techniques;
- Conducting scientific research and making publications mainly, in the field of medicine;
- Conducting specialization courses, short and long term training and qualifications for students and interns of the institution and abroad;

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- Implementation of various projects and collaborations at home and abroad to promote the institution in the national and international arena;
- Continuous qualification of students and their support even after completion of studies, in accordance with labor market requirements;
- Collaboration with other educational institutions, private and business, national and abroad, not only for the realization of the high-level study program, but also for the creation of opportunities and employment opportunities for future students;
- Offering mutual programs with other institutions, up to the issuance of mutual and/or dual degrees.

In 2014 the Ivoclar College, after the examination, suspends the activity from the Ministry of Education, until some of the shortcomings observed during the evaluation process conducted by this institution are fulfilled.

For two years the institution was committed to filling in the recommendations and shortcomings noted. At the same time, during this period, after constant consultations and support from the founding society, the transition from University College to the Academy was decided with the aim of offering all three cycles of study and establishing an elite institution in the field of higher education.

The Academy has managed over the years to have a consistent and reliable profile of an institution, which in its history carries some important achievements that serve as a guarantee for its further development for the years to come:

- Staff experience of the Academy since 2004;
- The leadership and management skills acquired during these years;
- Successful collaboration with the companies Ivoclar-Vivadent AG (Liechtenstein), BEGO GmbH (Germany), Rhein 83 (Italy), Renfert GmbH (Germany), etc., with their contribution to teaching, equipment, didactic materials, modern technology and contemporary materials;
- The specific field of activity and the increasing orientation towards technology and innovation in medicine and dentistry;
- Applying academic standards in teaching, vocational training, research etc.;
- Certification from foreign partners and companies provided to students during their study years, gives them the opportunity to apply for employment in foreign countries after graduation;
- The employment ratio of over 90% of students who have completed higher education at our institution and have been employed at home and abroad, is indicative of the level of academic and professional preparation of students that this institution graduates from.

Based on these achievements, the academy already aims at new developments in the field of teaching and research, such as the need for economic and social development, new developments in higher education and the new objectives of the institution as an academy.

In order to achieve the new objectives foreseen by this strategy, the process is quite complex and difficult and goes through several phases that are under development or will be developed within the foreseen period.

- ***Infrastructure development***

The “Ivodont” Academy has been operating in the 2017-2018 academic year in rented facilities, that meet the needs of the academy (currently usable area is about 11 m²/student). The school buildings are located in the center of Tirana, and are suitable not only for the academic process, but also fulfill the parameters required for the preservation of dental materials and equipment. The facilities for academic and administrative personnel, academic and administrative support staff, meet the appropriate requirements for the development of the teaching process in accordance with quality standards and criteria.

Only during the academic year 2018-2019, with the support of the society, the academy will make a series of investments, which will improve the infrastructure and capacity to 20%.

The Academy has a very modern laboratory infrastructure. However, investments in this area will continue as the profile of the program offered by the academy is largely based on laboratory practice.

It is planned to build 2 new laboratories enabling the application of digital techniques in dentistry. During 2018-2019 the institution's library and computing lab will be renovated and the space for personnel and students will be increased.

Although the current environments in which the academy operates and functions are of high quality and meet the needs of the institution, in the long run the aim for its further development is to increase the waiting capacity for personnel and students, in proportion to the increase in the number of personnel.

In this way, it is foreseen to be used for the needs of the academy, some premises near the institution which will be adapted to the demand of the new study programs.

The priority in infrastructure development will be the development of new laboratories focused on the science of dental materials, simulation and the use of new innovative techniques that today's technology enables.

These improvements will be carried out in collaboration with key partners and supporters that the academy currently has.

- ***Consolidation of study program and vocational courses***

Since its establishment as a college and then as an academy, the institution has had as its philosophy the qualitative preparation of graduating students. The main purpose of the activity so far has been the high professional training of dental technicians. To achieve this goal, the institution has maintained a very high profile of student preparation by accepting a limited number of students in the first year.

The academy has fully achieved this goal, as shown by the statistics available to the institution regarding the ratio of students graduated and employed over the years.

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The Academy offers a first cycle program of study "BSC Higher Dental Technique". Although the program has established several years of experience and has been consolidated, it needs to be reviewed and improved in relation to the fulfillment of the legal obligations arising from the new acts implementing LAL 80/2015.

Reorganization of syllabuses, division of educational activities, etc., will be subject to activities that the institution will carry out in the context of consolidation of the study program.

During the 2018-2019 academic year, departments in collaboration with academic personnel, plan to review syllabuses in accordance with DCM 41 and update the information they carry.

Study program formation activities will be carefully organized into basic training disciplines, program characteristic training disciplines, similar and/or integrative formative disciplines with characterization disciplines, student-selected formative disciplines, language learning training activities foreign, computer skills, internship or internship, graduation thesis preparation, such as observing the percentage distribution of each set of subject credit formation and credit disciplines.

The program the academy offers is very specific and as such is intended to maintain the profile it currently has, as results show that its content guarantees the maximum development of students completing this study program.

The Academy has several years of experience in the professional development of students and professionals.

Offering programs in the form of continuing education and training courses is very important in the careers of medical professionals. Some of the programs will be restructured in collaboration with partners based on the needs analysis that professionals have.

The profile of these training programs will be revised so that they are reorganized in the short term in the form of a university study program, professional or scientific master.

Meanwhile, within the medium and long term development of the academy, within the academic year 2018-2019, studies and analysis will be carried out regarding the development of new areas towards which the academy aims to orient in the future as part of its development strategy. At the end of this analysis, an analytical report will be drafted which will be reviewed by the Academic Senate and will determine the action plan for the opening of new study programs, vocational training programs etc.

The policy of mid-term and long-term academy development is to move to a diverse didactic, offering a variety of inclusive study programs, that meet the demands of students and the labor market and enable flexibility in pursuing other study programs.

Realization of the short-term objectives and consolidation of the current program will serve to open new programs in all three study cycles, in line with the mission and vision of the academy. The Academy does not offer mutual study programs with other national HEIs or abroad, although there have been efforts and initiatives in the context of collaborations with international partners that have not yet been finalized.

This objective will be part of the institution's mid-term and long-term development strategy for the coming years.

- ***Improving academic and administrative capacity***

The "Ivodent" Academy currently consists of one main unit and three basic units. The study

program and its workload are broken down by departments according to the approved curricula. The study program and annual work time planning of the academic personnel is organized in order to harmonize standardized teaching, research and institutional support and formalized at the beginning of the new academic year between the academic staff and the faculty leader.

Given the total workload per hour and the low number of students, the academy best covers the needs of this study program with the academic and administrative personnel.

Improving the quality of teaching has been a constant priority of the institution and for this reason academic personnel with the necessary qualifications have been engaged over the years.

One of the difficulties facing the institution (originally the college) and currently the academy is the fulfillment of the legal obligation to hire 21 full-time academic personnel in one main unit (7 per department, whose non-completion also resulted in the suspension of two college freshman).

Given the fact that the institution offers only one study program and that the institution's policies have been to accept a low number of students, the employment of 21 full-time teachers is beyond the financial reach of the institution.

Although MASR has consistently sought understanding of the reduction in the mandatory number of full-time staff, it has not been able to finalize it with an institutional agreement between the academy and MASR as defined by the LAL.

In this context, fulfilling the legal obligation to hire full-time academic staff as determined by the LALs in difficult financial position of the institution and therefore in the short term development plan of the institution, signing an agreement with MASR to reduce the number of staffing will be the main goal to be achieved within the 2018-2019 academic year. The agreement will assist the institution in its long-term development and sustainability.

Signing agreement with MASR does not mean violation of academic standards of teaching and research.

The institution itself is committed to meeting these standards at the appropriate level, by hiring full-time and part-time staff with degrees and degrees.

Quality assurance of teaching is a top priority and will be guaranteed from the first year of implementation of this strategy.

The institution following its tradition, in addition to hiring part-time academic personnel from in-country institutions, will also hire foreign personnel. For the academic year 2018-2019, it is envisaged to be part of the Academy foreign teachers and technicians, who will be invited to lecture or conduct laboratory sessions.

The commitment will be the same for the recruitment of academic and administrative support personnel, so that the academic process runs smoothly.

In the long-term development plan, with the launch of new study programs and increasing student numbers, the institution aims to increase the number of academic and quality personnel and at the same time support continued development.

- ***Improving teaching, didactic infrastructure and research***

The study program is offered on suitable terms and in accordance with national and international

higher education standards. The Academy provides high quality conditions for all students and academic personnel with all facilities. At the end, students who have fulfilled all study program obligations are provided with the relevant diploma, which is an official document. Even in the short-term development plan, the main aim is to guarantee the quality of teaching in accordance with the State Standards and the Quality Code.

During 2018-2019, the academy will develop an evaluation of the performance of academic and academic support personnel in relation to the qualitative implementation of the study program, not only in terms of teaching, but also in research, qualification and intellectual contribution to the institution.

Part of the analysis of the institution will be self-assessment to identify problems and address them as a process of continuous improvement of the institution. Also, the academy encourages development, dynamism and research by focusing on internationalizing research, defining priority areas of scientific research, and implementing research priorities.

In the short term, the Academy will be oriented towards scientific research, not only as a legal obligation arising from its current status, but to create a clear profile of a dynamic institution pursuing a clear scientific research activity in relation to its capacities.

At the beginning of the academic year 2018-2019 will begin the organization of the annual workload for academic staff as well as for scientific research activity and for the development and transfer of technology or creative academic personnel. The policy of inclusion in research projects will also continue.

Despite the low number of academic personnel and students, the academy will pursue a policy favorable to the mobility of academic personnel engaged in scientific research. In support of the short-term development plan, it is foreseen to be sent for further qualifications in Germany.

Meanwhile, part of the academic personnel of the academy are foreign lecturers, which will enable the promotion of mobility of the personnel and students in international institutions, for research and teaching activities for a limited period of time.

In terms of improving teaching methods and supporting infrastructure, they are constantly improving.

- ***Increased student support***

The admission of students to the “Ivodent” Academy is realized based on articles 74, 76 and 78 of Law no. 80/2015, “On Higher Education and Research in Higher Education Institutions in the Republic of Albania” as well as on the criteria and criteria proposed by the basic units and approved by the Academic Senate of the Institution.

The Academy is based on contemporary teaching according to international standards and comprehensive student development programs, sanctioning this as part of its mission. The Academy takes every initiative to meet the requirements as part of the right to study at all three levels, despite currently offering only the first cycle of study.

The institution is selective in admission standards and specifically aims to locate and accept potentially quality students. This does not mean that the institution will apply a closed-door policy, but a steady increase in the number of students will in no case be detrimental to quality but will be gradual, below 300 until 2024.

Informing prospective students is accomplished in many ways, using social media, technology, websites, various fairs, direct gymnasium meetings, and more.

In the short-term development plan, the academy aims to prepare the host capacity infrastructure for students, which will enable their numbers to gradually increase over the coming years. Due to the small number of students, the Academy has constant contacts with students studying at the institution. This enables real-time information on any issues or concerns each of them may have. The institution pursues student support policies by providing various forms of student support such as employment in the institution, lab and other activities that the academy organizes.

Their support is guaranteed by the statute and regulation of the institution and this policy will continue in the future.

4. MEDIUM-TERM AND LONG-TERM STRATEGIC DEVELOPMENT PLAN OF THE “IVODENT” ACADEMY

As stated above, the vision and strategy for institution development are based on the structure of the Academy's history, human and financial resources, partnerships with public and private institutions, consultations with all stakeholders of the institution. The mid-term and long-term strategy is based on fundamental principles of sustainable institutional development that will enable the establishment of a model higher education institution in our country.

- ***The vision***

The Academy was created to serve the knowledge, education and welfare of the Albanian society and as such is an asset that its capacity aims to serve the society.

The institution prioritizes the future and development of the Albanian society as a whole and education in particular. The development of the institution is inevitably linked to the country's macroeconomic and social development and as a result, its vision and development strategy has been drawn up as an integral part of the country's development for years to come.

In the field of education and health, the Academy has its vision to be an important part of development by contributing to the preparation of professionals of high academic, professional and scientific standards with the opportunity to compete in the world market, in the development of academic research and creative work..

For the following years the institution has the vision of taking on the role of a leading institution in the field of dental sciences and beyond. The Academy aims to become a reference system for these aimed at professionalism and quality in this field of study.

The main principles of this vision are:

- Respect for the individual and giving equal opportunities;
- Integration into the dynamic life of the country and beyond;
- Integrity in adhering to the highest ethical standards in the personal and professional conduct of every actor and factor that is part of the academy;
- Responsibility, liability, transparent management and accountability;
- Freedom of thought and action, support for new ideas and forms of expression;

- Equality of appreciation and merit;
- Quality education, innovation and research;
- Investing in students and staff;
- Empathy and desire in improving society and in the personal development of community members;
- Sustainability in preserving and protecting national values.

The vision of the Academy is built on the loyalty and commitment of all stakeholders of the institution including those who finish their studies one day. In this context, the institution has as its strategic vision the implementation of inclusive policies and equal opportunities for those that serve the institution and the country responsibly.

- ***The mission***

“Ivodont” Academy as a non-public institution of higher education, autonomous in decision-making in accordance with the applicable legal and sub-legal basis, has as its primary mission the provision of university and vocational education, research and research activities and the support of professional careers for students and researchers in accordance with the scope of action.

The Academy aims to be an Institution in service of the highest human values, promoter of technological developments and innovations in the field of medicine.

We aim to form and train promising students, quality professionals in line with labor market trends, professionals and scientists in the service of dynamic developments not only in the national context, but also in the European context and beyond, crossing any barrier regarding their social, economic, cultural or ethnic background.

The realization of this major mission is made possible by focusing more on these key pillars:

- *Teaching and studying:*
The Academy aims to be an active institution in the implementation of knowledge, generating creative ideas and promoting science in our country, through contemporary teaching according to all national and international standards, European standards, the Bologna Declaration and the Albanian Qualification Framework.
- *Institutional profile:*
Establish a clear institutional profile in the development of medical education and science by designing in close collaboration with partners and stakeholders for its further development in line with the objectives of country development, globalization, science and technology globally.
- *Educating values:*
To play a decisive and dominant role in educating civic and democratic values for the integration of Albanian society into European society.
- *Scientific research:*
To develop the highest standards for basic and applied scientific research with strong economic and social impact in the region while respecting authorship and intellectual

property.

- ***The infrastructure.***

Create a modern, innovative, environmentally friendly, barrier-free infrastructure by providing a full suite of integrated services to students, academic staff and the community as a whole, by effectively utilizing financial resources. Cooperation / partnership. Build sustainable partnerships with public, private institutions, the media, civil society, business organizations and other stakeholders to meet the standards of teaching, institutional strengthening and territorial development.

- ***Internationalization research***

To create a sustainable profile at the international level by working towards internationalizing the institution in the field of teaching and research not only by collaborating with current partners in the field, but by pursuing an open institution policy aimed at supporting other European institutions.

Quality assurance and standards. To respect and develop high quality academic work in accordance with European Community ESCO standards.

- ***Social inclusion and responsibility***

The Academy will aim to create an integrated service package to create an enabling and conducive study environment for all students with limited financial opportunities, with individual and family social problems. The Academy will provide effective and impactful public and community services, comprehensive programs of assistance to marginalized social groups.

5. MAIN STRATEGIC LINES

The Academy's potential development scenarios over the next 5 years are the result of a detailed analysis of the current situation, the assessment of realistic opportunities, their compliance with current national policies on inclusive education, and the global trend of sustainable development.

- ***Mid-term and long-term development scenarios:***

These scenarios do not stand alone, but are closely linked as are the features of an institution and its development sectors. Therefore, scenarios can also be developed simultaneously, in an integrated and complementary way, to achieve a more diverse development.

In accordance with the development scenarios set out above by the stakeholders consulted at

the Academy, the strategic lines for each development scenario have been determined in full compliance with the objectives for sustainable development. Strategic lines clearly set the priorities for each development scenario by detailing the development scenario from a methodological point of view. Strategic guidelines and action plans will be developed on the basis of strategic lines drawn up and approved.

The Academy's development scenario in the next 5 years its internationalization through the creation of sustainable international partnerships, the intensification of the short and long term mobility program of students and lecturers, the enhancement of the quality of research by promoting joint research in areas of international interest, creating an enabling environment for participation and organization of international scientific conferences of students and lecturers, expanding cooperation with international organizations by providing professional technical assistance in the areas of regional socio-economic development.

- *International collaboration*

- Membership in international university networks and not only with the aim of promoting the Academy internationally, but at the same time increasing capacity thanks to the exchange of information with global elite universities.
- Strengthening international collaboration where the academy is currently active and has reciprocal exchanges.
- Identifying new partners to collaborate in the next 5 years whose contribution will further enhance quality in line with teaching standards, curricula, innovative academic and administrative staff training capacities.
- Analysis of the signed International Agreements and their re-negotiation in accordance with the institutional priorities and common interest of cooperation. Periodic analysis of the academy's product and benefits and review of pending deals.
- Agreements signed for the establishment of joint research centers focusing on both framework agreements and those signed within the implementation of joint research and development projects.
- Sustainable partnerships for international project applications under European Community funded programs including IPA CBC Cross-Border Cooperation Programs, Adrijon, Med Balkan, Med Modular, Horizon 2020, Erasmus.

- *International study programs and long-term mobility*

- Identify the actual capacities of current academic staff to deliver new study programs of all three study cycles, including doctoral studies with international partners.
- Opening of international programs in fields of interest for Albanian and foreign students.
- Develop a long-term strategy for attracting international academic staff by providing specific employment contracts and teaching flexibility.
- Generating mutual study programs in all three cycles with Universities where there is a matching program and teaching load for each subject.

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- Signing of Cooperation Agreements with prestigious Universities taking into account the teaching capacity, the teaching infrastructure, the cultural and social diversity.
- Signing of new Cooperation and Partnership Agreements with leading universities in the European area for joint applications under Erasmus + (KA2) programs, Horizon 2020.
- Internationalization of curricula by aligning them with the curricula of the study of European universities.
- Creation of an international evaluation system according to EC's ESCO standards, which facilitates mobility and recognition of diplomas at European level.
- Creating a complete package of education (international program) and integrated services (accommodation+entertainment) for international students to develop long-term mobility at the Academy.
- Encouraging students and academic staff to apply and develop long-term international mobility at European Universities and beyond.
- Designing short-term international programs or international training programs of interest to students and academic personnel.
- Creating Summer School Programs by creating opportunities for socialism and cultural exchange among young people.
- Inclusion of student youth organizations in the International Youth Exchange Program and the international volunteering program through the accreditation of the Academy as a host and sending institution for youth.

- *Mutual scientific research*

- Involvement of academic personnel and students in mutual international scientific research activities.
- Designing financial incentive policies for students and academics to attend international scientific conferences.
- Creation of mutual scientific research centers creating an environment conducive to international researchers.
- Organizing international conferences in partnership with prestigious European Universities.
- Publishing of scientific works of students and lecturers in prestigious scientific journals with high impact factors.
- Collaborate with international organizations such as UNDP, World Bank, GIZ, and other organizations operating in the Albanian territory and beyond to provide expertise in conducting scientific studies on territorial development.
- Organizing International Student Conferences focusing on youth perspective on sensitive issues of global society.

- *Institution of technology generation*

The Academy will focus on the effective use of ICT in its management and organization

system, by perfecting the teaching and control process through the application of innovative teaching methods (e-learning, e-classroom), the admission process, registering and providing services to students through upgrading the UMS system, expanding the target group of students through offering online study courses, creating a modern infrastructure with high quality broadband internet service, effectively utilizing energy resources, promoting a sustainable waste treatment system; creating an environmentally friendly infrastructure environment.

- *Innovative teaching methods*

- Independence - Changing the role of the student from the consumer to the provider, from the role of a teacher to a knowledge transfer to an intelligent mentor educator.
- Motivation - Switching from standard text-based learning to learning based on creative problem solving based on an individual assessment process.
- Adaptive education process offering flexibility in the education system and a personalized learning experience based on individual career preferences, moving from concept of measure knowledge to individualized knowledge based on student's ability to learn.
- An open marketplace for educational offerings based on Cloud education services with access to open systems where public, private, individuals, scientists have a space to share their scientific contribution in the function of teaching and knowledge transfer.
- Avant-garde technological infrastructure to have unlimited access to open education systems that offer unlimited learning opportunities regardless of place and time guaranteeing multiple education options.

- *Quality services through technology*

- Use of information technology to provide complete information on admission and enrollment procedures, costs of education, organization and management of the Academy.
- Using mobile applications so that students have constant access to information and communication with academic and administrative personnel.
- Improvement of the management system by providing more opportunities for student-lecturer interactivity, not just focused on the system of registration, partial or final exam evaluation, but also on personalized discussion spaces according to the student's interests.
- Improving the academy information system by adding a service package for students, in particular for non-resident students and international students. For the latter, the service package should include the practice to be followed for obtaining residence permits at immigration offices, complete information on accommodation, transport and any other relevant information.
- Improvement of the on-line management system by real-time contacting the administrative staff with the academic staff, avoiding verbal and written communication for routine problems related to the teaching process and normal activity carried out by

departments and faculties.

- *Modern infrastructure*
 - Quality communication network in all facilities accessible to students, lecture rooms, relaxation facilities, accommodation facilities, library.
 - Advanced cloud system with unlimited access for students and academic personnel.
 - Modern laboratory facilities, easily accessible by students and lecturers, equipped with the latest tools of laboratory analysis, experiments and design.
 - Modern laboratory equipment, not only in the field of dentistry for vocational training, but also technology and simulations for enabling distance services.
 - Autonomous power system through installation of solar panels in buildings and accommodation structures and efficient operating regime.

The Academy will aim to become a leading institution in vocational training in line with European standards.

Meeting these standards requires revising the current study program to fit labor market requirements in the national and European context, revising and improving the teaching process based on professional competence creation through the use of interactive methods that foster creativity and critical thinking and not just text-based knowledge.

This process in itself, will require first of all the increase of the level of academic personnel, its continuous training in internationally recognized institutions on competency-based teaching methodology.

Students, graduates, academic and administrative staff will be involved in an intensive training and qualification program respecting the process of LLL (Life Long Learning). National and international trainings in institutional collaboration with international partners will be part of the continuing professional training package, which will be reflected in the annual training plan of the academic and administrative staff of the Academy.

Graduation, value of diploma earned in the labor market and employment will be our main challenge in the next 5 years. Collaboration with business through institutional arrangements each serve as an effective mechanism to identify labor market needs for certain professional figures.

To ensure continued quality, the academy will invest in training academic and administrative staff not only in enhancing their didactic and teaching skills but also in managerial, communication and professional ethics.

All of these will:

- increase the value of the diploma in the labor market by increasing the level of skills acquired during the education period;
- create an efficient student tracking system upon completion of studies, create a detailed database;
- conduct structured scientific research to assess the value of a diploma in the labor

- market with reference to payment in the first year of employment;
- guarantee knowledge, skills and competencies that will be of benefit to graduates for employment and career development.

6. CONCRETE OBJECTIVES OF MEDIUM-TERM DEVELOPMENT (19-23)

OBJECTIVES OF INSTITUTIONAL ORGANIZATION

1. Developing and strengthening academic and professional identity for the fields of study covered by the academy.
2. Consolidation of the faculty as the main responsible unit of the institution for academic development.
3. Strengthen links with the labor market through the Career Office for more information on job requirements and opportunities.
4. Assistance and support for the academic advancement of the academy personnel.

OBJECTIVES OF STUDY PROGRAM DESIGN

1. Qualitative, quantitative analysis of the national and international labor market for the possibilities of developing new study programs.
2. Opening of new second cycle study programs, Professional and Scientific Masters.
3. Opening of third cycle programs, 1 Executive Master in dental and doctoral sciences.
4. Continuous improvement and enrichment of the syllabuses.
5. Supporting students in objective thinking about the quality of programs and need of change.
6. Attention to changing labor market demands and the design of new study programs dynamically.
7. Selection of contemporary methodologies in designing new programs in line with the challenges of the country for international integration.

OBJECTIVES OF IMPLEMENTING PROFESSIONAL STUDY PROGRAMS

1. Analysis and verification of existing environments and new needs for implementation of new professional programs ranging from a few weeks to 2 years.
2. Investments in materials and laboratories for implementation of modern teaching methodologies.
3. Identify human resources that will support teaching and research.

OBJECTIVES OF INTERNATIONAL PARTNERSHIP

1. Implementation and activation of agreements with nation and foreign partner universities.
2. Focus on strategic partners and diversify relationships.
3. Membership and activation in international associations and organizations

to promote the profile of the academy internationally.

OBJECTIVES OF SCIENTIFIC RESEARCH

1. Increasing research activity in scientific departments and centers.
2. Increasing the number of publications of creative and scientific papers in international journals with impact.
3. Encourage and support the writing of monographs and books designed by the staff of the academic staff by profile.
4. Encouragement and motivation for research staff in solving social and economic problems of the region.
5. Better structuring of information on research and patenting and registration of scientific proposals with economic or social impact.

7. CONCRETE LONG-TERM DEVELOPMENT OBJECTIVES

The long-term strategy extends over the medium term and relies on the same objectives, emphasizing the continuity of the objectives above. The follow-up of future objectives will be based on periodic analysis of the implementation of the short and medium term strategy. In addition to the major objectives foreseen in the mid-term strategy, the long-term strategy aims at the final consolidation of the academy into the macro plan in all the parameters of its functioning.

Within a few years the academy will have consolidated programs in all three cycles of study, sustainable financial performance and a clear profile at national and international level.

The most important focus in the long run will be to increase research activity in departments and the science center in view of second cycle and doctoral programs. Increasing the number of publications of creative and scholarly work in international journals with the impact, encouraging and supporting the writing of monographs and books designed by academic staff in accordance with profiles will be at the forefront of scientific research activity. Designing research projects that provide other sources of funding will be a constant focus of the academy.

The academy will also pay particular attention to:

- Excellence;
- Diversity values;
- Social equality;
- Respect for scientific research and teaching;
- Continuous education;
- Regional and national ambitions.

In order to improve the quality of all the activities that the Academy performs, the policies and operational measures proposed as part of this Strategy steer the Academy towards the fulfillment of existing objectives as well as the development of new objectives in line with the dynamic growth of his development.

Concretely:

- Creating a Regional, National and International Profile and Reputation by 2022;
- Supporting new research and innovation to produce contemporary scientific knowledge and research results available to the public good and interest;
- Guaranteeing students a quality and sustainable training both scientific and professional based on a qualified and specialized pedagogical staff;
- Upgrading and modernizing scientific research infrastructure;
- Opening up the market for additional sources of funding for scientific research; through increased collaboration with sustainable business partners;
- Linking scientific research to teaching and disseminating research results as widely as possible;
- Promoting interdisciplinary and inter-university collaboration in scientific research at regional, national and international levels;
- Creating (and/or improving) new partnerships.

We think that the short, medium and long term objectives are achievable and with a significant impact on the consolidation of the institution. Implementation in concrete steps will be analyzed on the basis of the Annual Action Plan developed and implemented in accordance with this strategy.

Major or specific objectives may be subject to continuous change and improvement depending on the progress and development of the academy.

Every actor, factor and leader of the academy feels an integral part of it and is responsible for the implementation of the strategy, the impact it has on the long-term sustainable development of the institution.