UNIVERSITY COLLEGE

"LOGOS"

STRATEGIC DEVELOPMENT PLAN

TRANSFORMING FROM COLLEGE

TO THE UNIVERSITY

(2018–2024)

September 2018

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INTRODUCTION

University College "LOGOS" is the product of an evolution process. In 2000, to support the need for professional skills in Albania, a licence was granted to the 'Spirit of Love' Institute of Vocational Training which was a precursor to the development of LOGOS. The Foundation dates to 2008 (when it was called the Professional Training Institute) and in 2011 it was allowed to change its name to LOGOS Private Higher School. After the enactment of Law 80 in 2015, LOGOS was recognised as a private non-profit University College with two Faculties: The *Faculty of Applied Sciences* consisting of two Departments: *Higher Technician for Medical Laboratories* and *Applied Informatics*, as well as the *Scientific Research and Development Centre;* The *Faculty of Economics* consisting of three Departments: *Finance and Accounting*, *Business Management* and *Tourism Management.* In 2018 a third Faculty of *Humanities and Linguistic Communication* was added to the Logos, including three Departments: *Social Theology and Religion Science Studies, Preschool Education* and *Greek Languages and Civilization.* University College LOGOS offers Bachelor and Professional Master study programs in the most demanding labour market areas that ensure preparation for employment. University College "LOGOS" offers eight first-cycle and two second-cycle programmes; the latter are Professional Master's programmes. The first-cycle programmes are three-year *Bachelor's programmes in Applied Informatics, Higher Technician in Medical Laboratories, Tourism Management, Finance Accounting, Business Management, Social Theology and Religion Science Studies, Preschool Education* and *Greek Languages and Civilization.* The second-cycle programmes last 1 year and are in *Finance Accounting and Higher Technician in Medical Laboratories*. LOGOS is an accredited institution by the Ministry of Education, Sport and Youth.

LOGOS has finished the first stage of its strategic development becoming a university college and currently is starting the second stage of its development that aims to get the status of the university. The Strategic Development Plan 2018-2024 describes the types of changes and ways of transformation LOGOS from the university college to the university. We look forward to the pioneering achievements that will be realized through this plan.

The Strategic Development Plan framework is the product of extensive analysis and consultation with staff, students, alumni, and partners. It is prepared taking into the consideration also three main documents, like *The self-evaluation Report of LOGOS,* (prepared by the Internal Evaluation Group, 2017), *Institutional Review of Higher Education Institutions in Albania* (Report of LOGOS, prepared by APAAL and QAA, June 2017), and *Some basic lines of Reorganisation*, a concept paper prepared by Mr. Ioannis Palaiokrassas, the head of the Administrative Board of LOGOS (August, 2017).

It will underpin the choices we make over the next period of our development. Those choices must be faithful to our heritage and the values it has given us, while responding to a rapidly changing context. It sets a high-level agenda for the LOGOS, which depends to a large extent on the external environment. We have shaped the Strategic Plan to meet our aspirations.

The Strategic Plan implementation includes three processes: culture change, structure change, process change. We will monitor progress against our priorities, commitments, and aims using relevant performance indicators, benchmarks, and targets. Through this we will maintain focus on the Strategic Plan, ensuring that it continues to meet academic needs, enables us to respond to the external environment, and is updated as appropriate. The annual planning and budgeting process will provide the framework for making the Strategic Plan operational.

CURRENT BACKGROUND

University College "LOGOS" is a relatively young higher education institution. It has a clearly defined mission to meet the higher education and skills needs of the Albanian economy in the areas of economics, management and finance, in applied informatics, in the training of medical laboratory technicians, in theology and religion studies, in linguistic and preschool education.

LOGOS offers study programmes in line with national and international market trends. Structures for study programmes are set out within the regulations and curriculum documentation. Programme structures are Bologna compliant.

Research is managed institutionally by the Scientific Research and Development Centre, supported by departmental plans. Academic staff is engaged in research projects and publications, and Logos produces its own scientific journal.

LOGOS has developed appropriate governance structures and management capacity to support a population of about 400 first and second-cycle students. Student employability is built into degree programmes through internships, and employers are very positive about the knowledge which LOGOS students and graduates bring to the workplace.

The buildings and space used by the School meet and exceed legal norms and they are fit for purpose and well-maintained. LOGOS has also developed a longer term ambition to construct a new campus outside of Tirana.

Current Major Adjustment Problems can be summarised under five headings:

Internal Organisation

Due to the historical evolution of LOGOS over time, its current stage of development and style of operation displays a number of deficiencies. From an accounting point of view it still comes under the umbrella of Foundation LOGOS. Now it must open its own secondary books as an Annex of the Foundation and keep track of its transactions separately. This poses a series of accounting and legal problems, which must be solved so that its financial independence is established.

Student relations are also not well organised, and the system of Scholarships is not on the basis of recognised criteria. It operates partly as a social umbrella and not at all as an incentive for performance and excellence. Scholarships are not paid to students, but simply the University exempts the scholars from payment of fees.

Data bases relating to personnel and student are not digitalised, which limits the possibility of all departments and units to easy access and evaluation. It also appears from the findings of ASCAL that quality and standard assessment and evaluation is not organised properly.

Market Standing

LOGOS is a private non-profit institution. Its growth, educational and social impact depends on its quality, market rating and number of students. The sciences taught, and the type of degrees given ought to reflect the needs of the developing Albanian economy and society. In fact, international practice indicates a close inter-relationship among the educational system, society and the economy. A strong marketing unit, researching each aspect of this complex relationship and pushing through the necessary reforms, constitutes an indispensable element in the successful operation and growth of LOGOS.

In the present organisational setup student relations is a weak point. Most probably this is the main reason for the decline in the number of students observed during the last two academic years.

According to the facts that we know so far, LOGOS University College does not rank very high among Albanian private Universities. This is corroborated by the evolution in the number of students who in the last 6 academic years declined twice from 327 in 2011-12 to 202 in 2013-14, jumped to 390 in 2015-16 to drop again to 319 this academic year.

Considering the big number of the higher education institutions in Albania and higher numbers of offered enrolment places, the competition for students gets harder. LOGOS has to consider the proposal for opening new bachelor and master programs that no any university is offering in the country, to improve quality of teaching and study conditions in order to be more attractive.

Communication policies

In the context of today's information revolution, communication policies are important in three directions: *first,* the projection of the right image of LOGOS to the outside world notably in the Albanian, private, Higher Education system; *second*, building-up a strong and efficient internal communications system, both at the technical level of computerisation and the human level of good and sound understanding, among the university leadership, its teaching and operational staff and the students; *third,* building-up an extensive but effective network of contacts, mutual support and recognition with other universities on a worldwide basis, is very crucial in securing joint research or other projects, student exchange programmes and other cooperation which will upgrade the international status of LOGOS, as a modern hub of learning and culture.

Quality Assurance

The passport of a modern university to social recognition and international distinction is academic excellence. It can be achieved only, if all constituent parts i.e. academic and administrative staff work hard within a sound organisational structure. The main tool to assure this is an internal permanent system of quality assurance based on national and internationally standards.

Student and Stakeholders Engagement

In a free, democratic society, none of the above requirements can, or should be enforced, top-down. They should be developed in harmonious interaction with the student body and a strong sense of ownership of the radical reforms involved, by all the stakeholders: The founder and funder (Foundation LOGOS), the Senate, Administration and primarily the students, who stand to gain or lose their future in the process.

This presumes open and frank communication channels among all stakeholders. Leadership in this process is lodged in the Academic staff hand-in-hand with the student body. The relationship of the two bodies should not anymore be *ex-cathedra,* but rather of cooperation, aspiring to collective academic and social excellence. This atmosphere cannot be enforced by regulation. It involves a number of factors to be searched out and applied by both stakeholders. An open dialogue atmosphere during lectures and other sessions offered by the teaching staff, an open-door policy by academics and administrators for students and an open discussion of basic reforms and changes, before they are decided by the appropriate University body are good examples in point.

There are two additional chapters, which are keys to harmonious student relations: *One* is an efficient careers and employment service offered by the University to students and business. The *second* is a system of incentives for students.

Financial needs for the next phase of expansion

The re-organisation and expansion of LOGOS into university is going to cost considerably in operational expenses. On the other hand, tuition and other fees currently charged to students are lower compared to other private higher education institutions. In this situation LOGOS should revise the financial policy.

The great challenge now is to re-organise LOGOS as a modern hub of learning and culture, as a University of international standards and recognition.

VISION, MISSION, PRINCIPLES, VALUES

Vision

LOGOS, as a modern hub of learning and culture for transforming lives.

Mission

The mission of LOGOS is to serve society through education, research, innovations; fostering the individual development for transforming lives, ensuring student success in a global environment, providing academic services, and developing a diverse and inclusive community.

Core principles

- Focus on quality and excellence
- Put students at the centre of the institution
- Value all staff and support them to excel
- Value diversity and promote equality
- Think globally, deliver locally, and engage personally
- Take an international view across all our activities

Core values

Learning equips graduates to live healthy, rational, creative, productive, and principled lives.

Academic Excellence is the provision of the highest quality educational and learning experiences made possible by academically and professionally qualified and skilled instructional faculty and staff, opportunities for contextual learning, state-of-the-art facilities, beautiful surroundings, and effective resources necessary to support learning at the highest level.

Responsibility is seen related to the task of making decisions based on the context and keeping in mind the consequences of the actions.

Integrity involves honesty and fairness, consistency in instruction, ethics of scholarship, freedom of inquiry, and open and truthful engagement with the community through effective communication, policies and practices.

Diversity as understanding difference, develops respect for ethnic, cultural, and religious pluralism; an international consciousness; and an appreciation for the infinite worth of every person; enriches a learning environment focused on preparing individuals to live and work in a global society.

Partnership working nationally and internationally with individual, group and institution within and outside LOGOS to develop partnership, based on trust and respect, which are of mutual benefit to both LOGOS and its partner.

STRATEGIC PRIORITIES, OBJECTIVES, ACTIONS, EXPECTED OUTCOMES

Strategic priority 1: Institutional development

As we are committed to fulfil our mission, will need to create a sustainable institution that is able to invest in the delivery and support of education and research and to strengthen its ability to respond effectively to potential future changes to the external environment in which it operates. By 2024 LOGOS aspires to increase the student numbers by 80 per cent responding to new opportunities. The growth in the size will be associated with increase of the staff in numbers and opening of the new programs of study. Such growth needs a financial sustainability of the institution. In this framework we are projecting the institutional size and shape transformation.

Objective one: To transform the institutional structure from the college to the university one in order to meet the vision and mission of the institution

Actions

- To reshape the institutional structure in order to fulfill the vision and the mission focused on the field of business, humanities, education, communication technology, health and welfare sciences, and agribusiness, based on the market study.
- To reshape the institutional structure matching to the UNESCO documents on Higher Education:
    - ISCED Fields of Education and Training 2013 (ISCED-F 2013)
    - INTERNATIONAL STANDARD CLASSIFICATION OF EDUCATION Fields of education and training 2013 (ISCED-F 2013) –Detailed field descriptions

Expected outcomes

- Reorganization of three existing faculties.
- Reorganization of three existing departments.
- Establishment of the new faculty and the professional college.
- Establishment of eight new departments.
- Establishment of 11 research and development centers.
- Reorganization of the administrative structure.

Objective two: Effective organization and governance

Effective organisational design and governance is vital. We need to know we have the right leadership, decision-making processes and accountability in place to deliver this strategy.

Actions

- Preparing the following policy documents:
  - Branding and identity strategic plan.
  - Infrastructures development plan.
  - Internationalization strategy.
  - Partnership strategy.
  - Policy on curriculum development.
  - Policy of quality assurance
  - Policy of sustainability of institution.
  - Policy on staff recruitment and promotion.
  - Policy on student recruitment and admission
  - Research strategy.
  - Student assessment policy.
- Improving and completing regulatory framework.
- Establishing new bodies, like permanent commissions, Board of Partners, Friends of LOGOS.

Expected outcomes

- Documents of policies and action plans.
- Use of regulatory framework, like: revised statute, revised general regulation, revised program study regulations, academic governing bodies regulations, permanent commission regulations, administration regulations, quality assurance regulation.
- Functioning Permanent Commissions
  - Permanent Curriculum Commission.
  - Permanent Internal Quality Assurance Commission.
  - Permanent Commission for Promoting Academic Personnel.
  - Commission for the Performance of LOGOS activities.
  - Permanent Commission for Relationship with students.
- Functioning Board of Partners.
- Functioning Friends of LOGOS.

Objective three: Creating resources for long-term success

We aim to develop a culture and working environment that encourages people to raise the quality of all we do together. We will need to change how we enable, support and motivate our staff to deliver our strategy. We also need clear leadership and a capable community who work together to deliver our shared goals and ambitions.

Actions

- We will support the continuous professional development of all staff so they can be effective in their current roles and develop and progress within our institution.
- We will prepare staff for leadership and management roles early in their careers so they have the wide experience needed to take on roles with greater responsibility, with equal

commitment to building the next generation of academic, professional services, technical services and operations and facilities leaders.

- Our IT systems will provide a responsive service which supports education and research.
- We will support physical and virtual spaces which are appropriate for effective teaching, learning and for enabling our partnerships.
- We will provide an internal communications system which allows staff to find all the information they need quickly and to do their jobs efficiently and effectively.
- Creating resources for long-term success.

Expected outcomes

- Functioning the IT systems for all activities of the institution.
- Professional development training.

Objective four: Put students at the heart of our university and make them active partners in their own education

Actions

- Establish a set of principles as the basis for partnership working between students and staff.
- Involve students in making decisions about teaching and learning policy and practice.
- Ask students for feedback on their educational experience, and respond to and act on it.
- Support students to take part in wider university life and other communities.
- Work with the Students' Council to provide a range of social, sporting, arts, cultural and other activities and environments.
- Support and encourage students to be fully involved in university life through student societies and academic and social events.
- Promote activities which bring together different groups of students.
- Support and encourage students to volunteer and take part in other activities within local communities.
- Provide facilities – physical and digital – which support students in actively taking part in university life.
- Establishing a centre for extracurricular activities to provide for sport, cultural, artistic, social and voluntary activities, for non-formal learning of the students.

Expected outcomes

- Partnership policy document on partnership working between students and staff.
- Student feedback instrument on educational experience at LOGOS.
- Centre for extracurricular activities.
- Support for the activity of Students' Council.

Objective five: Shape of the financial plan

Delivering this strategy will require long-term investment supported by a strong financial plan. This will focus on generating income and managing costs, increasing our profits for investing in strategic priorities.

Actions

- We will protect our main income sources and improve competitiveness through a focused and market-driven approach to our educational provision. We will rapidly adjust our programme portfolio to changes in demand.
- We will diversify and grow our revenue through fees, research and academic services.
- We will take a managed and carefully planned approach in delivering this strategy, leading with initiatives to improve capacity, productivity and efficiency to achieve benefits early, generating resources for investment.
- We plan to create a university scholarship fund for the purpose of encouraging the most talented students for excellent achievements.

Expected outcomes

- New policy on relationship between LOGOS and with the Foundation "LOGOS"
- New policy on tuition fee
- Creation of university scholarship fund

Objective five: Building the brand and identity of LOGOS

LOGOS needs to market itself as never before because of rapidly changing marketplace. Ever increasing competition for student enrolment has created a strong need for LOGOS to differentiate itself. We must have an understanding of the institution's essence (the "DNA"), its competitive arena, its desired positioning and a strategic brand plan by which to work from. We believe that the interpretation and integration of an institution's brand into a unique, engaging and memorable experience is crucial. According to us a brand is the promise we make to our audiences, the essence of our organization, the personality we convey, the message we deliver, the identity we express. We consider that many factors contribute to shaping an institution's brand, including its academic reputation, athletics, location and distinguished alumnae. We must be strong enough to act as a "call to action" to our audience.

Actions

- To identify our unique essence, to identify our institution's "DNA" and understand its make up; what defines the spirit and the experience of the LOGOS; how can we differentiate from peers and competitors.
- To know our existing and potential target audiences, to understand the demographics, to identify what motivates their decision-making process and to reach out to touch their minds and their hearts.
- To prepare a strategic brand plan.

- To create a strong, comprehensive system of visual identity and application, clarify the university's nomenclature, and help standardize the application of the brand identity across the university.
- Build a powerful and visible presence within the higher education market.
- Creation of a unique, "own-able" Branded Environment that means to create consistency and cohesion among institution's contact points including the physical environment, marketing communications materials, internet presence, signage, displays & exhibits is a symbolic tool for conveying a set of beliefs that are commonly understood by the audience.
- Provide a hierarchy, clarity and documentation around the logo for all entities.
- Designing publicity and marketing materials that promote an international education profile and powerfully project a distinctive and distinguished brand value. This should be supported by a cadre of staff and alumnae who could travel to specific countries to speak to interested students and prospective partners/collaborators.
- To establish an office for marketing and promotion.

Expected outcomes

- Strategic brand plan.
- Creation of the comprehensive system of visual identity and application.
- Meaningful and attractive logo.
- Representative colour, texture and pattern.
- Image characteristics.
- Three-dimensional (Branded Environments, point-of-purchase displays, special events), two-dimensional (brochures, catalogues, direct mail), virtual (web site, email "blogs", broadcast media) and face-to-face interaction forms.
- New LOGOS Website pattern.
- Creation of the network of brand ambassadors.

Strategic priority 2: Meeting the academic excellence standards

Our aim is to offer students an educational experience which provides them with the opportunity to fulfill their potential a individual by developing themselves within our community a independent learner prepared to take responsibility for their personal and professional development throughout their lives. The basis of this educational experience is the partnership of students and staff. In order to fulfill this aim, set some objectives.

Objective one: *Curriculum development*

Changes to governance and funding of universities have placed increasing importance on teaching quality. Curriculum development is central to teaching quality.

Actions

- Open new study programs in three cycles of studies.
- Implement the following approaches in curriculum development
    - competence based curriculum
    - student centred curriculum
    - research based curriculum.
- Update existing curricula .
- Training teachers for writing learning outcomes.
- Codification of the curricula and subjects.
- Establishing the office of curricula and teaching technology
- Creating the Commission of the Internal Quality Assurance
- Monitor and evaluate the curriculum implementation.
- Preparing the student handbook .
- Curriculum evaluation.

Expected outcomes

- The guide lines for the curriculum development.
- The guidelines for writing learning outcomes.
- The packet of the new curricula.
- The Bulletin of Study programs
- Catalogue of codification.
- Publishing the student handbook.
- Evaluation curricula instrument.

Objective two: Make sure teaching is of the highest quality and held in high esteem

We will provide robust support for effective people, by promoting fair and transparent workload, research and teaching performance measures, and performance management systems. We will review the reward and incentive structures to recruit and keep a highly talented workforce drive excellence in education, research and the student experience.

Actions

- Promote the teachers readiness to advance to more challenging duties and opens up opportunities to enhance the university's performance.
- Recruit senior educators to be catalysts for improving the quality of teaching, supporting innovation and developing technology-enhanced learning.
- Support teachers to reach their full potential through ongoing professional development.
- Develop further the staff's teaching methodologies based on blending learning approach and upgrade their digital skills.

- Implementation of innovative blended learning models like, flipped classroom, social media blending, Moodle, etc.
- Use feedback on teaching to recognise and promote excellent teachers and assess the quality of taught programmes.
- Develop the policy document for the research integrity of teachers
- Develop the electronic platform for student assessment.
- Create two awards for teachers: "The best teacher of the year, the best researcher of the year".

Expected outcomes

- Improve quality of teachers.
- Training for updating teaching skills of teachers.
- Preparing digital teaching materials.
- Use of Moodle platform.
- Use of student evaluation feedback for teaching.
- Use of electronic platform for student assessment.
- Policy document for the research integrity of teachers.
- Implementing awards for teachers.

Objective three: Excellence in student life

We will further improve our students' experience, putting them at the heart of the university with an emphasis on partnership working and personalising learning. We aim to provide students with opportunities to develop the skills, qualities, knowledge and experience to prepare them for high-value employment in their chosen field.

Actions

- Development platform for the student-centred approach.
- Personalise students' learning experiences.
- Promote, support and provide the necessary resources for small-group teaching.
- Provide all students with regular focused feedback on their progress and attainment.
- Create teaching, research and social spaces that foster belonging to an academic community.
- Internship opportunities for students nationally and internationally.
- Provide opportunities for all students to improve their knowledge and skills in research, leadership, internationalisation and sustainability across a wide range of fields.
- Provide expert careers guidance and develop employability skills in a way that is accessible to all students throughout their time with us.
- Focus recruitment and admission activities on improving the quality of the students who apply to us and attracting the best students with the potential to achieve academic excellence.
- Develop the policy document for the academic integrity of students

- Create two awards for students:
  a) The "Student of the Year" award, awarded to the student who has achieved the highest in academic studies, in sports, artistic activities, social activism.
  b) The Prize for *Best master thesis* and *Best doctorate of the year*

Expected outcomes

- Implementation of student-centred approach.
- Preparing the internship policy.
- Establishing the office of student recruitment and admission.
- Preparing the recruitment and admission policy.
- Policy document for the academic integrity of students.
- Implementing awards for students.

Strategic priority 3: Research

Excellence in research is our priority for the coming years.

Actions

- Prepare the research strategy.
- Creating research profiles of the institution in order to maximize the impact of institutions.
- Identify the research projects that have impact on society development.
- Prepare the packet of research projects.
- We will use all funding possibilities to support research.
- Link research with teaching.
- Establish the office of project.
- Create a database on research.
- Establish a set of expectations for all the staff whose contract includes research workload.
- Measure the research product based on the national measuring methodology.
- Prepare the research portfolio of the institution.
- Create the network of the young researcher.
- Perform high level research by bringing innovation and enabling university recognition.
- Developing new scientific research relationship with businesses and other academic institutions at national and international level.
- Better integration of LOGOS into the European Research Area.
- We plan to establish e Research Seedcom Fund to support new research initiatives.
- We plan to provide a financial support for participation in the international research activities.

Expected outcomes

- Research strategy document
- The packet of the research project
- Research database
- Publication of the evaluation of the research products
- Functioning the Research Seedcom Fund

Strategic priority 4: Building partnership

Working with organisations outside our institution and building partnerships is vital to achieving LOGOS vision. We enjoy relationships with local, regional and national employers across a range of sectors, who offer work experience opportunities to our students and employment opportunities to our graduates, and these relationships benefit us and employers. We have an alumni community and some of them are loyal supporters of our institution.

We need to increase our work with a broader variety of public, private and voluntary organisations and with our past students to contribute to our educational mission, identify future funding priorities for research and education and promote philanthropy to generate resources to support our core activities.

Objective one: Growing external partnerships to support teaching and learning, research and student employability

Actions

- To target partners whose strengths and ambitions are in line with ours to increase experience-based learning and employment opportunities for our students.
- To make sure our programmes are relevant to employers and professional bodies.
- To expand professional development and executive education opportunities nationally and internationally to support sharing knowledge, building partnerships and generating income.

Expected outcomes

- Establish a permanent forum with employers
- To develop a feedback instrument for employers

Objective two: Strengthen and increase the number of national and international research partnerships

Actions

- We will target and then grow partners that align with our research strengths and ambitions.
- We will target high-performing Higher Education institutions and research partners that align with and support our research strengths and can increase the value and impact of our research.
- We will adopt consistent approaches to our partners, in terms of management and services offered.
- We will work with governments and their agencies, including research funders, at an early stage to help shape thinking and achieve better representation on working groups and decision-making panels.
- We will make sure that regular and consistent horizon scanning is a basic part of our work to capture important and relevant research and wider funding opportunities as early as possible.

Expected outcomes

- Increase the number of research partnership agreements
- Increase the number joint research projects

Objective three*: Develop strong networks of engaged alumni who act as ambassadors for us, supporting education and research by contributing time, expertise, networks and financial support*

Actions

- We will increase our work with alumni, establishing relationships and building awareness with students while they are studying with us.
- We will draw on the influence and skills of our alumni to support our main business of education and research.
- We will identify, map and track our alumni more effectively and make sure our partnerships with them aim to match up their interests with our priorities.

Expected outcomes

- Drafting a policy paper on partnership with alumni
- Creation of the database of alumni
- Creation a network of alumni
- Organizing a campaign to attract alumni

Strategic priority 5:   Internationalization

We belive that internationaliztion provides opportunities for universities to become *"key mediators in the encounter between world and national culture"*. Considering the importance of the internationalization for the LOGOS, there is a need to prepare the document of the international strategy. In the framework of this strategic plan we are presenting following objectives.

Objective one: Internationalization of curriculum and the teaching and learning process and offering joint programs and degrees

Actions

- To offer opportunities in our formal curriculum and the broader university experience that ensures all students experience a high-quality international education.
- Make sure all programmes clearly express the international and European dimension.
- Key concepts of global citizenship need to be incorporated into the learning experience of our students and the principles of social justice, civic ecology, sustainable development, fair play, community cohesion and global exchange need to permeate our educational policies and practices at all levels.
- Integrating global and intercultural competences in the curricula as learning to participate in interconnected, complex and diverse societies is no longer a luxury but a pressing necessity.
- To identify key elements of internationalization that can be embedded in library collections and reading lists, media resources.
- Developing e-learning resources to support international education units and promoting awareness of global educational issues.
- Offering joint programs with foreign universities.
- Offering programs in foreign languages.

Expected outcomes

- Revised curricula
- Reflected international and European dimension in all study programs
- A set of global and intercultural competences
- Enrichment of the library collection and online library possibilities
- Offering two joint programs with foreign universities
- Offering two joint programs in foreign languages
- Organizing summer schools
- Increase the number of international internships
- A feedback instrument on internationalization curricula

Objective two: To develop mobility of students and staff exchanges

Actions

- Promote and support international opportunities for students, including short-term opportunities for our students to study in partner universities, for international internships, and summer schools.
- Promote opportunities for student exchange offered by European Union Programs, like Erasmus+, Erasmus Mundus Joint Master Degrees programme, Erasmus Mundus Partnerships, country bilateral programs, or other international programs.
- Provide university staff development opportunities for international activities conducive to raising international awareness and integrating global issues into our curriculum and pedagogy;
- Expanding international staff and student exchange programmes (on a reciprocal basis) and sponsoring a Visiting Scholar and/or Visiting Research/Teaching Fellow scheme.
- Setting up a database that contains information about existing international staff and institutional links and identifies funding sources and strategic opportunities.
- Establishing an international advisory function that provides staff with the information, training and support they need to develop international expertise through projects, courses and representation. Paralleling this, there should be an international advisory function within the student support office for both home students seeking placements abroad and prospective international students seeking access to LOGOS programme.

Expected outcomes

- Increase the number of student exchange.
- Increase the number of staff exchange.
- A database on international exchange.
- Establishment of the office of the international relations and international advisory function.

Objective three: To advance international academic partnerships and joint research & development projects

Actions

- Prioritize publications that specifically target journals, conferences and other publication routes concerned with international education.
- To host at least one international research and one graduate studies conference per annum
- Expanding links with strategic research partners through networks
- Put in place a regionally focused coordinated strategy to allow for long-term strategic international partnerships that support research and sharing knowledge.
- Encourage and facilitate our departments and research teams to develop strong international collaborations to support high-quality research.
- Allocate resources in order to involve the LOGOS research community in international research projects.
- Membership in the international research associations

Expected outcomes

- A list of target journals, conferences.
- A database of research projects and research partners.
- Organization of annually international conference.
- Participation in the international conferences.
- Increased institutional and individual memberships the international research associations.

Objective four: To create environment for international student recruitment

- Attract international students and better support them by making sure they become a part of our community, sharing knowledge, providing the skills they need to become employable and creating opportunity for life-long relationships and networks.
- Exploring the program areas that interested the foreign students.
- The recruitment of more international students onto master programs or continuing professional development and research programmes.
- Develop online and technology-enhanced learning to build international communities of learners at undergraduate and postgraduate levels.
- To integrate international students in LOGOS community.

Expected outcomes

- Increase the number of international students attending LOGOS programs.
- Use of online learning platform.
- Create an international student community and international spirit.

Strategic priority 6:   Quality assurance

LOGOS has the responsibility to provide a high quality of education, research and service; to demonstrate that it is making the best possible efforts to efficiently use the resources entrusted to it and to ensure that state quality standards are met.
    LOGOS is aware of the vital importance of enhancing the quality of its overall activity. LOGOS is aware that quality, its continuous improvement and fulfilment of expectations is a prerequisite for its long-term development and existence. At the same time, LOGOS is aware of the fact that quality should be recognized by external evaluation and accreditation institutions. Improving quality has also become a permanent task.

Objective one: All quality standards should be met through quality assurance and improvement processes

This objective should be met through compliance with the Code of Quality, European Standards on Higher Education, standards ISO 9001: 2015, through a commitment to a quality culture throughout the institution, making evaluation an integral part of its activity, making quality assurance a responsibility of everyone.

Actions

- To promote the quality culture according to which every member of the institution community sees the provision and improvement of quality as a personal and collective responsibility.
- To develop policies, procedures, processes that support an effective planning, implementation, monitoring, evaluation and improvement cycle, taking into account the internal and external context.
- To present a picture of quality at the institution, main unit and base unit level.
- To monitor and evaluate the fulfilment of institutional standards.
- To identify and analyze the strengths and weaknesses of the institution's entire activity, of the main units and core units that operate within the institution;
- To monitor and evaluate the fulfilment of standards of study programs.
- To monitor and evaluate the quality of student preparation.
- To monitor and evaluate the compliance of scientific research standards;
- To monitor and evaluate the fulfilment of professional standards by academic staff, and administrative staff.
- To encourage academic staff, academic, administrative and student support staff to reflect.
- To monitor and evaluate the quality of LOGOS services provided to students.
- To monitor and evaluate the management of financial resources.
- To propose an action plan for bringing about improvement, change, development.
- Provide information that will serve for external evaluation and accreditation. ensure their involvement and contribution.

Expected outcomes

- New culture of quality
- Quality internal assurance policy and action plan
- Publishing the packet of the quality evaluation instruments
- Publishing quality assurance information (reports of evaluation, decisions of the accreditation, etc.)

Objective two: To establish the internal system of the quality assurance

The aim of this objective is to create and implement internal system of quality assurance, to identify functional responsibilities of the organs and authorities responsible for quality assurance at all levels. All bodies and authorities have the freedom and authority to identify problems, take initiatives, make recommendations, and present solutions to quality issues.

Actions

- Establishment of the Permanent Commission of the Internal Quality Assurance.
- Establishment of the office of the Internal Quality Assurance.
- Establishment of the team of the Internal Quality Assurance.

- Identify functional responsibilities of the organs and authorities responsible for quality assurance at all levels.
- Identify functional responsibilities of the organs and authorities responsible for quality assurance.
- Training the staff on internal quality assurance.
- Managing the system of the internal quality assurance.

Expected outcomes

- Functioning commission, offices, teams
- Publishing of the regulation on the internal quality assurance
- Short training on quality assurance

	STRATEGIC DEVELOPMENT PLAN				
	Document code	Date of approval	Date of updating	Updated points	Number of pages

Action plan

	Activity	Time	Responsible person group	Approval body	Budget
1	Policy documents	2018-2019	Rectorate	Senate/ BA	none
2	Strategic plans	2018-2019	Rectorate	Senate/ BA	none
3	Action plans	2018-2019	Rectorate	Senate/ BA	none
4	Regulatory framework	2018-2019	Rectorate	Senate/	none
5	Establishing the offices (human resources, student admission, public relations, international relations and projects, quality assurance)	2018-2019	Rectorate	BA	Salaries, offices
6	Opening new programs (4 programs)	2019-2020	Departments, Faculties, Recorate	Senate/ BA	Application fee for the preaccredidation
7	Opening new programs (4 programs)	2020-2021	Departments, Faculties, Recorate	Senate/ BA	Application fee for the preaccredidation
8	Opening new programs (4 programs)	2021-2022	Departments, Faculties, Recorate	Senate/ BA	Application fee for the preaccredidation
9	Opening new programs (4 programs)	2022-2023	Departments, Faculties, Recorate	Senate/ BA	Application fee for the preaccredidation
10	Opening new programs (4 programs)	2023-2024	Departments, Faculties, Recorate	Senate/ BA	Application fee for the preaccredidation
11	Branding and identity	2018-2024	Rectorate	Senate/ BA	Promotion payments
12	Curricula activities	2018-2024	Departments, Faculties, Recorate	Senate/ BA	none

13	Research activities	2018-2024	Departments, Faculties, Recorate	Senate/ BA	Budget on conferencies, journal publicayion, individual research activities
14	Partnership activities	2018-2024	Rectorate	Senate/B A	Membersghip fee
15	Internationalization activities	2018-2024	Rectorate	Senate/BA	Membersghip fee Budget on projects
16	Quality assurance	2018-2024	Rectorate	Senate/BA	Evaluation and Accreditation fee
17	Trainings	2018-2024	Rectorate	Senate/BA	None