



UNIVERSITETI I MJEKESISE, TIRANE  
**UNIVERSITY OF MEDICINE, TIRANA**

# **STRATEGIC PLAN**

## **2017-2020**

Approved by the UMT Academic Senate's Decision No. 18, dated 24.02.2017

**Tirana, 2017**

## Content

<b>The UMT Rector's foreword, Prof. Arben Gjata .....</b>	<b>3</b>
<b>History of University of Medicine, Tirana .....</b>	<b>6</b>
<b>1. Vision .....</b>	<b>9</b>
<b>2. Mission .....</b>	<b>9</b>
<b>3. Aim.....</b>	<b>9</b>
<b>4. Objectives .....</b>	<b>10</b>
4.1 Students.....	10
4.2Curriculum.....	11
4.3 Academic staff.....	11
4.4 Internationalisation of academic and scientific-research activity .....	12
4.5 Funding .....	12
4.6 Organisation.....	12
4.7 Cooperation.....	12
<b>5. Action Plan.....</b>	<b>13</b>
5.1 Students.....	13
5.2 Academic staff.....	15
5.3Internationalisation.....	17
5.4 Funding.....	18
5.5 Organisation.....	19
<b>6. Conclusions.....</b>	<b>20</b>

## The UMT Rector's foreword, Prof. Arben Gjata



The aim of this strategic document is to present the vision regarding the development of the University of Medicine, Tirana, during the four following years, taking into account the main challenges that lie ahead of us.

The University of Medicine, Tirana, was established on 23.01.2013, following its separation from the Faculty of Medicine and the Faculty of Nursing of Tirana University, which consisted of 5 (five) faculties: the Faculty of Medicine, the Faculty of Medical Technical Sciences, the Faculty of Dentistry, the Faculty of Pharmacy and the Faculty of Public Health. Based on this, it is the newest public university in Albania, yet historically it cherishes a 65-year old tradition of health education in the country, which having undergone transformations reached the stage of becoming the higher education institution dedicated solely to the education in the medical field.

I am deeply honoured to be the first rector elected of this honourable institution, having undertaken at the same time a great responsibility, charged by its students and professors, for drafting a challenging developmental programme, yet realistic, ambitious and attainable, which will determine our common way towards the great challenges that the development process entails.

Personally, I think our motto during this way shall be: *"Dearing means achieving"*. I think that we should dear to set challenging objectives for the future, because our academic staff is among the most qualified at the national university spectrum, since it is composed of Albanian medical elite, as we have the fortune to attract the best high school students; because our students are at the top of all Albanian students; because I believe that together we have the proper competences and energies to undertake great transformations, taking into consideration that essentially the university does not *imply* the auditoriums, the premises, the laboratories or clinics - but *you*, dear colleagues and students. I am totally convinced that your ideas, good cooperation and goodwill to achieve those elements together comprise the engine, which makes dreams come true and fulfils our ambitions.

During the first years of establishment as an independent institution have faced by great challenges regarding the organisation and reorganisation of the academic and administrative structures, for fulfilling the legal criteria, in order to convince public opinion of the great possibilities deriving from the independency of this institution; concerning the re-composition and provision of complete programmes for all study cycles for our students; concerning the consolidation of international relations with partnering institutions, and many other challenges as well. I would like to take this opportunity to thank Prof. Jera Krujën and Prof. Ali Refatllarin, the two previous appointed rectors, for their work and commitment in coping with these challenges.

The drafting of this four-year strategic plan is based on wide consultations with various colleagues and students, by making use of the possibilities provided by the implementation of the new Law on Higher Education, No. 80/2015 *“On higher education and scientific research in the higher education institutions in the Republic of Albania”*, relying on the best international practices in the field of medical education and putting our efforts, while defining the challenges and measures of the future, in advancing with our dreams and aims, yet embracing a realistic approach.

The University of Medicine, Tirana, is and will remain the most important academic and research centre of medical sciences at the national level. Our efforts will focus on its transformation into a pan-Albanian and regional centre of excellence.

Students will always be at the centre of this prevalent project. Some of our objectives, which aim to improve the expertise which students acquire during their studies, rendering them more appealing both in the local and international job market, include: reinforcing meritocracy of students’ selection; more qualified theoretical preparation; creating possibilities, that apart from learning they should have the possibility to be engaged in scientific and research processes; enabling students’ exchange according to bilateral or multilateral agreements; approaching foreign lecturers (invited lecturers); enhancing infrastructure, etc.

The process of reforming our curricula will be based on contemporary tendencies that are transforming the modern health care, from an individual-based health care to a community-based one; from occasional care to a continual one; from treatment of acute diseases to treatment of chronic ones; from treatment of illnesses to prevention; from lack of cost treatment estimation to maximal care for the cost.

The academic staffs of University of Medicine, Tirana, comprise the elite of the Albanian health system, which should be preserved, encouraged and supported. The University will aim at boosting the professional level of the pedagogical staff, by creating the proper conditions for the academic freedom, encouraging and supporting departments to define research fields, which will influence policy drafting for the development of Albanian medicine, and clinical studies that define cure and application protocols, which then can be applied in all medical structure in the country, in line with the development needs. Another direction of great importance, relying on best international practices, will be the establishment of a sector for project drafting, based on our pedagogical staff’s ideas, which would ultimately enable application and acquisition of research grants,

both from domestic and international funds. Re-establishing the tradition of keeping the most talented students after graduation in order to serve as assistants - at the beginning, they might be employed as tutors with definite term contracts, and then can be employed as full-time lecturers - is a challenge which aims at ensuring the excellence of the pedagogical staff in the future.

The University of Medicine, Tirana, will put all its efforts into internationalisation and expanding further cooperation internationally with universities and higher education institutions, or universal health institutions in the academic, scientific-research and medical discipline, signing cooperation and exchange agreements with such institutions, fostering thus participation in joint scientific-research projects under the frame of European or regional projects, as well as enabling international mobility of students and pedagogical staff, which stimulates their potential development for being successful in an international scene.

Among the most tough challenges we are to face is funding the institution. The new Higher Education Law No. 80/2015 “*On higher education and scientific research in higher education institutions in the Republic of Albania*” not only offers opportunities for entering the job market, but it also puts us in front of the risks this market displays. The University of Medicine, Tirana, aims to strengthen its finances, through: improvement of their effectiveness and efficiency; increasing income through involvement in scientific-research; applying further education programmes that reach all doctors in Albania; participating in national and international scientific-research projects; providing consultancy and services for third parties; improving expense management, while ensuring their transparency and efficiency, etc.

The Rector of the University of Medicine, Tirana, will undertake the role of coordinator and promoter, that will encourage: academic and institutional independence, by strengthening the coordinating role of faculties’ structures; building and reinforcing competences of departments, aiming at making them the engine of decision-making; promoting and processing of development and education strategies; building academic and professional competences of university services, protecting and promoting great values, such as strengthening of integrity and competences of the academic staff, while paying due attention to students of all cycles, since they comprise the supporting pillar for which we all shall be careful to.

Being fully aware that drafting and implementing of a strategic plan can be achieved through our joint work and commitment, I kindly invite you to contribute with all the capacities we already have, since You are the University!

*Sincerely yours,*  
Prof. Arben Gjata  
Rector of University of Medicine, Tirana

## **The History of the University of Medicine, Tirana**

The University of Medicine, Tirana (UMT), is a historical centre that embraces a 65-year old tradition in the public university formation in the discipline of medical sciences, in the Republic of Albania. It provides high professional expertise in scientific education and preparation of health specialists.

The history of Albanian higher health education dates back to the establishment of the Higher Health Institute, upon a Council of Ministers' Decision No. 381, dated 07.06.1952.

The Higher Medical Institute was founded on 22 September 1952. During the first year of establishment, this institution admitted the first 67 students, 13 of which were girls. The first director of this institution was Dr. Aleks Bozo. The study programme provided was designed to prepare general physicians. The University Hospital base was the General Civil Hospital, Tirana (today University Hospital Centre "Mother Theresa", Tirana) and other health institutions in the country, which all today have become university hospitals. HMI is subordinate to the Ministry of Health. This institution is one of the five founding faculties of the public University of Tirana, in 1957, becoming the Faculty of Medicine. Dr. Medar Shtylla was the first dean.

The Faculty of Medicine was founded upon a Decision of Council of Ministers No. 197, dated 20.05.1957, and has kept carrying on its activity in two branches: General Medicine, in 1959, and Dentistry. Its establishment consolidated the bases for the pedagogical, educational, formation and scientific activity development and hence the Faculty of Medicine became the leading centre of medicine in Albania, offering highest professional and scientific standards.

During the academic years 1957-1958, the short-term postgraduate qualification courses were designed, and which in 1981 took the form of a post-graduate school with regular programmes and plans for 20 specialisation courses, designed to meet the needs of specialists in medical services of the country.

Shortly, during the academic years 1957-1958, 15 departments were established and the whole Faculty of Medicine, departments, laboratories, cabinets and clinics were in the hands of Albanian specialist physicians.

In 1973, upon a Decision of Council of Ministers the disciplining of doctoral procedures was foreseen and pedagogues set on preparing dissertations to defend their scientific titles, and by the 80s there were 30 dissertations submitted.

In 1959, the Journal of the Public University of Tirana was published, part of which was the "*Medical Sciences Series*". During the years 1975-1980, "*Medical Sciences Series*" dwelt on 73 different topics, 13 of which bore the title "Council of Ministers". In 2014, the History Journal of Medical Sciences became a universal magazine in English, bearing the title "*Albanian Journal of Medical and Health Sciences*", which today embodies the values of international scientific tool, with well-known standards from prestigious database, such NLM and ICMJE.

Under the frame of international cooperation, the Faculty of Medicine admitted students from many countries around the world, such as Soviet Union, Palestine, Congo, Indonesia, Syria, as well as from Eastern Europe, who mainly specialised in surgery.

Until 1970, the branch of Pharmacy has functioned as a department of the Faculty of Natural Sciences. Following this year, this department became part of the Faculty of Medicine, deriving three branches out of it.

Another important point for the Faculty of Medicine is the faculty's scientific library, established simultaneously with the Higher Medical Institute in 1952, which is one of the oldest and well-stocked scientific libraries in the Republic of Albania.

In 1994 the Higher Education Institute of Nursing, upon a Council of Ministers' Decision, No. 494, dated 5.8.1996, *"On Higher Education Institute of Nursing"*, while in 2004 the Faculty of Nursing of Tirana University was founded, upon a Council of Ministers' Decision No. 612, dated 21.09.2004, *"On shifting of the Higher Education Institute of Nursing of Tirana into the Faculty of Nursing subordinate to the University of Tirana, with a 3-year study programme"*.

At first, at this Faculty, in 2015, for the first time the department of Nursing was established, with two sections: General Nursing and Special Nursing that qualifies students in: General Nursing and Midwifery. Likewise, the staff of the Nursing Faculty published the scientific journal: *"Contemporary Medicine and Nursing Care"*.

On 23.01.2013, following the Decision of Council of Ministers No. 48: *"On establishment of the University of Medicine, Tirana"*. Prof. Jera Kruja was appointed Rector, who was f by Prof. Ali Refatllari. Following the establishment of the University, the Faculty of Medicine and the Faculty of Nursing jointed the former's structure, which were detached from the yearlong structure of Tirana University and became integral part of the five main units of this university, being divided into five faculties respectively: Faculty of Medicine, Faculty of Medical and Technical Sciences, Faculty of Dentistry, Faculty of Pharmacy and Faculty of Public Health. The University of Medicine, Tirana, following its institutional reorganisation on 30.03.2016, is composed of three faculties: Faculty of Medicine, Faculty of Medical and Technical Sciences, Faculty of Dentistry, and of 22 departments.

After the elections, held on 20 April 2016, Prof. Dr. Arben Gjata was proclaimed the first rector elect of this university.

Currently, the University of Medicine, Tirana, has 303 lecturers (internal academic staff), of which 80 have been awarded the academic title "Professor", as well as 81 administrative staff.

UMT offers study programmes in General Medicine, Pharmacy, Stomatology, Public Health, General Nursing, Laboratory technician, Physiotherapy, Midwifery, Logopedia, Radiology and Geriatrics, as well as 36 specialisation programmes and 24 doctoral programmes.

Today the University of Medicine, Tirana portrays a new and contemporary image. It is an institution recognised by FAIMER, ECFMG, CGFNS, etc. UMT is also part of university networks, such as BUA, ORPHEUS, CEEPUS, ERAWEB, and is a university partner with many

well-known universities. Since 2014, the University of Medicine, Tirana, has been taking active part in development projects of the European Union Programme Erasmus+, of the European Research programme FP7, as well as Horizon 2020.

On 29.10.2012, the President of the Republic of Albania, Mr. Bujar Nishani, awarded the Faculty of Medicine of Tirana University the title “Nation’s honour”, with the Decree No. 7800, whereas on 07.06.2016, awarded the course of physicians and dentists, having graduated in 1966 from the Faculty of Medicine, the title “Naim Frashëri”, with the Decree No. 9626.



## **1. VISION**

The University of Medicine, Tirana, is the most important academic and research centre of national medical sciences and aims at maintaining this position.

This key and guiding role in education, scientific research and health care will be performed through reformation and modernisation of the institution, whilst transforming it into a academic and scientific-research and medical institution that:

- inspires and promotes university and cross-university cooperation approaches;
- supports the academic staff and students;
- recognises, supports and promotes excellence;
- understands, follows up and supports the society's needs;
- provides orientation and models to be followed;
- educates, appreciates, creates and maintains leadership, relying on best traditional and future values;
- cultivates politeness and collegiality within an inclusive community.

## **2. MISSION**

The University of Medicine, Tirana is a public higher education institution of medical sciences in the Republic of Albania, which:

- prepares and educates health professionals based on three study cycles, in line with the highest professional standards;
- applies and stimulates scientific research;
- inspires and promotes innovation in the medical sciences field;
- educates and inspires the future leaders in the field of medicine.

This University, in cooperation with students, government, health services and civil society, transmits knowledge and prepares health professionals that practice optimal care to patients, with the aim of preventing and treating diseases, as well as advancing scientific research to the benefit of health.

## **3. AIM**

The University of Medicine, Tirana, as the only public institution of medical sciences aims to maintain its guiding role in coping with future challenges of health care, while aiming at preparing future health professionals, orientated towards:

- health care based on facts;
- assessment of health care quality and performance;
- transition from hospital medical care to ambulatory medical care and home-based medical care;
- integrated proactive and preventive medicine;
- health care provision by professional multidisciplinary and interdisciplinary teams;
- an ethical partnership between health professionals and patients.

## 4. OBJECTIVES

The main objective of the University of Medicine, Tirana, is the preparation of health professionals, capable of coping with the development challenges in the field of medical sciences.

### 4.1 Students

In order to achieve these goals, we need to focus primarily on students, who shall be at the centre of our activity.

One of the main objectives of the University of Medicine, Tirana is reinforcing meritocracy in selection, by:

- improving the selection system of students in the University of Medicine, Tirana, through devising of a realistic admission formula;
- creating logistics possibilities for the realisation of an objective, honest and transparent admission competition.

The second major aim is more qualitative preparation of students both from a theoretical consideration and practical one in the field of medicine that will be accomplished following quality increase of their clinical skills, through:

- application and expansion of clinical simulation methods;
- expansion of supporting hospital networks;
- empowerment of tutorial system, involving in this system all physicians of the University Hospital Centre “Mother Theresa”, Tirana, and the hospital network of the University of Medicine, Tirana;
- active engagement in scientific research;
- promotion of multidisciplinary study methods development;
- promotion and creation of their mobility possibilities in the European higher education arena;
- increase of support towards students through administrative and other support services;
- promotion and development of community-based sports and social activities.

Nowadays, medical education is not restricted to knowledge provision to students, but it puts an emphasis and focuses on developing the necessary competences to stimulate studying and evaluation, initiated from the university auditoriums, and applying them continually while practising the profession. To achieve the above-mentioned objectives, we aim at developing the following competences:

- critical evaluation of medical knowledge;
- clinical and care provision skills to patients;
- skills for scientific and clinical research;
- professionalism when practising the profession;
- communication and human interaction skills;
- development of health care systems;
- continuous care improvement through reflective practices.

A successful medical university preparation is defined as ensuring and cultivating not only the students' memorisation capacities, but also competences such as understanding, applying, analysing, evaluating and creating, so that to acquire longstanding knowledge in the field of medicine.

#### ***4.2 Curricula***

To achieve the objectives, a priority is the improvement of curricula, through focusing on contemporary tendencies, which are transforming modern health care, such as transition:

- from individual health care to a community-based one;
- from episodic to continual care;
- from treatment of acute diseases to treatment of chronic diseases;
- from treatment of disease to maintaining of health;
- from lack of treatment cost estimation to maximal care for the cost;
- to medicine based on facts and scientific research.

The final goal of the University of Medicine, Tirana, in this field, respecting and embracing the best practices transmitted from the past, is the preparation and orientation of future professionals in the field of medicine towards the eight key roles they of the new century have to perform during their professional life. These roles are as follows:

1. medical expert;
2. communicator;
3. co-operator;
4. manager;
5. health advocate;
6. student;
7. professional;
8. scientific researcher.

#### ***4.3 Academic staff***

The academic staff of the University of Medicine, Tirana, composes the elite of the health system, which shall be further encouraged and developed, through:

- development and implementation of transparent and verifiable recruiting policies for an excellent staff;
- implementation of “brain-gain” policies;
- implementation of policies that stimulate the boosting of the academic staff's performance and scientific research, through involvement in national and international projects;
- implementation of effective strategies for staff renewal, by providing one-year definite term contracts for assistant lecturers, encouraging attraction of new academic staff;
- implementation of transparent procedures for academic promotion;
- creation of reward possibilities depending on the workload;
- creation of a healthy and friendly university environment;
- stimulation of academic and scientific thinking and diversity;
- encouragement and creation of possibilities for mobility in the European higher education arena;

- increase of support for the academic staff through administrative and other support services.

#### ***4.4 Internationalisation of academic and scientific-research activity***

The University of Medicine, Tirana, will put all its efforts into the internationalisation and promotion of cooperation internationally with universities and other higher education institutions or health university institutions in the academic, scientific-research and medical field. Following this, the implementation of existing agreements for international cooperation will continue, and entering into new agreements will be encouraged, being fully aware that every joint research project serves the advancement of scientific-research activity in the field of medicine.

#### ***4.5 Funding***

In order to achieve the objectives, funding provided by the university is important. The two actual funding resources are state budget grants and secondary revenues, which are accumulated mainly from tuition fees. The Law No. 80/2015 “*On higher education and scientific research in the higher education institution in the Republic of Albania*” provides significant opportunities for improving funding, by providing funding alternatives.

The University of Medicine, Tirana aims to boost its finances through:

- improvement of finances’ effectiveness and efficiency;
- growth of revenues through support and involvement in national and international scientific research projects;
- provision and implementation of continuing education programmes for all health professionals in Albania;
- provision of consultancy and services to third parties;
- increase of students’ involvement in scientific research;
- improvement of expense management, increasing their transparency and efficiency;
- provision of 3, 6, 12 and 18-month long post-specialisation fellowships, in the specific fields of medicine, for which a special qualification of basic post-specialisation is required;
- enhancement of the online system for the academic staff’s scientific bibliography and its continual update.

#### ***4.6 Organisation***

Reaching the aims of the University of Medicine, Tirana, as well as meeting the obligations that derive from the legal changes conform to the Law No. 80/2015 “*On higher education and scientific research in the higher education institutions in the Republic of Albania*”, which stipulates significant changes even for the internal organisation and reassessment of the university’s basic documentation, such as the Statute and the Regulation of the University of Medicine, Tirana.

#### ***4.7 Cooperation***

The Rectorate of the University Of Medicine, Tirana, in cooperation with the Administrative Board, Academic Senate, dean’s offices and departments, will be the coordinator and stimulator that will promote:

- academic and institutional independence and freedom;
- empowerment of coordinative role of faculties' structures;
- departments' capacity building and strengthening, with the aim of becoming the engine of decision-making;
- encouragement and processing of development and education programmes;
- increase of the university services' academic and professional competences, maintaining and promoting those as fundamental values of the medical academic system and beyond;
- consolidation of academic staff's integrity and competences;
- establishment of new structures, which ensure transparency and effectiveness of financial expenses;
- establishment of academic structures that will ensure provision of continuing education programmes, fellowships and support for project drafting.

## 5. ACTION PLAN

To reach the above-mentioned objectives, an action plan has been drafted that aims to plan and monitor the necessary steps to facilitate implementation of the objectives put forward.

### 5.1 Students



#### **Reinforcing selection meritocracy**

- Our aim is to ensure meritocracy in the selection of students in the first cycle or in the integrated master programmes, through their performance assessment in the high school, estimating it based on general performance, and the results in the chosen subjects for admission at the University of Medicine, Tirana, as well as state Matura results.

This formula will be modified to be closest to reality.

*Deadline: February 2017*

- The application of the competition for admission to these study cycles in the University of Medicine, Tirana, remains an important goal, which requires compilation of a set of questions in the form of quizzes that will be given to applicants, paired with the creation of a safe and large premises that enables computer-based transparent, honest and inviolable competition.

*Deadline: September 2019*

- Admissions to the third study cycle will be made based assessment of results at the university, oral interview and computer-based competition, which will be carried out at the National Examination Agency. Following the setting of objective conditions, the computer-based competition will be held within the structures of University of Medicine, Tirana.

*Deadline: September 2019*



#### **Application and extension of clinical simulation methods**

Simulation techniques require a laboratory for carrying out clinical simulations, which will be utilised for first, second and third cycle students' preparation and testing, as well as an important base for providing continuing education programmes.

Its funding is quite difficult to be realised relying only on the University funding, hence for its accumulation, applications shall be made to receive loans or grants from the government.

*Deadline: project drafting by March 2017*

*Deadline: project implementation 2017*

➤ **Expansion of the supporting medical network**

For establishing a more meaningful contact with students, apart from university hospital centres, we aim to enter into agreement with non-university medical institutions, especially with polyclinics and National Emergency structures. Agreements with the non-university hospital structures demand approval from the Rectorate and the Academic Senate. Under these circumstances, the dean's office shall have the right to enter into such agreements with the above-mentioned structures, upon departments' proposal, without needing approval by the Rectorate or the Academic Senate.

In order to enable the involvement of hospital structures in the formative network of the University of Medicine, Tirana, analysis of conditions, human capacities and infrastructure is necessary.

*Deadline: September 2017*

➤ **Strengthening of tutorial system**

Students are in need of a better practical formation. This will be achieved through implementation of the tutorial system in all current practices of all study cycles, by:

- increasing the number of external lecturers;
- engaging non-university physicians of hospital or medical ambulatory structures as tutors of the University of Medicine, Tirana;
- involving third cycle students in this system;
- specifying their selection and financial reward method in the Statute and the Regulation of the University of Medicine, Tirana.

*Deadline: April-October 2017*

➤ **Engagement in scientific research**

Accomplishment of this crucial objective requires the implementation of a series of steps that facilitate students' formation applying the scientific research methodology, such as:

- creation and empowerment of scientific research teams according to subjects, according to the field of studies the department has;
- obligation of scientific publications for third cycle students;
- submission of a master thesis, as a mandatory criterion for the second cycle;
- inclusion of these obligations in essential documents of the University of Medicine, Tirana;
- financial assistance by the University of Medicine, Tirana, for the organisation of scientific activities by associations or student government.

*Deadline: October 2017*



### **Infrastructure**

- Enhancement and creation of new academic and scientific infrastructure in compliance with the contemporary requirements in teaching and scientific research.

*Deadline: October 2018*

- Modernisation of technological infrastructure.

*Deadline: October 2018*

- Application of more comprehensive computerised system in the management of register offices and finances in all the faculties of the University of Medicine, Tirana.

*Deadline: October 2018*

- Digitalisation of some administrative functions supporting students and academic staff.

*Deadline: October 2018*

- Enhancement of an online bibliography system and enhancement of UMT's library.

*Deadline: October 2018*



### **Mobility in the European higher education arena, through:**

- agreements with western universities;
- transparency and assistance to benefit from international mobility opportunities;
- involvement of students in international joint projects.

## **5.2 Academic staff**

- **Development and implementation of transparent and verifiable recruiting and developmental policies for excellent staff.**

Improving the needs and financial possibilities assessment process, and the whole recruiting process, in general, requires:

- the Rector to draft an instruction regarding the mandatory timeframes for announcement of vacancies and carrying out competitions;

*Deadline: March 2017*

- every faculty to review the workload of each department, based on the courses it provides; the lecturers' workload and the need for new staff following the issuance of sub-legal acts that stipulate the pedagogical workload, as well as harmonisation of this workload with the needs for tutorial system, putting forward even a means of calculating the tutorial staff's workload;

*Deadline: May 2017*

- evaluation of financial costs to meet the needs for internal pedagogical staff ;

*Deadline: June 2017*

- specification of the pedagogical and financial ratios between the tutorial staff, and internal and external pedagogical staff ;

*Deadline: September 2017*

- recruiting process following the above-mentioned evaluation.

*Deadline: September-November 2017*



### **Promoting multidisciplinary study programmes**

Professional competences define a professional's nature of work, whereas inter-professional competences define working processes accompanied with the joint aim of "placing the patient at the centre". Modern health is based on professional and multidisciplinary interaction for accomplishing an optimal performance in health care.

The current tendency is curriculum reformation and further career development of the health professional, integrating inter-professional learning based on multidisciplinary staffs. Multidisciplinary formation will facilitate continuing education, focusing both on multidisciplinary learning and cultivation of technical skills for manipulating new technological means.

Multidisciplinary academic staff will also enable the increase of degrees and certificates issued by the University of Medicine, Tirana.

*Deadline: years 2019-2020*



### **Encouraging performance improvement and scientific research boosting, by:**

- specifying the scientific research areas by departments and clinical services, based on the strategic development needs of the country, in line with their proposal or respond to requirements for studying health policies in Albania, in support of the Albanian government, Ministry of Health, Ministry of Education and Sports, local authorities or both public and private institutions with respect to prevention, diagnosis and treatment;

*Deadline: September 2017*

- signing agreements with either public or private institutions for funding and conducting studies in which they show interest;

*Deadline: years 2017-2020*

- engaging the academic staff in the drafting and implementation phases of the continuing education programmes or fellowship;

*Deadline: years 2017-2018*

- creating opportunities to deliver lectures or apply practices dictated from international partner institutions;

*Deadline: years 2017-2020*

- applying for national or international research projects as study groups, where more than one academic staff from the department or relevant service is involved, and second or third cycle students;

*Deadline: years 2017-2020*

- validating financial support for scientific activities of the academic staff, and making respective reflections in the basic documents of the University of Medicine, Tirana.

*Deadline: September 2017*



### **Provision of one-year definite term contracts for assistant lecturers**

- Description of this position in the basic documents of the University of Medicine, Tirana.



*Deadline: June 2017*

- Identification of subjects and positions of assistant with definite term contracts, according to their needs and development plans by faculties, departments and services.

*Deadline: April 2017*

- Estimation of financial impact.

*Deadline: June 2017*

- Recruitment of staff.

*Deadline: September-October 2017*



### **Improvement of reward system based on workload**

- Reflection of procedures ensuring extra reward, depending on the workload, in the basic documents of the University of Medicine, Tirana.

*Deadline: June 2017*

- Specification of reward system methodology.

*Deadline: June 2017*

- Estimation of financial impact.

*Deadline: June 2017*

- Implementation.

*Deadline: September 2017*



### **Stimulation of academic and scientific way of thinking and diversity**

- Organisation of scientific and consulting activities, at least once a year, concerning the possibilities of improving academic and scientific processes of the University of Medicine, Tirana, regarding the above-mentioned issues.

*Deadline: year 2017*

- Transformation of departments into the centre of decision-making with respect to study fields, curriculum reformation and continuing education programmes.

*Deadline: year 2017*

## **5.3 Internationalisation**



**Our aims for internationalisation of the University of Medicine, Tirana, shall be accomplished, by:**

- entering into cooperation and mobility agreements with international institutions;

*Deadline: years 2017-2020*

- encouraging participation in joint scientific-research projects under the frame of European or regional projects;

*Deadline: years 2017-2020*

- stimulating international mobility of students and academic staff, which realises
-

their development potential for becoming successful in a global scene;

*Deadline: years 2017-2020*

- encouraging publications in well-known international journals;

*Deadline: years 2017-2020*

- aiming to provide joint study programmes in the English language with foreign partner institutions of higher education and training of health professionals;

*Deadline: years 2017-2020*

- attracting at the University of Medicine, Tirana, invited lecturers, outstanding personalities of foreign universities, including Albanian professionals working abroad.

*Deadline: years 2017-2020*

## **5.4 Funding**

### **➤ Improvement of finances' effectiveness and efficiency, and expense management by increasing transparency and efficiency, through:**

- establishment of an external Monitoring Council, composed of at least three specialists: an economist, a jurist and a procurement specialist, who will be charged with the evaluation of accuracy and transparency of public procurements. Its composition and function will be specified in the basic documents of the University of Medicine, Tirana;

*Deadline: June 2017*

- full-time employment of a specialist in the field of construction to evaluate technical needs for enhancing the infrastructure of the University of Medicine, Tirana, to monitor renovation works, and to maintain and coordinate with the technical support sector;

*Deadline: April 2017*

- full-time employment of an experienced specialist in the field of biomedical engineering for drafting technical specifications regarding the equipment needed for the Clinical Simulation Centre, the medical equipment that may undergo procurement and he/she would be responsible for their maintenance;

*Deadline: April 2017*

- awareness-raising and support provision to faculties and departments during investment and project planning to be implemented according to the programme priorities of the strategic development of the University of Medicine, Tirana.



### **Revenues growth through involvement in scientific-research projects, by:**

- appointing a committed Deputy Rector to support projects, fellowships and continuing education programmes;

*Deadline: year 2017*

- setting up a supporting sector for drafting and application of projects, for which at least 2 (two) experienced specialists in this field will be hired, and who will have perks too, be that from national or international grants, depending on the projects that will be received;

*Deadline: year 2017*

- foreseeing a percentage for every project received under the logo of the University of Medicine, which be transferred to the latter's account, and will be utilised to strengthen and develop the scientific sector;

*Deadline: year 2017*

- displaying highest level of transparency concerning the possibility of applying to projects, not only through their publication at the website of the University of Medicine, Tirana, but also by sharing information regarding cooperation opportunities in the scientific-research field and encouraging academic staff that will apply those projects.

*Deadline: year 2017*

➤ **Application for and provision of continuing education, fellowship, 3, 6, 12 and 18-month long post-specialisation programmes for consultancy and services by third parties, expanded to all institutions and health professionals in Albania, through:**

- setting up a centre to provide continuing education programmes, fellowships and support to projects, which will include even the clinical simulation centre and the appointment of a committed Deputy Rector for these fields;

*Deadline: year 2017*

- encouraging departments and services for drafting and accreditation of programmes in these fields. The activities under the frame of these programmes shall be bind to the needs indentified from practices, and a mechanism shall be set up for assessing competences, performance and outcomes improved due to these programmes;

*Deadline: year 2017*

- setting up of a support sector and necessary settings for provision of such programmes;

*Deadline: year 2017*

- working out a formula for each programme provided, which will serve as a reward estimation means for the staff, who provides these programmes, and the institution, where the latter will act out for strengthening and developing this particular sector.

*Deadline: year 2017*

## **5.5 Organisation**

➤ **Statue and Regulation of the University of Medicine, Tirana**

The Statue and Regulation of the University of Medicine, Tirana, shall reflect the relevant changes under the frame of the changes deriving from the Law No. 80/2015 “*On higher education and scientific research in the higher education institutions in the Republic of Albania*”, sublegal acts and objectives foreseen in the strategic development plan of the University of Medicine, Tirana.

*Deadline: year 2017*

➤ **Internal organisation**

- Conform to Law No. 80/2015 “*On higher education and scientific research in the higher education institutions in the Republic of Albania*”, and sublegal acts, the new organigramme and subordinate scheme of the administrative structures of the University of Medicine, Tirana, will be structured.

*Deadline: year 2017*

- Completion of the centre's organigramme to provide continuing education programmes, fellowships and support to projects, entails the clinical simulation centre and appointment of a committed Deputy Rector in these fields, as well.

*Deadline: year 2017*

## **6. CONCLUSION**

It is clear that we all will encounter many hardships while coping with these challenges, but at the same time we are convinced that no goal can be achieved if we embrace fear, routine, mediocrity and cynicism, in place of solidarity, cooperation and transparency.

The toughest challenges can be overcome only through joint efforts of those brave people who believe in their vision, who are able to stand still while facing challenges with the power of their ideas and who are able to handle them in order to achieve their goals.