REPUBLIKA E SHQIPËRISË

UNIVERSITETI I TIRANËS

Research Strategic Plan
Of the University of Tirana
(2018-2022)

This document was endorsed by the Academic Senate of the University of Tirana at the meeting held on ___.____ 2018

Tiranë, April, 2018

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Abbreviations

AS	Academic Senate of UT
AB	Administration Board
CCD	Center of Career development
CD	Communication Directorate
EC	Ethics Committee
ECR	European Charter for Researchers
ERA	European Research Area
FNS	Faculty of Natural Sciences
FE	Faculty of Economy
FHF	Faculty of History and Filology
FL	Faculty of Law
FSS	Faculty of Social Sciences
FFRC	Flora and Fauna Research Center
FLF	Foreign Languages Faculty
HRD	Human Resourses Directorate
ID	Information Directorate
IANP	Institute of Applied Nuclear Physics
IES	Institute of European Studies
JD	Judicial Directorate
MESY	Ministriy of Education, Sport and Youth
NSRTI	National Strategy of Research, Technology and Innovation (2017-2022)
UT	University of Tirana

1. A brief history of the University of Tirana

The University of Tirana was founded in 1957 and consisted of six faculties. The Pedagogical, Polytechnic, Economics, Medicine, Law Institute and the Institute of Sciences were merged in this institution. In 1967, its first campus was built giving the university a greater dynamism. Whereas,in 1977 after 22 years of its creation, the number of full time students reached up to 8880, half of which were females. It should be noted that 21368 students graduated in these first years, who later on were engaged in the most difficult sectors of the country's life. Many Albanian students studying in the best universities of the time as in the former USSR, Hungary, France, Sweden, Germany, Italy, etc.,had an impact in the university experience.

University of Tirana Today

The University of Tirana (UT) is the largest public university in the country. It stands out of all other public and private universities for the number, variety,and the individuality of the faculties, branches, courses and profiles of study, specialization and qualification. UT is currently composed of 6 faculties (main units), two research and development institutes (main units), one sports department subordinated to UT (special inter faculties unit),"Confucius" Institute depending on UT (special unit), as well as a brach in Saranda (UT separate units). Each faculty is composed of no fewer than 3 departments (basic units). The Saranda branch consists of two basic units (English Language and Business Administration departments).

One of the goals of the University of Tirana is its international recognition. The UT is a partner institution in several European Commission cooperation programs such as Tempus, Erasmus Mundus Action 2, IPA, namely: JoinEU-SEE, Basileus, Pacinno, Eureka, Tempus Interface. ERASMUS + mobility projects have benefited all UT structures, students, academic and administrative staff .

UT has also signed many cooperation agreements with various European and world universities and institutions. These framework agreements aim at academic and student exchanges, joint research programs, academic exchanges in publications, magazines, organization of various conferences, etc. UT is also a member of many foreign networks such as AUF, UNICA, UNIMED, CMU etc.

During the academic year 2017-2018, the full-time academic staff at the University of Tirana is made up of 740 members, belonging to the main and basic units as follows.

The Faculty of Law (FL) has three departments: the Department of Civil Law (made up of 15 members of academic staff of the professor category, 10 holding a scientific degree and one holding a Master); the Department of Criminal Law (made up of 12 academic staff of the professor category, 7 with scientific degrees and two holding a Master) and the Department of Public Law (made up of 11 academic staff members of the professor category, 12 with scientific degrees and three with a Master).

The Faculty of Natural Sciences (FNS) has 8 departments and one center: the Department of Chemistry (made up of 16 academic staff members of the professor category, 10 with scientific degree and four with a Master); the Department of Biology (made up of 16 academic staff members of the professor category, 8 with scientific degree and two with a Master); the Department of Biotechnology (made up of 6 academic staff members of the professor category, one with scientific degree and three with a Master); the Department of Physics (made up of 9 academic staff members of the professor category, 6 with scientific degree and 8 with a Master); the Department of Mathematics (made up of seven academic staff members of the professor category, 8 with scientific degree and three with a Master); the Department of Industrial Chemistry (made up of 8 academic staff members of the professor category, 6 with a scientific degree and four with a Master); the Department of Applied Mathematics (made up of five academic staff members of professor category, 7 with a scientific degree and five with a Master); the Department of Informatics (made up of three academic staff members of professor category, 9 with a scientific degree and 14 with a Master); Flora and Fauna Research Center (made up of 5 academic staff members of the professor category, 4 with a scientific degree and four with a Master).

The Faculty of Social Sciences *(FSS)* has 5 departments: Department of Philosophy (made up of 2 academic staff members of the professor category and 6 with scientific degree); Department of Political Science (3 members of academic staff of the professor category, 10 with scientific degree); Department of Pedagogy and Psychology (8 members of academic staff of the professor category, 17 with scientific degrees); Department of Politics and Social Work (14 members of academic staff of the professor category, 8 members with scientific degrees); Department of Sociology (made up of 4 academic staff members of the professor category, 6 with scientific degree and two with a Master).

The Faculty of History and Philology (FHF) is made up of six departments: the Department of History (10 academic staff members of the professor category, three with scientific degree and three with a Master), Department of Journalism and Communication (three academic staff members of the professor category,7 with degrees scientific and five with a Master), Department of Literature (10 academic staff members of the professor category, 8 with scientific degree); Department of Archeology and Cultural Heritage (three academic staff members of the professor category, one with scientific degree and three with a Master), Department of Geography (12 academic staff members of the professorship category, 8 with scientific degrees), Department of Language (13 academic staff members of the professor category, three with scientific degrees and two with a Master).

The Faculty of Economy (FE) has 6 departments:Department of Economics (17 academic staff members of the professor category, 12 with scientific degree and six with a Master); Department of Management (12 academic staff members of the professor category, 10 with scientific degree and eight with a Master); Department of Finance (12 academic staff members of the professor category, 10 with scientific degree and four with a Master); Accounting Department (7 academic staff members of the professor category, 5 with scientific degree and seven with a Master); Department of Marketing-Tourism (10 academic staff members of the professor category, 4 with scientific degree and four with a Master); Department of Statistics and Applied Informatics (14

academic staff members of the professor category, seven with scientific degrees and five with a Master).

The Faculty of Foreign Languages (FFL) has 6 departments: Department of English Language (10 academic staff members of the professor category, 33 with scientific degree and 8 with a Master); Department of Slavic and Balkan Languages (10 academic staff members of the professor category, four with scientific degree and fourwith a Master); Department of Spanish Language (one academic staff member of the professor category, six with scientific degree and two with a Master); Department of Italian Language (nine academic staff members of the professor category, 12 with scientific degree and four with a Master); Department of French Language (13 academic staff members of the professor category, nine with scientific degree and two with a Master); Department of German Language (one member academic staff of professor category, 12 with scientific degree and four with a Master);

The Institute of Applied Nuclear Physics (IANP) has three departments: the Department of Radiation Protection and Monitoring Networks (three academic staff members of the professor category, three with scientific degree and one with a Master); Department of Radiometry and Radiochemistry (two academic staff members of the professor category, five with scientific degree); Department of Instrumental Analytical Methods (two members of academic staff of the professor category, two with scientific degree and two with a Master).

The Institute of European Studies (IES) has three departments: the Department of European Legislation and Institutions (one member with a Master); Department of Politics and Governance in Europe one member with a Master); Department of Diplomacy and International Relations (1 academic staff member of the professor category).

The full-time Academic Staff of UT consists of **140** Professors, **169** Associate Professors, **292** PhDs and **13**9 Lecturers with a Master's Degree in Science (MSc). This qualified human capital is the strongest point of the University of Tirana and the guarantee for the successful implementation of this Research Strategic Plan in the next five years (For more information on the composition of full-time academic staff by categories and by gender see Table 1).

Table 1. Data on full time academic staff of UT (2017-2018 academic year)

UNIVERSITY OF TIRANA	TOTAL NUMBER OF UT ACADEMIC STAFF AND ITS MAIN UNITS			ACADEMIC STAFF ACCORDING TO CATEGORIES											
				Category "Professor"						Doctor			Lector (MSc)		
Faculty/Institution				Professor			Associate Professor								
	Altogether	Females	Males	Altogether	Females	Males	Altogether	Females	Males	Altogether	Females	Males	Altogether	Females	Males
UNIVERSITY	74	47	26	14	6	74	16	11	5	29	20	90	13	9	47

UNIVERSITY OF TIRANA Faculty/Institution	TOTAL NUMBER OF UT ACADEMIC STAFF AND ITS MAIN UNITS			ACADEMIC STAFF ACCORDING TO CATEGORIES											
				Category "Professor"						Doctor			Lector (MSc)		
				Professor			Associate Professor								
OF TIRANA	0	8	2	0	6		9	8	1	2	2		9	2	
Rectorate	2	0	2	1	0	1	1	0	1	0	0	0	0	0	0
Faculty of Natural Sciences	169	103	66	36	17	19	36	20	16	53	37	16	44	29	15
Faculty of Foreign Languages	138	103	35	19	11	8	24	18	6	71	54	17	24	20	4
Faculty of Economy	148	99	49	30	16	14	39	32	7	52	33	19	27	18	9
Faculty of History and Philology	88	48	40	25	10	15	24	15	9	28	16	12	11	7	4
Faculty of Law	75	46	29	16	9	7	23	14	9	31	21	10	5	2	3
Faculty of Social Sciences	77	49	28	10	2	8	20	16	4	43	29	14	4	2	2
The Institute of Applied Nuclear Physics	16	13	3	3	1	2	3	3	0	8	7	1	2	2	0
SarandaUT Branch	13	9	4	0	0	0	0	0	0	5	5	0	8	4	4
Physical education and sports department	13	6	7	0	0	0	0	0	0	1	0	1	12	6	6
The Institute of European Studies	2	2	0	0	0	0	0	0	0	0	0	0	2	2	0
Confucius Institute	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1

The UT is renowned for its rich research activity. Thus, only during the academic year 2016-2017, the main units of the University of Tirana have published 17 scientific monographs, over 100 scientific articles in national journals, over 280 scientific articles in international journals. The academic staff of the UT has presented over 130 scientific papers at national conferences and over 400 scientific papers at international conferences. In addition, during the academic year 2016-2017 UT has participated in 77 national and international research projects and has signed and benefited from 42 agreements with European universities under the Erasmus + KA1 program.

2. UT Mission and Vision

Mission

The research mission of the University of Tirana, as a public institution, is to create new knowledge and solutions for global issues to meet the needs of the society in the fields of social and natural sciences.

The University of Tirana aims to develop research in the service of freedom and diversity of ideas for the building and strengthening of the democratic society and the rule of law, for the enhancement of human well-being and dignity, carried out with legitimate and transparent activities.

The University of Tirana guarantees the free expression of scientific, cultural, political, syndical and religious ideas.

The University of Tirana develops its national and international research activity in the framework of its obligations of integrative character or in the course of the implementation of international agreements.

The University of Tirana conducts research in cooperation with local institutions and through international exchange of lecturers and students whileachievingits objectives and programs.
The University of Tirana becomes a member of permanent organizations , as well as taking part in temporary activities and organizations of higher education and research in the relevant field, at home or abroad.

The University of Tirana, in alignment with its research mission and in respectof the freedom of the individual, designs special programs and projects in accordance with the needs of different fields. It competes with these national and international projects to ensure funds forresearch, technology and culture.

The University of Tirana, in line with the country's development priorities, has the mission of preparing young researchers, thus contributing to the growth of democracy standards in the country.

The University of Tirana offers equal opportunities without any discrimination.
The University of Tirana contributes to the economic, social and cultural development at the national, regional and international level, as well as to strengthening of public and national security.

By means of this strategic plan, the University of Tirana aims to :
a) function as a leading educational and research center for the advancement of knowledge, creative ideas and science in higher education system and research of our country;
b) create and support the highest standards in the field of research;
c) place scientific research on sound financial grounds, creating the possibility of using legitimate sources of funding;
d) guarantee equal opportunities on the basis of merit;

e)be based on the principle of free competition among higher education institutions, academic staff and students;

f) promote gender equality.

Vision

The University of Tirana, through this research strategic plan, intends to become a leader of research, enabling the benefit of society at national and international level. During the period of the application of this research strategic plan, based on the long-standing traditions of the University in terms of academic freedom and autonomy, a research culture will be promoted , characterized bythe important role of innovation.

In addition, the University of Tirana aims to develop the ability to disseminate research knowledge and research results at national , regional and international level , providing significant contributions to policy-making and / or economic growth and contributing effectively to the cultural , social and economic life of the society.

The achievement of this research vision of the University of Tirana requires the following objectives to be reached:

Ranking
Increase rankings in the list of public and private universities.

Cooperation
Maximize inter disciplinary co-operation on emerging issues of national, regional and international importance between public and non-public structures, with regional and international instruments.

Impact
Maximize the impact of research on products that affect and change the life of the community as well as national, regional and international economic-social development.

Visibility
Perform high level research by bringing innovation and enabling university visibility through these researches and innovations.

Publication
Ensure access to information on the outcome / product of research and unconditional use of research data as well as public information.

3.The Principles on which the UT Research Strategic Plan (RSP) is based

The University of Tirana's research strategic plan relies on some of the principles that are universally accepted and explicitly expressed in the European Charter for Researchers(ECR):

The Principle of Research Freedom

Researchers should focus their research for the good of mankind and forexpanding the frontiers of scientific knowledge, while enjoying the freedomof thought and expression, and the freedom to identify methods bywhich problems are solved, according to recognised ethical principles

andpractices.Researchers should, however, recognise the limitations to this freedomthat could arise as a result of particular research circumstances (includingsupervision/guidance/management) or operational constraints, e.g. forbudgetary or infrastructural reasons or, especially in the industrial sector,for reasons of intellectual property protection. Such limitations shouldnot, however, contravene recognised ethical principles and practices, towhich researchers have to adhere.

Ethical research principles
Researchers should adhere to the international and national ethical principles as well as the accepted principles of the respective disciplines where they conduct their research.

The Principle of Professional responsibility
Researchers should engage in research in areas of benefit to society which does not duplicate research previously carried out elsewhere, which does not have plagiarism of any kind and abide by the principle of intellectual property and joint data ownership.In cases when a certain part of the research is delegated to another individual, the researcher should ensure that the person concerned has the research competence to carry it out, and that the person will abide to the abovementioned rules.

Principle of Professional attitude
Researchers should be familiar with the strategic goals governing theirresearch environment and funding mechanisms, and should seek all necessaryapprovals before starting their research or accessing the resourcesprovided.They should inform their employers, managers or supervisor when theirresearch project is delayed, redefined or completed, or give notice if it isto be terminated earlier or suspended for whatever reason.

Principle of legal and / or contractual obligations
Researchers at all levels must be familiar with the national, sectoral orinstitutional regulations governing training and/or working conditions.This includes Intellectual Property Rights regulations, and the requirementsand conditions of any sponsor or funders, independently of thenature of their contract. Researchers should adhere to such regulations bydelivering the required results (e.g. thesis, publications, patents, reports,new products development, etc) as set out in the terms and conditions ofthe contract or equivalent document.

Principle of Accountability
Researchers need to be aware that they are accountable towards theiremployers, funders or other related public or private bodies as well as, onmore ethical grounds, towards society as a whole. In particular,researchers funded by public funds are also accountable for the efficientuse of taxpayers' money. Consequently, they should adhere to the principlesof sound, transparent and efficient financial management and cooperatewith any authorised audits of their research, whether undertakenby their employers/funders or by ethics committees.Methods of collection and analysis, the outputs and, where applicable,details of the data should be open to internal and external scrutiny, whenevernecessary and as requested by the appropriate authorities.

Principle of good practice in research

Researchers should at all times adopt safe working practices in their research. These practices should always be in line with national legislation, including practices for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with thecurrent national legal requirements regarding data protection and confidentialityprotection requirements, and undertake the necessary steps to fulfil them at all times.

Principle of dissemination, exploitation of results
All researchers should ensure, in compliance with their contractual arrangements,that the results of their research are made known, disseminated and exploited by all persons interested and made accessible to the public.

Principle of relations with supervisors
Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings,obtaining feedback by means of reports and seminars, applying such feedbackand working in accordance with agreed schedules, milestones, deliverables, and/or research outputs.

Principle of supervision and managerial duties
Senior researchers should devote particular attention to their otherroles as supervisors, career advisors,project leaders, project coordinators,etc. They should perform thesetasks to the highest professional standards. With regard to their role asrole as supervisors or mentors of researchers, senior researchers should build upa constructive and positive relationship with the early-stage researchers,in order to set the conditions for efficient transfer of knowledge and for thefurther successful development of the researchers' careers.

Principle of continuing professional development
Researchers at all career development stages should seek to continually improve and update their professional skills and competencies.

For more information about the principles of the European Charter for Researchers, visithttp://www.akti.gov.al/.../KartaEuropiane_KodiSjelljesRekrutimin_Kerku...

4. The Purpose of drafting the RSP
The principles of the European Charter for Researchers and the Code of Conduct for Recruitment of Researchers, adoptedby the European Commission in 2005, Law No. 80/2015 on Higher Education and Research in the Republic of Albania, as well as the National Strategy for Research, Technology and Innovation-NSRTI (for 2017-2022 period) in the Republic of Albania require the universities and academic institutions at home review and develop their strategic plans pursuant these documents.

The University of Tirana, through this Research Strategic Plan, demonstrates its responsibility to contribute to sustainable development of the country by providing scientific products and services for its benefit, the welfare of society and the preservation of natural and cultural heritage.

The UT Research Strategic Plan serves as a guide to decision-making regarding institutional initiatives, distribution of financial and human resources according to the institution's development priorities. UT recognizes as the key to success in achieving research goals and objectives its academic staff, the students (of all three study cycles), as well as academic assistants and administrative staff. We appreciate the creativity of the researchers and we will continue to create an environment that inspires the imagination, the ingenuity and productivity of our researchers.

5. The main objectives of scientific research at the University of Tirana

This plan is based on the five main pillars (strategic goals), which are closely linked to enhancing the quality of research at UT, which is nationally and internationallyrecognised, with its quality and impact, as well as its orientation towards the country's development needs . These five pillars or strategic goals are:

1. Qualitative recruitment and career development based on merit and competition: "Targeting Excellence!"
2. Increase of financial support for research
3. Opening of the university to the market needs and responding to the needs of the country
4. Internationalization of research activity
5. High professional ethics and integrity of UT researchers

To achieve these strategic goals of research we will work hard and systematically for attaining these Key Objectives:

Objective 1. Enhancing the capacity and quality of research in UT: Invest more in human capital.

Objective 2. Enhancingresearcher training by providing them with an encouraging research environment focused on excellence: UT shall be a leader in the Albanian university system to integrate scientific research with teaching;

Objective 3. Ensuring the access of researchers to functional research resources and infrastructure, through the appropriate management of the existing and newly created infrastructure, which guarantees its use in the most effective way;

Objective 4. Developing new research relations with industries, businesses and other academic and university institutions at the national, regional and international level;

Objective 5. Improving access to the research results of UT researchers through the increase of publications, transfer and application of knowledge, in order to maximize its benefits in society and the environment;

Objective 6. Better integration of UT into the European Research Area (ERA) by increasing the UT performance and participation in European research projects and programs.

6. Action Plan

Achieving these strategic objectives of research at the UT requires the undertaking of a set of measures and actions, which organically linked to the above mentioned objectives and in interaction with them are a guarantee of reaching the strategic goals in the field of research at the UT. Below, summarized, are the actions the expected outcomes for each of the six RSP objectives.

Objective 1: Enhancing the capacity and quality of research in UT

Enhancing research capacities involves both investing in human capital (researchers) and increasing funding sources in support of research. In the framework of this strategy, the University of Tirana will undertake a series of actions aiming at the objective and safe recruitment and assessment of researchers, the increase of mobility funds for research for doctoral students and academic staff, the development of evaluation criteria for research achievement, providing a successful research career development for academic staff, improving working conditions and social security, implementing a gender equality policy in research, implementing a policy addressing employees with special needs, including teaching an essential part of evaluating the daily performance of academic staff, creating a more attractive research environment for young researchers, and involving researchers in decision-making.

Researchers can not be excellentat everything, but research groups can be such by combining the strengths of each and every research group member. The University of Tirana wants to recognize and encourage high performance in research and teaching as well as services to the society. Though, high quality research is the foundation for quality teaching and other quality services, the academic staff assessment should not focus solely on research. The University of Tirana wishes to take into account the following principles in assessing researchers:

• Evaluation standards should be international and ambitious.
• Evaluation standards should be fair, objective and appropriate.
• Evaluation criteria should recognize intersectional and international research experience.
• Evaluation should be facilitated through an effective information system for research.
• Evaluation criteria for research should comply with job descriptions of the academic staff, and be in balance with the criteria for other responsibilities such as: teaching and services to the society.

Actions/ Expected outcomes

1.1 Establish a qualitative recruitment regulation/procedure and supervision process for all doctoral candidates, based on the EU Code of Conduct for the Recruitment of the Researchers.

1.2 Developan online job search portal ofthe UT for the purpose of recruiting the best candidates. This portal should be in English. In addition, announcement for job vacancies should be published in "EURAXESS Jobs". The announcement for new jobs should remain posted for more than 15 days.

1.3. Increase of the capacityof Career Development Centers (CSDs) at Faculties to deal with researchers, at least PhD candidates, providing training for CCD staff.

1.4 Recruitment of students pursuing post-doctoral studies abroad and prominent Albanian scholars living abroad through the best use of the benefits of research mobility funds.

1.5 Implement a scheme to support for mobility of Faculty researchers according to a new guideline on the basis of a prior study.

1.6 Conduct a feasibility study to promote a sabbatical institutional system for teaching staff and acting in accordance with the recommendations of this study.

1.7 Ensure appropriate and easily accessible information regarding employment in the UT main and basic units.

1.8 Develop a Good Practice Guideline for assessing individual research performance, according to well-defined criteria.

1.9 Establish an individualized performance system for professors and make recommendations that come out of it.

1.10 Establish a solid information system for research, as part of the UT information system.

1.11 Develop an integrated career development strategy and prepare a guide for researchers at all stages of their careers.

1.12 Provideyoung researchers and their supervisors with opportunities to develop their research competences and skills.

1.13 Design and implement a plan to ensure the gender equality of human capital of research (to insure the inclusion of at least 40% of the gender less represented in the research units; we are currently in the ratio 65% female and 35% males).

1.14 Develop and implement an action plan for the protection of academic staff with special needs to ensure their work quality and equal participation in research, reducing the potential obstacles they encounter.

1.15 Full recognition of teaching in the scientific research appraisal system (Academic staff holding a "Doctor" degree and who has completed post-doctoral studies should have substantial teaching responsibilities to be formally considered as a co-lecturer).

1.16 Full recognition of research management responsibilities for researchers who have completed post-doctoral studies, including budget management and their supervisory role for doctoral students.

1.17 Doctoral training programs should include sessions on scientific integrity and the professional responsibility of researchers.

1.18 Develop an "Open Data" policy for access to research data, including the creation of a digital structure for storing, processing and accessing these data.

1.19 Strengthening research infrastructure within the UT main and basic units, increasing financial support for purchase, maintenance and repair of equipment.
1.20 Efforts to improve the regulatory legal framework on financial management and procurement for higher education and research institutions, in support of academic autonomy and freedom.

1.21 Establish a system for investigating and preventing plagiarism in each UT main unit and increase the capacity and functioning of the Ethics Committee (EC) at UT and the main units.

Objective 2. Reasearcher Training
The development of talent and excellence for all staff categories is one of the main goals of the University of Tirana. UT researchers should have access to high quality training. This is part of the institutional vision for developing a creative community of knowledge workers that are well-equipped and capable of coping in a rapidly changing world. The University of Tirana will be committed to the research community and will stimulate the creation of a solid foundation for a "lifelong learning" mentalityamong the academic staff. The UT will invest in empowering researchers with degrees and post-doctoral studies by raising awareness of the overall opportunities they have to develop their careers inside and outside academic institutions.

Training and career development programs for different categories of researchers will be:

1. For researchers with a Doctor degree and those who have pursued post-doctoral studies, the training program offered by high-level specialists will include the following topics:
   • Career Management
   • Communication
   • Leading skills and personal efficiency
   • Research and evaluation of performance
   • Creativity, Positivity, and Adaptability

2. For professors, the training program will include:
   • Management skills and supervising
   • Research group management
   • Department management
   • Conflict management within the academic staff

Actions /expected outcomes
2.1 Developing an integrated and sustainable career development model for doctoral students, those who have pursued post-doctoral studies and the professors.
2.2 Drafting and implementation of a qualitative training program for all categories of academic staff (PhDs, Postdoctoral PhDs and Professors) according to the aforementioned topics.
2.3 Organization of training on the protection of research results, their confidentiality prior to publication, as well as the protection of personal data collected during the research process.
2.4 Establishment and implementation of procedures for the assessment of guidance and supervision activities.

2.5 Establishment of a "contract" system with doctoral students, with an emphasis on the protection of the copyright on the research materials and product.

2.6 Implementation of new strategies of research funding at UT that will enable the institution to increase the number of researchers and students involved in research and cooperation between them.

2.7 Encouraging and directing students of the three education cycles to disseminate their research results in order to ensure the development of their skills in researching and transferring knowledge.

2.8 The main Units (Faculties, Institutes) shall increase their management capacities for research groups in order to effectively manage the supervisory work on scientific masters, doctoral dissertations and broad-based projects.

Objective 3. Management and improvement of research resources and infrastructure
In order to support and promote research at UT, we must manage the support programs (administrative and financial), research infrastructure, field work and equipment, in an innovative way to provide better service and faster access to academic staff and students.

Actions /expected outcomes
3.1 Support and improvement of research infrastructure within the UT main and basic units (research labs for analyses in biology, biotechnology, chemistry, physics, computing, applied mathematics, accounting).

3.2 Effective and innovative management of researh support units (administrative and financial units, libraries, etc.) to provide better services and access to academic staff and students. E-learning can be a good opportunity for their continuous training as an innovative way of learning and sharing experiences in academic environments.

3.3 Replacement of retired research staff and research assistants with human resources capable of ensuring the successful continuation of UT research programs.

3.4 Improvement of financing procedures in order to repair and replace existing equipment as well as providing funds for the purchase of new equipment.

3.5 Increase of financial support for research grants, for mobility at home and abroad for UT researchers, including students in this financing scheme as well.

3.6 Providing researchers with opportunities to be involved in national and international research projects, through institutional arrangements with faculties, by considering researchers as consultants on important issues of economic, social and cultural development of the country.

3.7 Increase in quantity and quality of research, by increasing the efficiency of services provided by administrative and academic assistence units in support of research and reporting.

3.8 Strengthening of the research office within the UT as well as in the Faculties with highly qualified and well-trained staff in the field of developing, managing and reporting research projects.

3.9 Establishing an online software / application for the administration of research, thus facilitating the management of grants, contracts, prizes, certificates and reports within the UT. This program shall increase productivity, improve communication among the research office and research community.

3.10 Development and implementation of a communication research plan within the UT that shall identify, recognize and inform about the successes of the research conducted by the UT basic and main units.

Objective 4. Establishment and strengthening of partnerships
Partnerships in the field of research take up an essential part of the UT research work and continue to be of critical importance in the UT mission and vision. Partnerships in research include relationships with researchers at universities and other institutions at home and abroad, as well as with organizations, agencies, industries, companies and businesses at national and international levels, with priority being given to the European space.

The UT, in accordance with the principles of the European Research Area (ERA) and the new National Strategy for Research, Technology and Innovation (NSRTI, 2017-2022), will further enhance and strengthen cooperation with public and private universities in the country, its links with business, industry and governance at the central, regional and local level, considering this also as an opportunity to disseminate the research results and the research product to the environment, society and economy on the one hand, and increase employment opportunities for students graduating UT, on the other hand. At the same time, partnerships with various research organizations will increase the access of researchers to information, create opportunities for funding and other facilities.

Actions /expected outcomes
4.1 Increase and strengthening of the UT cooperation with other institutions at university level at home and in the region.
4.2 Increase and strengthening of partnerships with institutions, organizations, businesses and industries, both at home and abroad.
4.3 Increase the employment of students graduated with a Master's or Doctor degree in non academic institutions (business, industry, governmental and non-governmental organizations).
4.4 Forwarding recommendations from doctoral theses in various fields of interest to businesses, institutions, organizations, with the view of increasing researchers' possibility to be involved in projects and consultancy.
4.5 Conducting a feasibility study for setting up a "Science Park" in the UT-Business partnership to develop and deliver the research product for the benefit of society and business.

Objective 5. Improving access to scientific research results
Translation and transfer of knowledge plays a critical role for the researchers' career and the demand for them keeps on increasing. One of the UT missions is to encourage and support the dissemination of knowledge and science among the student and academia by publishing books, articles and reports, as well as through student training. The central UT library and the Faculty libraries have played a primary role in meeting this objective.

UT libraries should set up a digital storage system of data and research outcomes in order to increase access and use of research products of UT researchers.

UT relations andcooperation agreements with businesses, industry, agencies, government and non-governmental organizations and others shall open new horizons and new opportunities for products and outcomes of non-academic formats (such as training workshops, forums, industrial innovations). The UT has benefited from the involvement of its researchers in expertise and

consultancy services (e.g. business venture, environmental planning and management, social and economic analysis) to interested third parties. The UT will continue to provide resources and expertise to help students and academic staff to translate research and commercialised products into the benefit of society and the environment.

Actions /expected outcomes
5.1 Developing and implementing a platform for communication and dissemination of research results to the general public.
5.2 Increase access to and use of digital research data in UT for the benefit of research and society, referring as well to the Government Digital Agenda for 2015-2020.
5.3 Establish a contemporary on-line library, where researchers have access to the latest achievements and news in various areas of knowledge, mainly to the OECD and EU scientific journals.
5.4 Raising funds for publishing research products for the benefit of the society and environment.
5.5 Establishment of the publishing house of the University of Tirana (UT-Press), with emphasis on interdisciplinary publications enhancing cooperation within and among UT research units.
5.6 Organization of non-academic forms of cooperation with business, industry, governmental and non-governmental organizations (training workshops, forums, industrial and technological innovations).
5.7 Increase opportunities and promote the participation of master and doctoral students as well as academic staff of UT units in studies, analyses and consultancy with third parties.
5.8 Promotion of a free enterprise initiative for the creation of companies, small-business start-ups and spin-offs based on research by academic staff and students.
5.9 Drafting regulations for creation and support of "start-up" and "spin-off".

Objective 6. Better integration of UT in the European Research Area
There are many European Union funds for scientific research within the European Area through numerous programs, such as HORIZON 2020, ERASMUS +, LIFE, ERC research grants and Marie Skłodowska-Curie. Albania has the right to apply and benefit from all of the aforementioned programs, and the UT as the largest university in the country and with human resources of a high qualification can and should receive more funding from these programs. A summary of these EU research programs is provided in the boxes below.

Scientific programs funded by the European Union
HORIZON 2020
The EU financial instrument which supports scientific research activities in the European Research Area.
ERASMUS +
Erasmus + provides funding opportunities for a wide range of organizations, including universities, education and training organizations, think tanks, scientific organizations, and private businesses**.**
LIFE
An EU financial instrument that supports environmental development, environmental conservation and climate change projects in the EU.
ERC

EU financial instrument available for: 1) Promising researchers in their first career steps (2-7 years 'experience after getting doctoral degree); 2) excellent researchers with 7-12 years 'experience after getting doctoral degree; 3) research leaders with a history of well-known research achievements; 4) persons who have obtained an ERC grant in order to bring their research ideas closer to the labor market; 5) addressing ambitious research issues that can be solved by the coordinated work of a small group of 2-4 key researchers; and 6) researchers aiming to work or gain experience in the team of a ERC grant beneficiary .

Marie Skłodowska-Curie Action

An EU financial instrument that supports researchers at all stages of their career, regardless of age and nationality. Researchers from all disciplines have the opportunity to benefit from this funding. MSCA also supports co-operation between industry and academia and innovative training to improve employment and career development.

Actions /expected outcomes

6.1 Establishment of EURAXESS Focal Points at Tirana University in cooperation with the Agency.

6.2 Conduction of EU-funded ongoing training for the research office and the academic staff of the basic and main units in order to enable them in writing and managing of research projects Funded by EU.

6.3 Increase of grants/scholarships from EU funded research programs that can be obtained by UT researchers.

6.4 Increaseof number of research projects acquiredfrom the EU funding programs: at least one project for each major unit per year where UT is the main partner.

6.5 Increase ofthe cooperation and assistance of the National Office of ERASMUS and the UT research office on writing, technical and financial management of internationally funded EU projects, including reporting.

6.6 Organization of information days for FP7, H2020 and other EU funding programs.

6.7 Creation of a special fund to support participation in international conferences in the EU countries and the publication of scientific articles in important magazines within the OECD Countries.

Matrix of the RSP Action Plan of the University of Tirana

(p- preparatory phase; i- implementation phase)

Enhancing the capacity and quality of research in UT

Objective 1: Enhancing the capacity and quality of research in UT	Time frame					Responsible for implementation	Success indicators
Actions/Expected outcomes	2018	2019	2020	2021	2022		
1.1 Establishment of a qualitative admission/recruitment/qualification procedure and oversight procedure	p	i	i	i	i	AS, AB, DHR, Faculties and Departments	Regulation for Recruiting Applicants

Objective 1: Enhancing the capacity and quality of research in UT	Time frame					Responsible for implementation	Success indicators
Actions/Expected outcomes	**2018**	**2019**	**2020**	**2021**	**2022**		
for all PhD applicants based on the EU Code of Practice for Recruiting Scientific Researchers.							
1.2 Establishment of an online job search portal, within the UT, for the purpose of recruiting the best candidates. This portal/website should be translated into English. Also, job vacancies should be published in "EURAXESS Jobs". The notice of new job vacancies should be extended for more than 15 days.	p	i	i	i	i	DHRand DI	-A set up portal and in operation, also translated into English. -Office for new job vacancies in "EURAXESS Jobs".
1.3. Increasing the capacity of Career Development Centers (CDCs) at Faculties to deal with applicants, at least PhD candidates, providing training for QDC staff.	i	i	i	i	i	DHR,CD	-Number of trainings and trained staff.
1.4 The recruitment of post-doctoral students and outstanding Albanian researchers that live abroad, through the best use of the benefits of research mobility funds.	P	i	i	i	i	DHR, Research office, AS, AB	The number of post-doctoral scholars and outstanding Albanian researchers outside the UT
1.5 Implementation of a mobility support scheme for researchers at the faculty level according	P	i	i	i	i	AB,AS, Faculties	Carried out study and the published Guide

Objective 1: Enhancing the capacity and quality of research in UT	Time frame					Responsible for implementation	Success indicators
Actions/Expected outcomes	2018	2019	2020	2021	2022		
to a new guideline, based on a prior study							
1.6 Conduct of a feasibility study to promote a sabbatical institutional system for teaching staff and acting in accordance with the recommendations of this study.	p	i	i	i	i	AS,AB,DHR, Departaments	Carried out study
1.7 Ensure appropriate and easily accessible information regarding employment in the UT main and basic units	p	i	i	i	i	DHR, DI, Faculties and epartments	On Line service offered by the UT departments
1.8 Development of a Good Practice Guideline for assessing individual research performance, according to well-defined criteria.	p	i	i	i	i	DHR, DI, AS, AB,Faculties and epartments	Good Practice Guideline for assessing individual research performance
1.9 Establishment of a personalized performance system for professors and making recommendations that come out of it.	p	i	i	i	i	DHR, DI, AS, AB	Personalized performance system established in the UT
1.10 Establishment of a solid information system for research, as part of the UT information system.	p	p	i	i	i	DHR, DI, AS, AB	UT information system of research set up in UT
1.11 Development of an integrated career development strategy and preparation of a guide for researchers at all stages of their careers.	p	p	i	i	i	DBNJ, DI, SA, BA, Departaments	UT Career DevelopmentGuidelines
1.12 Provision of young	i	i	i	i	i	Departament	Questionaires for

Objective 1: Enhancing the capacity and quality of research in UT	Time frame					Responsible for implementation	Success indicators
Actions/Expected outcomes	2018	2019	2020	2021	2022		
researchers and their supervisors with opportunities to develop their research competences and skills.						s	competencies self evaluation
1.13 Designation and implementation of a plan to ensure the gender equality of human capital of research (to insure the inclusion of at least 40% of the sexes less represented in the research units).	p	i	i	i	i	AS, DHR, Departamentet	Gender equality is included in the UT Regulation
1.14 Design and implementation of an action plan to protect academic staff with special needs to ensure their work quality and equal participation, while reducing the potential obstacles they face	p	i	i	i	i	AS, DHR, AB, Administrator and Administrators	Care for the academic staff with special needs guaranteed by the UT Statute and the UT Regulation
1.15 Full recognition of teaching in the scientific research appraisal system (Academic staff holding a "Doctor" degree and who has completed post-doctoral studies should have substantial teaching responsibilities to be formally considered as a co-lecturer).	i	i	i	i	i	AS, DHR, Departamentet	Garanted in the UT Statute and UT Regulation
1.16 Full recognition of research management responsibilities for	i	i	i	i	i	AS, Research Office	Garanted in the UT Statute and UT Regulation

Objective 1: Enhancing the capacity and quality of research in UT	Time frame					Responsible for implementation	Success indicators
Actions/Expected outcomes	2018	2019	2020	2021	2022		
researchers who have completed post-doctoral studies, including budget management and their supervisory role for doctoral students.						Administrator and Administrators	
1.17Doctoral training programs should include sessions on scientific integrity and the professional responsibility of researchers.	p	i	i	i	i	ALUMNI offices, DHR,	Garanteed in the UT Statute and UT Regulation
1.18 Development of an "Open Data" policy for access to research data, including the creation of a digital structure for storing, processing and accessing these data.	p	p	i	i	i	AS,AB, DI, Departaments	Established and functioning digital structure for storingprocessing and accessing these data.
1.19 Strengthening of research infrastructure within the UT main and basic units, increasing financial support for purchase, maintenance and repair of the equipment.	i	i	i	i	i	AS,AB, Faculties, Departaments	Increasing of funds for support for purchase, maintenance and repair of the equipment.
1.20 Efforts to improve the regulatory legal framework on financial management and procurement for higher education and research institutions, in support of academic autonomy and freedom	p	p	i	i	i	AS,AB, JD, MESY	Relevant amendments in regulatory legal framework.
1.21 Establishment of a system for investigating and preventing	p	i	i	i	i	EC, Rectorate, AB	-An established and functioning anti plagiarism system.

Objective 1: Enhancing the capacity and quality of research in UT	Time frame					Responsible for implementation	Success indicators
Actions/Expected outcomes	2018	2019	2020	2021	2022		
plagiarism in each UT main unit and increase of the capacity and functioning of the Ethics Committee (EC) at UT and the main units.							-Number of cases investigated.

Objektive 2: Reasearcher Training	Time Frame					Responsible for Implementation	Success indicators
Actions or expected outcomes	2018	2019	2020	2021	2022		
2.1 Developing an integrated and sustainable career development model for doctoral students, those who have pursued post-doctoral studies and the professorship.	p	i	i	i	i	AS, DHR, AB	Number and composition of the academic staff according to categories
2.2 Drafting and implementation of a qualitative training program for all categories of academic staff (PhDs, Postdoctoral PhDs and Professorships)	p	i	i	i	i	AS, DHR, AB	Number of training sessions and the number of the people trained.
2.3 2.3 Organization of training on the protection ofresearch results, their confidentiality prior to publication, as well as the protection of personal data collected during the research process.	p	i	i	i	i	AS, DHR, AB	Number of training sessions and the number of the people trained.
2.4 Establishment and implementation of procedures for theassessment of guidance and supervision activities.	p	i	i	i	i	AS, DHR, AB	Established and used procedures
2.5 Establishment of a "contract" system with	p	i	i	i	i	AS, DHR, AB	Number of contracts

Objjektive 2: Reasearcher Training	Time Frame					Responsible for Implementation	Success indicators
Actions or expected outcomes	2018	2019	2020	2021	2022		
doctoral students, with an emphasis on the protection of the copyright on the research materials and product							between doctoral students and their supervisors.
2.6 Implementation of new strategies of research funding at UT that will enable the institution to increase the number of researchers and students involved in research and cooperation between them.	p	i	i	i	i	AS,AB	Number of students involved in research
2.7 Encouragement and directions of the students of the three education cycles to disseminate their research results in order to ensure the development of their skills in researching and transferring knowledge.	i	i	i	i	i	Supervisors, Coordinators of Master and PhD schools.	Number of students involved in research
2.8 The main Units (Faculties, Institutes) shall increase their management capacities for research groups in order to effectively manage the supervisory work on scientific masters, doctoral dissertations.	i	i	i	i	i	Faculties Dean Offices	Number of managerial staff trained for managerial aspects of Masters and PhDs - Number of students attending master's and doctoral studies

Objective 3: Management and improvement of resources and research infrastructure	Time frame					Responsible for Implementation	Success indicators
Actions and Expecte Outcomes	**2018**	**2019**	**2020**	**2021**	**2022**		
3.1 Support and improvement of researchinfrastructure within the UT main and basic units (research labs for analyses in biology, biotechnology, chemistry, physics, computing, applied mathematics, accounting).	i	i	i	i	i	AS, AB, UT Administrator and faculty administrator	- Scientific equipment inventory of main and basic units - Creation of working groups to find Funding for Scientific Infrastructure
3.2 Effective and innovative management of researh support units (administrative and financial units, libraries, etc.) to provide better services and access to academic staff and students. E-learning can be a good opportunity for their continuous training as an innovative way of learning and sharing experiences in academic environments.	i	i	i	i	i	AS, AB, UT Administrator and faculty administrator	- Number of Students and Academic staff involved in scientific research
3.3 Replacement of retired research staff and research	i	i	i	i	i	DHR,	Code

assistants with human resources capable of ensuring the successful continuation of UT research programs.						Departaments	of Conduct for Recruitment researchers
3.4. Përmirësimiiproceduravetëfinancimitpërtëriparuardhe zëvendësuarpajisjetekzistuesesidhepërtësiguruarfonde përblerjen e pajisjevetëreja.	p	i	i	i	i	AB, UT Administrator and Faculty Administrator	Laboratory equipment in scientific laboratories is in functional condition
3.5 Increase of financial support for research grants, for mobility at home and abroad for UT researchers, including students in this financing scheme as well.						AB, UT Administrator and Faculty Administrator	- Number of students who have received financial support for scientific research
3.6 Providing researchers with opportunities to be involved in national and international research projects, through institutional arrangements with faculties, by considering researchers as consultants on important issues of economic, social and cultural development of the country.	i	i	i	i	i	Rectorate, UT Administrator of and Faculty Administrator	Number of scientific articles and scientific confer

							ences
3.7 Increase in quantity and quality of research, by increasing the efficiency of services provided by administrative and academic assistence units in support of research and reporting.	i	i	i	i	i	Rectorate	- Number of researchers involved in national and international consultations
3.8 Strengthening of the research office within the UT as well as in the Faculties with highly qualified and well-trained staff in the field of developing, managing and reporting research projects.	p	i	i	i	i	Rectorate , Office of Research, AB	Number of projects earned and implemented at UT
3.9 Establishing an online software / application for the administration of research, thus facilitating the management of grants, contracts, prizes, certificates and reports within the UT. This program shall increase productivity, improve communication among the research office and research community.	p	i	i	i	i	Rectorate , DI	Scientific research sowtware developed and functional
3.10 Development and implementation of a communication research plan within the UT that shall identify, recognize and inform about the successes of the research conducted by the UT basic and main units.	p	i	i	i	i	Rectorate , CD	Communication plan on UT scientific research

Objective 4. Establishment and strengthening of partnerships	Time frame					Responsible for Implementation	Success indicators
Action and Expected Outcomes	2018	2019	2020	2021	2022		
4.1 Increase and strengthening of the UT cooperation with other institutions at university level at home and in the region.	i	i	i	i	i	CD, Rectorate, AS	-Number of cooperation agreements with universities in the country and region; -Number of projects and joint scientific activities
4.2 Increase and strengthening of partnerships with institutions, organizations, businesses and industries, both at home and abroad.	i	i	i	i	i	CD, Rectorate, AS	-No. of cooperation / partnerships -No. of the academic staff that benefited from the partnerships
4.3 Increase the employment of students graduated with a Master's or Doctor degree in non academic institutions (business, industry, governmental and non-governmental organizations).	i	i	i	i	i	CD	-No. of Master and Doctorate students employed outside the academic world
4.4 Forwarding recommendations from doctoral theses in various fields of interest to businesses, institutions,	i	i	i	i	i	CD	-Number of consultations required by UT; -Number of projects, consultancy with the involvement

organizations, with the view of increasing researchers' possibility to be involved in projects and consultancy.							of UT researchers
4.5 Conducting a feasibility study for setting up a "Science Park" in the UT-Business partnership to develop and deliver the research product for the benefit of society and business.	p	p	p	i	i	AS, AB, Rectorate, MESY	-The completed study and the beginning of lobbying and promotion for the development of the "Science Park"

Objektive 5: Improving access to scientific research results	Time frame					Responsible for Implementation	Success indicators
Actions /expected outcomes	2018	2019	2020	2021	2022		
5.1 Developing and implementing a platform for communication and dissemination of research results to the general public.	p	i	i	i	i	CD, ID, IT-of the Faculties and departments	-Established and functional platform for communication
5.2 Increase of access to and use of digital research data in UT for the benefit of research and society.	p	p	i	i	i	ID, IT-of the Faculties and departments	Number of individuals using "Open data"portal
5.3 Establish a contemporary on-line library, where researchers have access to the latest achievements and news in various areas of knowledge, mainly to the	p	i	i	i	i	AS, AB, Libraries, IT-of the Faculties	Set up and functional on-line libraries at the UT

Objektive 5: Improving access to scientific research results	Time frame					Responsible for Implementation	Success indicators
Actions /expected outcomes	2018	2019	2020	2021	2022		
OECD and EU scientific journals.							
5.4 Raising funds for publishing research products for the benefit of the society and environment.	p	i	i	i	i	AS, AB	Funds for translation and publications based on each year
5.5 Establishment of the publishing house of the University of Tirana (UT-Press), with emphasis on interdisciplinary publications enhancing cooperation within and among UT research units.	p	i	i	i	i	AS, AB Rectorate	Established and functional UT-press
5.6 Organization of non-academic forms of cooperation with business, industry, governmental and non-governmental organizations (training workshops, forums, industrial and technological innovations).	i	i	i	i	i	AS, Rectorate	Number of organized non academic events
5.7 Increase opportunities and promote the participation of master and doctoral students as well as academic staff of	i	i	i	i	i	AS, Rectorate, Faculty dean offices	- Number of students and academic staff involved in consultancy with third parties.

Objektive 5: Improving access to scientific research results	Time frame					Responsible for Implementation	Success indicators
Actions /expected outcomes	2018	2019	2020	2021	2022		
UT units in studies, analyses and consultancy with third parties.							
5.8 Promotion of a free enterprise initiative for the creation of companies, small-business start-ups and spin-offs based on research by academic staff and students.	i	i	i	i	i	AS, Rectorate, Faculty dean offices	-Number of small-business start-ups and spin-offs created by academic staff and students.
5.9 Drafting regulations for creation and support of "start-up" and "spin-off".	p	p	i	i	i	AS, Rectorate, Faculty dean offices	-Regulation for "Start up" and"Spin-off"

Objektive 6: Better integration of UT into the European Space of Scientific Research	Time frame					Responsible for implementation	Success indicators
Actions /expected outcomes	2018	2019	2020	2021	2022		
6.1 Establishment of EURAXESS Focal Points at Tirana University in cooperation with the Agency.						AS, CD	EURAXESS contact Points at Tirana University
6.2 Conduction of EU-funded ongoing training for the research office and the academic staff of	p	i	i	i	i	DK, Research offices at the UT and faculties	-Number of completed trainigns and the number of people trained

Objektive 6: Better integration of UT into the European Space of Scientific Research	Time frame					Responsible for implementation	Success indicators
Actions /expected outcomes	2018	2019	2020	2021	2022		
the basic and main units in order to enable them in writing and managing of research projects Funded by EU.							
6.3 Increase of grants/scholarships from EU funded research programs that can be obtained by UT researchers.	p	i	i	i	i	DK, Research Offices	-Number of grants/scholars hipes earned -Number of patents and prizes won
6.4 Increase of number of research projects acquired from the EU funding programs: at least one project for each major unit per year where UT is the main partner.	p	z	z	z	z	DK, Research Offices	At least one project, annually, for each major unit where UT is the main partner.
6.5 Increase of the cooperation and assistance of the National Office of ERASMUS and the UT research office on writing, technical and financial management of internationally funded EU projects, including reporting.	i	i	i	i	i	DK, Research Offices	Number of meetings and trainings conducted by the National Office of ERASMUS in cooperation with UT
6.6 Organization of information days for FP7, H2020 and other EU funded programs.	i	i	i	i	i	DK, Research Offices, EURAXESS contact point	-Number of information activities organized
6.7 Creation of a special fund to support participation	p	i	i	i	i	BA, SA, UT Administrator, Faculty	-Number of articles published in

Objektive 6: Better integration of UT into the European Space of Scientific Research	Time frame					Responsible for implementation	Success indicators
Actions /expected outcomes	2018	2019	2020	2021	2022		
in international conferences in the EU countries and the publication of scientific articles in journals with Impact Factors of OECD countries.						Administrators	journals of OECD countries; -Number of presentations at international conferences in EU countries.

7. RSP Financing

Successful implementation of RSP requires increased financial support for research, both from government grants for research and the income, participation in projects, donations and partnerships with businesses, industries, and so on. In this framework, we will work more closely, intensively and strategically with possible sources of funding, firstly with the Government, by showing that this investment in research is the benefitial to the country's development and society. Specifically, our goal is to achieve, during the period of this Strategic Plan (2018-2022), in collaboration with the government, the relevant changes to the Procurement Law regarding specific procurements in the research field. There are particular procurement forms in the field of research, which require a specific way of procurement, where through a preliminary procurement two or more subjects are designated from which the faculties can authorize immediate purchases.

Likewise, we will work for an extension and strenthening of cooperation with public and private universities in the country on the one hand and the establishment of public-private partnership (PPP) with business and indurstries on the other hand. This will allow us to improve the synergies and co-financing of activities and research projects. A significant increase in funding sources for research will also come from the winning of research projects in the European research area, such as FP7, H2020, LIFE, ERC, etc.

This UT research strategic plan foresees an increase in funding and support for research from 8% of the general budget in 2018 to 10% in 2022.

8. Evaluation, monitoring, reporting and review of the RSP

In order to measure the success and progress of the implementation of the **RSP** against the principles of the European Research Area (ERA) as well as the seven objectives of this strategic plan mentioned above, it is suggested a list of indicators of scientific research performance to be monitored in time. This list includes indicators of current state and of impact. The mechanisms for gathering information on these indicators will need to be raised or improved.

Current state indicators
- Funding from research
- Funding from research grants
- Number and percentage of academic staff who have received scientific grants
- Number of academic support staff in support of research
- Percentage of women who received research grants
- Number of students who attend the second cycle of studies (Master of Science) in relation to those who have completed the first cycle (Bachelor).
- Number (percentage) of doctoral students (third cycle) in relation to first cycle students
- Number of students attending post-doctoral studies
- Number of students employed as research assistants
- Number of students involved in research as volunteers
- The number and percentage of students who have completed first or second cycle studies and who apply for Master or Doctorate Studies at UT
- Inventory of the main laboratory research equipment

Impact indicators
- Number of peer review publications done by UT researchers
- Number of publications with Bachelor students as co-authors
- Number of publications with Master and / or Doctorate students as co-authors
- Number of students who have completed the Master's and Doctoral Studies studies
- Number of academic staff who has obtained prizes, patents, appreciations and citings
- Number of research conferences and workshops organized by UT researchers
- Number of research journals edited by UT researchers
- Number of research projects in cooperation with partners (academics and non-academics)
- Number of registered patents
- Number of research companies, owned by academic staff and / or students
- Number of research events organized with third parties ("science for society")
- Number of media events (print and audiovisual media) with the main involvement of UT research expertise.
- Number of UT researchers serving in committees or advisory boards, government organizations, service agencies, small businesses and industry
- Number of research projects devoted to philanthropy

The strategic plan of scientific research (2018-2022 of the University of Tirana was developed following a wide-range consultations with students and academic body of the main units of UT. Both the administrative and assistant staff were involved in this process. For the compilation of this strategic research plan, the results of project ERASMUS+ Re@WBC "Enhancement of HE research potential contributing to further growth of the WB region (2014-2017)", for which UT was a partner, were used. The comments and suggestions obtained during the consultations were used to prepare the final version of this document which was then submitted for approval to the Academic Senate and the UT Board of Administration.

This strategic plan will serve as a guide for the main units of the scientific research of the University of Tirana for a five year period. The implementation, success, and progress of this

plan will be evaluated annually, with a more detailed assessment done to RSP on the third year (2020). After each assessment and review, this plan may be subject to necessary changes to incorporate any unforeseen developments. The annual reporting from UT basic and main units on the realization of the scientific research work will help monitor the progress and success of the implementation of this strategic plan.

Working Group for the preparation of the Strategic Research Plan

The working group for the preparation of the Strategic Plan of UT was set-up by the Academic Senat, on February xxx, 2018. This group consists of the following members:

• Ferdinand Bego   coordinator
• ElionaKulluri   member
• Orion Mucollari   member
• Albert Sheqi   member
• Ingrid Shuli   member
• EnriketaPandelemoni   member
• Elida Bylyku   member
• Aldo Hoxha   member