



2021-2026

# U\_POLIS DEVELOPMENT STRATEGY

January 2021

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# Background

## THE VISION

THE VISION OF POLIS UNIVERSITY IS TO PROVIDE EXCELLENCE IN THE EDUCATION OF PROFESSIONALS AND SCIENTIFIC RESEARCHERS CAPABLE OF ADDRESSING THE NEEDS OF THE MARKET AND SOCIETY IN AREAS OF INTEREST AT HOME AND ABROAD. POLIS HAS THE FOLLOWING MAIN OBJECTIVES:

- A.** TO PROVIDE STUDENTS WITH PROFESSIONAL LEADERSHIP QUALITIES IN AREAS COVERED BY IT, IN ORDER TO EXERT INFLUENCE FOR A POSITIVE DEVELOPMENT OF THE COUNTRY AND THE REGION;
- B.** TO PROVIDE STUDENTS WITH THEORETICAL KNOWLEDGE AND PRACTICAL SKILLS ACCORDING THE HIGHEST CONTEMPORARY STANDARDS, AIMING THEIR INTEGRATION IN THE DOMESTIC AND INTERNATIONAL LABOR MARKET
- C.** TO CARRY OUT STUDY, RESEARCH, SCIENTIFIC AND PRACTICAL ACTIVITIES CLOSELY RELATED TO ITS RESPECTIVE ACADEMIC ACTIVITIES AND RESEARCH PROGRAMS
- D.** TO SERVE INNOVATION IN AREAS WHERE IT EXTENDS ITS ACTIVITY AND INFLUENCE DEVELOPMENTS IN THE REGION REGARDING THESE AREAS
- E.** POLIS AIMS TO BECOME A REGIONAL PLATFORM AND REFERENCE POINT IN THE BALKANS AND THE ADRIATIC AND IONIAN REGION.

## THE MISSION

**1.** THE MISSION OF POLIS UNIVERSITY IS FOCUSED ON ACTIVITIES OF EDUCATION, SCIENTIFIC AND APPLIED RESEARCH, AS WELL AS INNOVATION IN ITS AREAS OF INTEREST.

**2.** THE FUNDAMENTAL OBJECTIVES OF POLIS UNIVERSITY MISSION ARE:

**A)** TO CREATE, DEVELOP, TRANSMIT AND PROTECT KNOWLEDGE THROUGH TEACHING, SCIENTIFIC AND APPLIED RESEARCH AS WELL AS INNOVATION

**B)** TO EDUCATE TOP SPECIALISTS AND PREPARE YOUNG SCIENTISTS IN THE FIELDS OF DESIGN, ARCHITECTURE AND ENGINEERING, SCIENCES OF TERRITORY, MANAGEMENT AND POLICY DEVELOPMENT

**C)** TO DELIVER DIPLOMA STUDIES AT THE PROFESSIONAL LEVEL, BACHELOR'S, MASTER'S AND AND DOCTORATE IN THE AREAS STATED ABOVE

**D)** TO OFFER THE POSSIBILITY OF VOCATIONAL TRAINING AND LIFELONG LEARNING

**E)** TO INTEGRATE TEACHING WITH RESEARCH

**F)** TO CONTRIBUTE THROUGH EDUCATION, SCIENTIFIC AND APPLIED RESEARCH AS WELL AS INNOVATION IN THE ECONOMIC, SOCIAL AND CULTURAL DEVELOPMENT OF THE COUNTRY

**G)** TO CONTRIBUTE FOR THE INTERNATIONALIZATION OF HIGHER EDUCATION AND SCIENCE IN THE COUNTRY THROUGH REGIONAL, EUROPEAN AND INTERNATIONAL COOPERATION.

IN LINE WITH THIS VISION AND MISSION, POLIS DEVELOPMENT STRATEGY 2021-2026 TRIES TO INTEGRATE IN A SINGLE AND COMPREHENSIVE DOCUMENT, IMPORTANT ASPECTS OF THE INSTITUTION'S ACTIVITY.

IT ENCOMPASSES A RANGE OF OBJECTIVES, ACTIONS AND INDICATORS THAT ARE OFTEN INTERTWINED AND INTERDEPENDENT, COVERING NOT ONLY DIDACTIC AND RESEARCH ASPECTS BUT ALSO PAYING SPECIFIC ATTENTION TO IMPORTANT GOALS SUCH AS INTERNATIONALIZATION, DIGITALIZATION AND PUSHING FORWARD THE INNOVATION AGENDA.

# Didactic Strategy

WHILE MAINTAINING THE FOCUS AND ACCUMULATING EXPERTISE IN ITS CORE FIELDS OF INTEREST REMAINS A POLIS PRIORITY, THE INSTITUTION INTENDS TO KEEP GROWING IN QUANTITATIVE AND QUALITATIVE TERMS. AFTER A CAREFUL READING OF THE MARKET DYNAMICS, THE OBJECTIVES OF THE DIDACTIC STRATEGY OF POLIS UNIVERSITY ARE THREE-FOLD:

1. CONTINUOUS IMPROVEMENT AND CONSOLIDATION OF THE EXISTING CURRICULA
2. DIVERSIFICATION OF THE ACADEMIC OFFER
3. DUAL EDUCATION

No	Objective	Activities	KPI (Key Performance Indicators)	Timeline
1	Continuous improvement and consolidation of the existing curricula	<p>Keep the Feedback Loop structured and effective (inputs from students, partners, business, external experts, accreditation processes)</p> <p>Be up to date with the most recent developments in education in our fields of interest (through the activities of the organisms we adhere to)</p> <p>Maintain a steady / increasing market share</p> <p>Ensure a high employability of the graduates for all programs</p>	<p>No of stakeholder meeting</p> <p>No of participants</p> <p>No of questionnaires</p> <p>No of meetings</p> <p>Internal Dissemination activities</p> <p>Annual students' enrollment</p> <p>Market share</p> <p>Employability rate</p> <p>Market research reports</p>	<p>2021-2026</p> <p>2021-2026</p> <p>2021-2026</p> <p>2021-2026</p> <p>2020-2021</p>
2	Diversification of the Academic Offer	<p>Conduct market research for new study programs</p> <p>Open new study programs in Bachelor / Master level</p>	<p>Application</p> <p>Licencing</p> <p>Accreditation</p>	<p>2020-2021</p> <p>2021</p> <p>2023 - 2024</p>
3	Dual Education	<p>Cooperate with international organizations active in the field (Swiss Contact, UNDP, etc)</p> <p>Pilot dual education scheme for the delivery of the 5th cycle programs</p>	<p>Gap analysis, trainings, teaching resources</p> <p>Three party contracts (university – student – business) for students in these study programs</p>	<p>2021-2026</p> <p>2022 – ongoing</p>

# Research Strategy

IN PURSUIT OF ITS MISSION TO CREATE, DEVELOP, TRANSMIT AND PROTECT KNOWLEDGE, TECHNOLOGY AND LEADERSHIP FOR DEVELOPMENT AND INNOVATION, IN THE NEXT FIVE YEARS (2021-2026) U\_POLIS ENVISAGES ITSELF BECOMING AN INSTITUTION ENJOYING INTERNATIONAL REPUTATION FOR INNOVATIVE RESEARCH CUTTING ACROSS DISCIPLINARY BOUNDARIES, MEASURED AFTER NATIONAL AND INTERNATIONAL STANDARDS. POLIS RESEARCHERS, ORGANIZED IN GROUPS WORKING TO ACCOMPLISH JOINT ENDS, WILL INTENSIFY THEIR ENGAGEMENT IN COLLABORATIONS AND PARTNERSHIPS LOCALLY, REGIONALLY AND GLOBALLY TO PRODUCE THEORETICAL AND APPLIED RESEARCH THAT ADDRESSES MAJOR SOCIAL, ECONOMIC AND ENVIRONMENTAL CHALLENGES OF NATIONAL AND INTERNATIONAL IMPORTANCE.

TO THIS END, THE FOLLOWING STRATEGIC OBJECTIVES HAVE BEEN AGREED:

ESTABLISHMENT AND OPERATIONALIZATION OF RESEARCH PILLARS.

FOSTERING GROUP RESEARCH CULTURE.

LINKING SCIENTIFIC RESEARCH WITH EXTERNALLY FUNDED PROJECTS.

PRODUCING STATE-OF-THE-ART RESEARCH OUTPUTS.

MAINTAINING A SOUND BALANCE BETWEEN LOCALLY AND INTERNATIONALLY-ORIENTED RESEARCH OUTCOMES CREATING AND SUSTAINING A RESEARCH IMAGE COMMUNICATING OUR RESEARCH CULTURE.

POLIS UNIVERSITY AIMS FOR AN INTERNATIONAL REPUTATION FOR INNOVATIVE RESEARCH, MEASURED AFTER NATIONAL AND INTERNATIONAL STANDARDS. POLIS RESEARCH CUTS ACROSS DISCIPLINARY BOUNDARIES, ITS RESEARCHERS ACTIVELY ENGAGING IN COLLABORATIONS AND PARTNERSHIPS LOCALLY, REGIONALLY AND GLOBALLY TO PRODUCE THEORETICAL AND APPLIED RESEARCH THAT ADDRESSES MAJOR SOCIAL, ECONOMIC AND ENVIRONMENTAL CHALLENGES OF NATIONAL AND INTERNATIONAL IMPORTANCE.

## Strategic Objectives

FOR THE PURPOSE OF ATTAINING U\_POLIS' VISION, WHILE CONTINUING TO SERVE THE INSTITUTION'S MISSION, SIX STRATEGIC OBJECTIVES ARE SET FOR THE PURPOSE OF DRIVING THE CHANGE: DEFRAGMENTATION AND INTEGRATION OF THEORETICAL AND APPLIED SCIENTIFIC RESEARCH AND RESEARCHERS AT U\_POLIS IN 3-4 RESEARCH PILLARS; FOSTERING A GROUP RESEARCH CULTURE; LINKING SCIENTIFIC RESEARCH WITH EXTERNALLY FUNDED PROJECTS;

PRODUCING STATE-OF-THE-ART RESEARCH OUTPUTS ASSESSED ON THE BASIS OF INTERNATIONALLY ACCEPTED RESEARCH QUALITY INDICATORS (RESEARCHERS, INTERNATIONAL CONFERENCES, FORUM A+P); MAINTAINING A SOUND BALANCE BETWEEN INTERNATIONALLY-ORIENTED PUBLICATIONS AND LOCALLY-DRIVEN PUBLICATIONS; AND CREATING AND MAINTAINING AN U\_POLIS RESEARCH INFRASTRUCTURE AND IMAGE COMMENSURATE TO THE TARGETED RESEARCH CULTURE.

### **3.1. Establishment & Operationalization of Research Pillars**

TO PROMOTE INTERDISCIPLINARY, THEORETICAL AND APPLIED RESEARCH, AS WELL AS THE ESTABLISHMENT AND COOPERATION OF RESEARCH GROUPS, IT IS SUGGESTED THAT RESEARCH AT U\_POLIS IS ORGANIZED IN 3-4 BROAD, HORIZONTAL AND CROSS-CUTTING RESEARCH PILLARS. EACH OF WHICH WILL BE HEADED BY A SENIOR RESEARCHER IN CHARGE OF PLANNING RESEARCH ACTIVITIES IN COORDINATION WITH THE OFFICE OF RESEARCH AND DEVELOPMENT, IMPLEMENTING OWN PART, MONITORING THE IMPLEMENTATION OF OTHER PARTS, ASSESSING QUALITY OF RESEARCH OUTPUTS IDENTIFYING, PRIORITIZING, COMMUNICATING AND FOLLOWING-UP RESEARCH NEEDS.

### **3.2. Fostering a Group-Research Culture**

A GROUP CULTURE IN RESEARCH AT U\_POLIS, SO THAT ALL OF THE FOLLOWING RESEARCH TYPES ARE DEVELOPED IN A BALANCED FASHION:

■ INCREMENTAL RESEARCH: A BUILD-UP FROM A RECENT PAPER WHICH PUSHES THE PAPER'S CONTRIBUTION EVEN FURTHER.

■ FOUNDATIONAL RESEARCH: AN INTRODUCTION OF A NEW CONCEPT PAVING INTERESTING NEW RESEARCH AVENUES.

■ PATHBREAKING: A MAJOR ADVANCEMENT IS ACHIEVED BY SOLVING AN OPEN PROBLEM OR DEMONSTRATING IT HAS NO SOLUTION.

### **3.3. Linking Scientific Research with Externally Funded Projects**

WHERE APPROPRIATE, EXTERNALLY-FUNDED PROJECTS WILL SUPPORT A VARIETY OF RESEARCH ACTIVITIES, SUCH AS CONDUCTING PILOT PROJECTS, DEVELOPING RESEARCH INSTRUMENTS, COLLECTING PRIMARY DATA, OR ANALYZING SECONDARY DATA.

### 3.4. Producing state-of-the-art research outputs

AN ENVIRONMENT SHOULD BE FOSTERED EMPHASIZING THAT BAD RESEARCH, OR A PAPER PUBLISHED IN AN UNRECOGNIZED VENUE, OR, EVEN WORSE, PLAGIARIZING PAPERS OR PAPERS ATTEMPTING TO PUBLISH INSIGNIFICANT CONTRIBUTIONS, DAMAGES U\_POLIS MORE THAN NOT DOING RESEARCH AT ALL. AS BAD RESEARCH PAPERS BECOME LIABILITY AND SHOW MESSY RESEARCH AND LACK OF DEVELOPMENTAL RESEARCH STRATEGY, IT IS RECOGNIZED THAT RESEARCH OUTPUTS SHOULD BE ASSESSED ON THE BASIS OF INTERNATIONALLY ACCEPTED RESEARCH QUALITY INDICATORS (RESEARCHERS, INTERNATIONAL CONFERENCES, FORUM A+P). HENCE, FOR THE PURPOSE OF ASSESSING JOURNALS, U\_POLIS UTILIZES TWO INTERNATIONAL JOURNAL INDEXES. JOURNALS INCLUDED IN SCOPUS, ELSEVIER'S ABSTRACT AND CITATIONS DATABASE, ARE RECOGNIZED AS GOOD VENUES FOR GOOD-QUALITY-STANDARDS RESEARCH OUTPUT. FOR HIGH-QUALITY-STANDARDS RESEARCH OUTPUT U\_POLIS ENCOURAGES FACULTY TO PUBLISH IN CLARIVATE ANALYTICS' RANKED JOURNALS WITH IMPACT FACTOR. FOR MONOGRAPHS AND BOOK CHAPTERS, U\_POLIS ENCOURAGES FACULTY TO PUBLISH WITH PUBLISHERS RANKED AT TIERS A TO C IN THE SENSE RANKING SCALE.

CONSIDERING THAT U\_POLIS OPERATES IN ALBANIA, WHOSE HIGHER EDUCATION AREA IT TRIES TO UPGRADE, RESEARCHERS ARE ALSO TO BE ACTIVELY ENCOURAGED TO CONTRIBUTE TO THE DEVELOPMENT OF RESEARCH WITHIN ALBANIA AND THE WEST BALKANS. TO THIS END, U\_POLIS WILL CONTINUE TO SUPPORT PARTICIPATION IN CONFERENCES AND WILL ALSO TAKE INTO ACCOUNT PAPER, CHAPTERS AND MONOGRAPHS PUBLICATIONS WITHIN ALBANIA AND THE REGION. IT SHOULD MONITOR, HOWEVER, SO THAT A SOUND BALANCE BETWEEN LOCALLY AND INTERNATIONALLY-ORIENTED RESEARCH OUTPUT BE MAINTAINED.

### 3.5. Creating and Maintaining a State-of-the-Art Research Infrastructure

WITHIN YEAR 1 OF THIS STRATEGY'S IMPLEMENTATION, U\_POLIS SHALL IDENTIFY THE NECESSARY RESOURCES FOR ITS LIBRARY AND IT OFFICE TO BE ABLE TO SUPPORT THE EXPANDED RESEARCH AGENDA OF THE UNIVERSITY IN LINE WITH THE BUDGETARY PROVISIONS OF THE UNIVERSITY.



## 3.6. Implementation Plan

Phase No.	Strategy Calendar Month	Action	Owner
1	M 1-3	<p><b>Identification of research pillars:</b></p> <p><b>Furnishing FORUM A+P with DOI number</b></p> <ul style="list-style-type: none"> <li>• Identification of best providers.</li> </ul>	Faculty of Research and Development
<p><b>KPIs:</b></p> <p>i) Annual objectives per research pillar</p>		<p><b>Milestones:</b></p> <p>i) Rectorate approval of the strategy draft.            ii) Senate's approval of Research Strategy.            iii) Approval of research pillars organigrams, needs assessment and annual objectives at Board of Shares, Rectorate and Senate.</p>	
2	M 3-7	<ul style="list-style-type: none"> <li>• Drafting and Approval of Research Ethics procedures for the U_POLIS' Ethics Committee.</li> <li>• Drafting policies on how to encourage and promote research culture at U_POLIS.</li> <li>• Establishment of a dedicated website for FORUM A&amp;P, under U_POLIS' domain, with all due elements.</li> <li>• Specification of the journal's reference and other elements that would set the international standards it aspires to achieve.</li> <li>• Circulating a Call for Papers framing a concrete problem traceable locally (in at least two different cases), yet, with explicit international implications.</li> <li>• Identifying key-resources for U_POLIS' Library.</li> </ul>	<p>Research pillar heads</p> <p>Head of Ethics Committee</p> <p>Deputy Dean of Research &amp; Development.</p> <p>Rectorate &amp; Deans</p>

**KPIs:**

ii) Number of articles/chapters/studies published or in preparation for publication in targeted journals/publishing houses.

iii) Number of projects in preparation linked with research pillars.

**Milestones:**

iv) Annual reports of research pillar heads.

v) Annual assessments

vi) Minutes of meetings of research pillar groups.

vii) Minutes of Research Groups' Heads.

viii) Number of submissions at the journal.

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- Implementation of policy to encourage and promote research culture at U\_POLIS.
- Application to the Italian agency for Tier B status for the journal and application for inclusion in SCOPUS' list of emerging journals.
- Assessment of successes and failures of Y1 implementation and strategy adjustments.
- Compilation & dissemination of best practices in the form of one seminar and two workshops.

Rectorate

Deans

Research Pillar heads

**KPIs:**

iv) Number of articles/chapters/studies published in targeted journals/publishing houses (minimum 8 internationally and 24 nationally).

v) Number of projects linked with research pillars (minimum 2).

vi) Publishing of two FORUM A+P issues in line with the Italian agency and SCOPUS' requirements.

**Milestones:**

ix) Individual publications.

x) Publication of the first FORUM A&P issues in line with the requirements.

xi) Annual reports of research pillar heads.

xii) Annual assessments

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- Application to the Italian agency for Tier A status for the journal and application for inclusion in SCOPUS' list of emerging journals.
- Assessment of successes and failures of Y2 implementation and strategy adjustments.
- Compilation & dissemination of best practices in the form of one seminar and two workshops per annum.

Rectorate

Deans

Research Pillar heads

**KPIs:**

- vii) Number of articles/chapters/studies published in targeted journals/publishing houses (minimum 16 internationally and 48 nationally).
- viii) Number of projects linked with research pillars (minimum 4).
- ix) Publishing of 5-6 FORUM A+P issues in line with the Italian agency and SCOPUS' requirements.
- x) Classification of FORUM A&P as Tier A journal, included in SCOPUS ranks.
- xi) Draft of the following 5-year- strategy.

**Milestones:**

- xiii) Individual publications.
- xiv) Publishing of 5-6 FORUM A+P issues in line with the Italian agency and SCOPUS' requirements.
- xv) Annual reports of research pillar heads.
- xvi) Annual assessments
- xvii) Establishment of a committee to assess the 2021-2026 strategy and draft the 2027-2032 strategy.

## IV. Internationalization Strategy

THE INTERNATIONALIZATION IS A PRIMARY OBJECTIVE OF POLIS UNIVERSITY AND OCCUPIES AN IMPORTANT AND INTEGRAL PART OF THE INSTITUTION'S DEVELOPMENT STRATEGY, WHICH HAS SET CLEAR SHORT-TERM, MID-TERM AND LONG-TERM OBJECTIVES WITH REGARD TO THE ULTERIOR INTERNATIONALIZATION OF POLIS.

WE CONSIDER THE INTERNATIONALIZATION OF OUR UNIVERSITY TO BE INSTRUMENTAL IN ACHIEVING THE AMBITION TO BECOME A REGIONAL PLATFORM AND REFERENCE POINT IN THE BALKANS AND THE ADRIATIC AND IONIAN REGION (HEREINAFTER THE REGION), WHICH CONSTITUTES ONE OF THE ELEMENTS OF THE SCHOOL'S VISION.

POLIS HAS AN EXTENSIVE NETWORK OF INTERNATIONAL PARTNERS AND PARTNERSHIPS, WHICH WE INTEND TO REINFORCE AND ENRICH FURTHER, BUT OUR MORE SPECIFIC FOCUS IS TO STRENGTHEN THE SCHOOL'S POSITION IN THE REGION.

**THEREFORE OUR AIM IS:**

TO KEEP WORKING TO FURTHER INCREASE THE SHARE OF INTERNATIONAL STAFF AND STUDENTS IN OUR SCHOOLS, AS WELL AS THE SHARE OF JOINT PROGRAMS OR DOUBLE DEGREES WITH INTERNATIONAL PARTNERS.

EDUCATE PROFESSIONALS ABLE TO ADDRESS THE NEEDS OF THE DOMESTIC BUT ALSO THE REGIONAL MARKET.  
INCREASE THE MOBILITY OF STAFF AND STUDENTS

ACTIVELY PARTICIPATE IN INTERNATIONAL PROJECTS UNDER THE FRAMEWORK OF PROGRAMS SUCH AS HORIZON EUROPE, ERASMUS EUROPE, CREATIVE EUROPE, ETC

PROVIDE EDUCATION AND RESEARCH OF INTERNATIONAL RELEVANCE

WE FIND THAT INTERNATIONALIZATION ALSO PLAYS AN IMPORTANT ROLE IN THE CONTINUOUS IMPROVEMENT OF THE QUALITY, THROUGH THE SHARE OF EXPERTISE AND PRACTICES WITH INTERNATIONAL PARTNERS AND WELL AS FACING QUALITY EVALUATION BY INTERNATIONAL STANDARDS.

**FINALLY, THE INTERNATIONALIZATION IS A CRUCIAL OBJECTIVE, EMBEDDED IN THE UNIVERSITY'S VISION AND MISSION.**

### 4.1. International staff and students

EXCHANGES PROGRAMS AND HIGH MOBILITY BETWEEN ACADEMIC STAFF AND STUDENTS WITH VARIOUS INTERNATIONAL PARTNERS IN THE FRAMEWORK OF JOINT RESEARCH AND ACTIVITIES IS ANOTHER IMPORTANT POINT OF INTERNATIONALIZATION PROCESS AT POLIS UNIVERSITY.

## OBJECTIVES AND KPIS

MOBILITY INCREASE FOR RESEARCHERS AND DOCTORAL CANDIDATES THROUGH PROJECTS AS ICM, ERASMUS AND HORIZON 2020.

CREATE OPPORTUNITIES FOR INTERNATIONAL EXCHANGE WITH HIGH QUALITY INSTITUTIONS FOR BOTH STUDENTS AND ACADEMIC STAFF.

INCREASE BY 15% NUMBER OF THE INTERNATIONAL/EXCHANGE STUDENT, WITH A MOBILITY OF AT LEAST THREE MONTHS BY 2026.

INCREASE THE NUMBER OF POLIS STUDENTS/GRADUATES EMPLOYED-INTERSHIPS BY INTERNATIONAL COMPANIES/PROGRAMS

## 4.2. INTERNATIONALIZATION OF THE STUDY PROGRAMS

POLIS IS AN INSTITUTION CHARACTERIZED BY AN INTERNATIONAL DIMENSION, WHICH IS REFLECTED IN THE PROGRAMS OF STUDY. POLIS OFFERS EDUCATION IN FOUR LEVELS (BACHELOR, MASTER AND DOCTORATE), AS WELL AS A POST-SECONDARY PROFESSIONAL SCHOOL. ALL THE STUDY PROGRAMS OFFERED BY POLIS UNIVERSITY ARE COMPILED AND CONDUCTED ACCORDING TO THE BOLOGNA SYSTEM.

STUDY PROGRAMS ARE DESIGNED WITH A TWOFOLD OBJECTIVE: TO ADDRESS THE NATIONAL CONTEXT BUT ALSO TO ASSURE COHERENCE VIS-À-VIS SIMILAR STUDY PROGRAMS IN EUROPE AND NORTH AMERICA. POLIS COOPERATES WITH SEVERAL PARTNER INSTITUTIONS TO JOINTLY DELIVER SOME OF ITS PROGRAMS. POLIS OFFERS STUDIES IN ENGLISH, WHICH IS AN ADDED VALUE FOR STUDENTS AT OUR INSTITUTION.

THE UNIVERSITY CREATES ALSO STRATEGIC PARTNERSHIPS WITH SELECTED INTERNATIONAL PARTNERS THAT SHARE COMMON RESEARCH INTEREST AND ARE READY TO SHARE THEIR RESEARCH POTENTIALS AND TO JOIN IN COMMON PROJECTS.

## OBJECTIVES AND KPIS

FURTHER CONSOLIDATION OF PHD PROGRAM AS UNIQUE PROGRAM CONTRIBUTING TO THE DEVELOPMENT AND SUSTAINABILITY OF RESEARCH IN THE FIELDS OF DESIGN, PLANNING ETC. IN THE REGION AND EUROPE.

DELIVER THE COMPULSORY MOBILITY PERIOD FOR ALL PHD STUDENTS.

INCREASE AND ENCOURAGE THE RESEARCHERS' MOBILITY.

CREATION OF NEW RESEARCH COLLABORATIONS AND FURTHER EXPAND EXISTING ONES

CREATE FEEDBACK MECHANISMS FOR FACULTIES TO INFORM THE INTERNATIONALIZATION PROCESS, THAT FOCUS AND IMPROVE INTERNATIONAL ACADEMIC PROGRAMS.

## 4.3. INTERNATIONALIZATION OF RESEARCH

AS STATED IN CHAPTER III, THE AMBITION OF POLIS UNIVERSITY WHEN IT COMES TO RESEARCH IS TO GO BEYOND THE LOCAL SCALE AND PRODUCE RESEARCH OF INTERNATIONAL RELEVANCE AND IMPACT.

## OBJECTIVES AND KPIS

- CREATIVE AND INNOVATIVE RESEARCH THROUGH INTERNATIONAL NETWORKING TO BE ONE OF THE MOST INNOVATIVE AND RESEARCH-ORIENTED UNIVERSITIES IN THE REGION.
- ALLOCATE UNIVERSITY RESOURCES MORE EFFICIENTLY AND CREATE NEW ONES IN ORDER TO INVOLVE THE POLIS COMMUNITY IN INTERNATIONAL RESEARCH PROJECTS.
- PUBLISHING IN HIGH QUALITY AND HIGH IMPACT JOURNALS.
- INCREASE THE NUMBER AND VISIBILITY OF INTERNATIONAL CONFERENCES ORGANIZED AND HOSTED BY POLIS.
- INCORPORATE GLOBAL TOPICS AND CONCERNS INTO THE RESEARCH AGENDA.
- STRENGTHENING ON INTERNATIONAL VISIBILITY OF THE RESEARCH OUTPUTS.

## 4.3. INTERNATIONAL QUALITY STANDARDS

A LEADING INSTITUTION NOT ONLY IN ALBANIA BUT ALSO IN THE BROADER BALKAN REGION, POLIS HAS CONSISTENTLY RECEIVED POSITIVE FEEDBACK FROM VARIOUS QUALITY CONTROLS AND ACCREDITATION PROCESSES NATIONALLY AND INTERNATIONALLY. BESIDES THE NATIONAL QUALITY REQUIREMENTS, POLIS HAS BEEN SUBJECT TO QUALITY ASSESSMENT AND ACCREDITATION PROCEDURES BY INTERNATIONAL STANDARDS IN INSTITUTIONAL AND PROGRAM LEVEL. IT INTENDS TO KEEP HOLDING ITSELF IN INTERNATIONAL QUALITY STANDARDS.

## 4.4. INTERNATIONAL NETWORKS

POLIS HAS A WIDE NETWORK OF INTERNATIONAL PARTNERS. PARTNERS AND TYPE OF COOPERATION BETWEEN THEM CONSIST ON, FIRSTLY IN LONG-TERM STRATEGIC PARTNERSHIP, WITH WHOM POLIS OFFERS JOINT DEGREE PROGRAMS AND RESEARCH PROJECTS, SECONDLY IN AD-HOC PARTNERS SELECTED FOR CERTAIN ACTIVITIES SUCH AS JOINT WORKSHOPS, COMMON RESEARCH ACTIVITIES AND MOBILIZATION SCHEMES OF PERSONNEL AND STUDENTS.

POLIS DEVELOPMENT STRATEGY FORESEES THE PRIORITIES OF THE COOPERATION POLICY IN THE MID-TERM (3-5 YEARS) AND LONG TERM (OVER 5 YEARS) SUCH AS: STRENGTHENING THE EXISTING MOUS WITH PARTNER UNIVERSITIES IN AND OUTSIDE THE COUNTRY; FOCUS ON THE STRATEGIC PARTNERS (SUCH AS UNIVERSITY OF FERRARA, IHS/ERASMUS AND IPAG, PARIS) BY DIVERSIFYING AND FOSTERING THE RELATIONSHIPS; ADHERE IN INTERNATIONAL ASSOCIATIONS OR ORGANISMS AND PARTICIPATE IN THE ACTIVITIES IN FRAMEWORK OF THESE MEMBERSHIPS (SUCH AESOP, EAAE, ECLAS, CEEMAN, ETC). APPROACH OF POLIS UNIVERSITY IS TO DEVELOP DISTINCTIVE, LONG-TERM INTERNATIONAL PARTNERSHIPS THAT ARE SUSTAINABLE AND MUTUALLY BENEFICIAL.

# V. Digitalization Strategy

## 5.1. IN THE ACADEMIC FIELD

**OBJECTIVE IN THE FIELD OF ACADEMIA: THE WHOLE ACADEMIC OFFER OF U-POLIS IS ADOPTED TO ACCOMMODATE DIGITAL LEARNING (DL) AS AN INTEGRAL PART**

## THE IMPLEMENTATION OF THIS OBJECTIVE INCLUDES:

THE ADAPTATION OF THE CURRICULUM TO FIT WITH DL APPROACH. U-POLIS CREATES THE DIGITAL LIBRARY FOR ALL THE PROGRAMS IT OFFERS (MODULES, SYLLABUSES, LECTURES, EXERCISES, PRACTICES, ILLUSTRATIONS, ETC.) AND PROVIDES THEM INTEGRATED WITH TEACHING IN THE AUDITORIUM OR ALTERNATIVELY THROUGH DL

PREPARING AND TRAINING STUDENTS FOR A DIGITAL WORLD OF WORK, OR FOR A DIGITAL AGE, WHICH MEANS THAT ANY U-POLIS ACADEMIC PROGRAM INCLUDES EDUCATION OF THE NECESSARY DIGITAL SKILLS

INCREASING THE LEVEL OF INTERNATIONALIZATION OF THE ACADEMIC OFFER THROUGH JOINT PROGRAMS; COMMON DIGITAL MODULES AND MINI-MODULES; INPUT OF ONLINE LECTURES BY FOREIGN PROFESSORS; EXPORT OF ONLINE LECTURES BY THE U-POLIS PROFESSOR; DIGITAL "MOBILITY" OF STUDENTS; DIGITAL TEACHING LITERATURE; ETC.

INCREASING THE QUALITY OF TEACHING

LEARNING FLEXIBILITY

INDIVIDUALIZATION OF LEARNING

INCREASING THE SUCCESS RATE OF STUDENTS IN STUDIES.

## 5.2. IN THE FIELD OF SCIENTIFIC RESEARCH.

**OBJECTIVE: POLIS RESEARCH ACTIVITY IS FURTHER EXPANDED USING THE ADVANTAGES THAT DIGITALIZATION OFFERS, ESPECIALLY IN THE INTERNATIONALIZATION OF U-POLIS RESEARCH**

## THE IMPLEMENTATION OF THIS OBJECTIVE INCLUDES:

UTILIZATION IN THE SCALE OF DIGITALIZATION FOR THE CONCEPTION, PREPARATION AND APPLICATION, AND IMPLEMENTATION OF RESEARCH AND DEVELOPMENT PROJECTS

LARGE-SCALE USAGE FOR DISSEMINATION AND PUBLICATION OF THE RESULTS OF U-POLIS RESEARCH PROJECTS IN NATIONAL AND INTERNATIONAL PERIODICAL SCIENTIFIC ACTIVITIES AND BODIES

FULL DIGITALIZATION OF THE INTERNATIONAL DOCTORAL SCHOOL AND ITS SCIENTIFIC PRODUCTS

UTILIZATION OF DIGITALIZATION TO INCREASE THE ROLE OF U-POLIS IN ORGANIZING NATIONAL AND INTERNATIONAL SCIENTIFIC ACTIVITIES (CONGRESSES, CONFERENCES, SYMPOSIUMS, ETC.)

UTILIZING DIGITALISATION TO EMPOWER U-POLIS'S ROLE AS A LEADER IN SCIENTIFIC IN THE MAIN AREAS OF ITS COMPETENCE.

## 5.3. IN THE FIELD OF U-POLIS' "THIRD MISSION".

**OBJECTIVE: THE ACTIVITY OF U-POLIS AND FKZH / IF, CO-PLAN / METRO-POLIS, IN THE FIELD OF KNOWLEDGE TRANSFER, TECHNOLOGY AND INNOVATION IS EXPANDED AND STRENGTHENED THROUGH DIGITALIZATION.**

## THESE MAINLY INCLUDE:

SHORT-TERM DIGITAL TRAINING

DIGITAL PROFESSIONAL TRAINING COURSES

DIGITAL LONG LIFE LEARNING COURSES

DIGITAL PROFESSIONAL TRAINING FOR TECHNICIANS;

ACTIVITIES OF DEVELOPMENT PROJECTS

SEMINARS AND CONFERENCES ON DEVELOPMENT ISSUES IN THE AREAS OF COMPETENCE WITH THE MUNICIPALITIES / REGIONS OF ALBANIA, KOSOVO, MONTENEGRO AND REPUBLIC OF NORTH MACEDONIA

DIGITALIZATION OF DEVELOPMENT PROJECTS IN ALL THEIR STAGES

DIGITIZATION OF ALL THE INFORMATION PRODUCED BY U-POLIS AND CO-PLAN FOR INTERESTED GROUPS IN AREAS OF COMPETENCE

UTILIZATION OF DIGITALIZATION FOR THE COMPLETION UNTIL FULL CERTIFICATION OF POST-SECONDARY LEVEL PROFESSIONAL TRAINING ACQUIRED THROUGH NON-FORMAL AND INFORMAL LEARNING

## 5.4. IN THE OPERATION AND MANAGEMENT OF U-POLIS. OBJECTIVE: THE ENTIRE ACTIVITY OF THE OPERATION AND MANAGEMENT OF U-POLIS IS DIGITIZED

### DIGITALIZATION OF UP OPERATION AND MANAGEMENT INCLUDES:

UPGRADING AND MODERNISATION OF NETWORK INFRASTRUCTURE (INTRANET, ETC)

UPGRADING THE U-POLIS ACADEMIC ADMINISTRATION

UPDATING THE ADMINISTRATION FUNCTIONS AND THE RESPECTIVE OFFICES AS A WHOLE

DIGITALIZATION OF THE U-POLIS LIBRARY

## VI. Financial Strategy

### 6.1. THE BUSINESS MODEL

#### 6.1.1 THE PHILOSOPHY

U\_POLIS HAS A UNIQUE PROFILE AMONG ALBANIAN HEI –S DERIVING MAINLY FROM THE SPECIFIC BUSINESS MODEL ADOPTED BY THE BOARD OF FOUNDERS. U\_POLIS CONSIDERS ITS LEGAL STATUS AS A “PRIVATE” HEI NOT AS A MERE PROFIT-MAKING INSTRUMENT, BUT RATHER A STATUS THAT ENSURES INSTITUTIONAL INDEPENDENCE, WHILE BEING FULLY AWARE OF THE SOCIAL CORPORATE RESPONSIBILITY. THEREFORE IN PRACTICE U\_POLIS IS A SOCIAL BUSINESS THAT ACTS AS A NON FOR PROFIT INSTITUTION, REINVESTING EVERYTHING IN THE ULTERIOR GROWTH OF THE INSTITUTION, NOT ONLY IN QUANTITATIVE BUT ALSO QUALITATIVE TERMS. THIS IS NOT VERY TYPICAL FOR THE MANAGEMENT OF AN HEI IN ALBANIA, BUT IN THIS CASE, THE FACT THAT THE FOUNDERS ARE ALSO PROFESSIONALS AND CIVIC ACTIVISTS WITH LONG STANDING EXPERIENCE IN THE DISCIPLINES DELIVERED AT U\_POLIS MAKES THEM VERY COMMITTED TO THE QUALITY OF THESE PROGRAMS.

## 6.1.2 EFFECTIVE MANAGEMENT

BEING AN ENTIRELY PRIVATE OWNED INSTITUTION, POLIS OPERATES WITH A MID-TERM 3 YEAR BUDGET AS WELL AS AN ANNUAL BUDGET THAT ARE DISCUSSED AND APPROVED BY THE FOUNDING BOARD/SHAREHOLDERS BOARD COMPOSED OF 4 MEMBERS. UPON APPROVAL THE ANNUAL BUDGET IS IMPLEMENTED BY THE EXECUTIVE BODIES OF THE INSTITUTION, MAINLY THE FINANCE OFFICE WHICH ACTS IN FULL COMPLIANCE WITH FISCAL LEGISLATION IN ALBANIA.

## 6.1.3 INVESTMENTS FOR CAPACITY IMPROVEMENT

U\_POLIS PAYS SPECIFIC ATTENTION TO CONTINUOUSLY IMPROVE ITS INSTITUTIONAL CAPACITIES, IN ALL TERMS: HUMAN, INFRASTRUCTURAL, MANAGERIAL, FINANCIAL AND SO ON. ACTUALLY IT PROVIDES AN OPTIMAL ACADEMIC STAFF / STUDENT RATIO, AN EXCELLENT SPACE / STUDENT RATIO AND SEVERAL SERVICES AND SUPPORT STRUCTURES, WHICH CONTRIBUTE IN A HIGH QUALITY TEACHING AND LEARNING ENVIRONMENT. POLIS UNIVERSITY HAS A CLEAR PERSPECTIVE IN ITS POLICY OF THE HUMAN RESOURCES ABOUT THE FURTHER QUALIFICATION OF THE ACADEMIC AND SCIENTIFIC STAFF.

CURRENTLY 18 OUT OF 66 EFFECTIVE ACADEMIC STAFF OF U\_POLIS ARE FOLLOWING THEIR PHD STUDIES IN INTERNATIONAL PROGRAMS. THIS COUNTS FOR 27% OF THE ENTIRE EFFECTIVE STAFF AND CONSTITUTES A POTENTIAL FOR THE INSTITUTION IN TERMS OF CAPACITY BUILDING AND QUALITY OF THE ENGAGED ACADEMIC STAFF. THIS FIGURE RE-CONFIRMS ONCE MORE THE CONCERN OF THE INSTITUTION TO IMPROVE ITS CAPACITIES AS WELL AS PROVIDES A VERY IMPORTANT BASIS FOR THE ACHIEVEMENT OF ITS MISSION TO ACHIEVE EXCELLENCE IN TEACHING, RESEARCH AND INNOVATION.

THE CONTINUOUS INVESTMENTS IN A NUMBER OF LABORATORIES, UNDERTAKEN BY U\_POLIS THROUGH THE YEARS (ESPECIALLY IN THE LAST 3 YEARS) ARE EXPECTED TO BOOST THE QUALITY OF THE EDUCATION IT OFFERS, AND ESPECIALLY PROVIDE THE STUDENTS WITH A MORE COMPREHENSIVE KNOWLEDGE AND BETTER SKILLS. SUCH LABORATORIES CAN IN THE NEAR FUTURE ALSO GET ACCREDITED AND PROVIDE SERVICES FOR THE THIRD PARTIES.

## 6. 2. THE COMPETITIVE ADVANTAGE

### 6.2.1 SPECIALIZED PROFILE

U\_POLIS HAS CAREFULLY DESIGNED ITS CURRICULA AND ACTUALLY OFFERS STUDY PROGRAMS INTRODUCED FOR THE FIRST TIME IN THE ALBANIAN EDUCATION SYSTEM SUCH AS THE PLANNING OR DESIGN PROGRAMS AS WELL AS LANDSCAPE, HOUSING SPECIALIZATIONS OR PROFESSIONAL POST-SECONDARY SCHOOL IN ENERGY EFFICIENCY, ADDRESSING IDENTIFIED NICHE MARKETS IN THE HIGHER EDUCATION SYSTEM IN ALBANIA. THE COMPLEMENTARITY AND YET INDIVIDUALITY OF ITS PROGRAMS IN ALL CYCLES HAVE PROVIDED U\_POLIS WITH A DISTINCTIVE AND SPECIALIZED PROFILE IN THE COUNTRY AND FACTORIZED IT IN ITS CORE FIELDS OF INTEREST.

### 6.2.2 QUALITY AS A BRAND

U\_POLIS HAS SHOWN SINCE THE BEGINNING A STRONG COMMITMENT TO THE QUALITY, IN LINE WITH THE INSTITUTION'S MISSION AND VALUES THAT SEEK TO PROMOTE EXCELLENCE IN TEACHING, RESEARCH AND INNOVATION. U\_POLIS HAS CONSISTENTLY RECEIVED VERY POSITIVE FEEDBACK FROM THE QUALITY EVALUATION PROCESSES NATIONALLY AND INTERNATIONALLY AND CONTINUOUSLY INVESTS IN ITS QUALITY ASSURANCE SYSTEM AND MECHANISMS. INDEED ONE OF THE MOST DISTINGUISHING FEATURES OF U\_POLIS IN THE PUBLIC PERCEPTION IS ITS QUALITY AND REPUTATION.

### 6.2.3 INTERNATIONALIZATION

U\_POLIS HAS DEVELOPED A WELL-ARTICULATED INTERNATIONALIZATION STRATEGY, WHICH IS SHOWN IN THE HIGH SHARE OF INTERNATIONAL STAFF AND STUDENTS, BUT MORE IMPORTANTLY IN THE AMOUNT OF STUDY PROGRAMS DELIVERED IN COOPERATION WITH FOREIGN HEI-S. CURRENTLY ALL THE PROFESSIONAL MASTER PROGRAMS DELIVERED AT POLIS OBEY TO THIS RULE, AND MOST IMPORTANTLY OUR PHD PROGRAM IS A JOINT INTERNATIONAL PROGRAM AMONG U\_POLIS AND THE UNIVERSITY OF FERRARA, ITALY THAT ISSUES A DOUBLE DEGREE. THIS IS THE FIRST PROGRAM OF THIS KIND IN ALBANIA BUT ALSO ONE OF THE VERY FEW INTERNATIONAL PHD-S IN ITALY AS WELL.

THE INTERNATIONALIZATION IS AN IMPORTANT FACTOR NOT ONLY AS A MEANS OF INCREASED CAPACITIES AND QUALITY DUE TO THE EXCHANGE, BUT ALSO IN BUILDING A POLIS "BRAND" THAT SOLIDIFIES THE INSTITUTION'S POSITION IN THE DOMESTIC MARKET BUT ALSO OPENS IT TOWARDS A BROADER MARKET.



## 6.3. FINANCIAL SUSTAINABILITY

### 6.3.1 THE DIVERSIFICATION OF THE RESOURCES

THE INCREASING NUMBER OF PROJECTS (MOSTLY EU, BUT ALSO BILATERAL) IS ALREADY SHOWING IMPORTANT RESULTS FOR U\_POLIS. THESE PROJECTS HAVE PLAYED AN IMPORTANT ROLE IN THE CURRICULA IMPROVEMENT AND FURTHER ENHANCEMENT OF THE RESEARCH CAPABILITIES. THIS HAS ALSO HELPED TO BUILD CAPACITIES IN INSTITUTIONAL LEVEL BY IMPROVING THE MANAGERIAL CAPABILITIES OF THE SCHOOL, AND ALSO IN INDIVIDUAL TERMS FOR THE STAFF INVOLVED WHO HAS GROWN PROFESSIONALLY. IN ECONOMIC TERMS THIS GENERATES ECONOMIES OF SCOPE FOR THE INSTITUTION. THE AFOREMENTIONED PROJECTS (AND LATER ALSO THE LABORATORIES THAT PROVIDE SERVICE TO THE THIRD PARTIES) HAVE ENABLED THE DIVERSIFICATION OF THE FINANCIAL RESOURCES OF THE INSTITUTION, MAKING IT LESS AND LESS DEPENDENT ON THE STUDENTS' TUITION FEES AND MORE AND MORE ACTIVE IN MOBILIZING ALTERNATIVE FINANCING MEANS THROUGH PROJECTS, CONSULTANCY, ETC.

### 6.3.2 RELIABILITY AND ACCOUNTABILITY

PROVIDE LIQUIDITY AND MAINTAINING SOLVENCY THROUGH MAINTAINING SHORT TERM ASSETS AND PROVIDE A CREDIT LINE RENEWABLE EVERY YEAR.

ACHIEVING VALUE FOR MONEY THROUGH EFFICIENCY AND EFFECTIVENESS OF EXPENSES AND INVESTMENTS IMPACT

ENSURING HIGH STANDARDS OF RELIABILITY AND ACCOUNTABILITY THROUGH CHECK, MONITOR AND REPORT PROCESS AS WELL AS EXTERNAL FINANCIAL AUDIT

PROVIDE THE IDENTIFICATION AND MANAGEMENT OF THE RISK ASSOCIATED WITH ACTUAL ACTIVITY AND POTENTIAL ACTIVITY

## 6.4. OBJECTIVES AND KPIS

MID-TERM (3-5 YEARS) INSTITUTIONAL OBJECTIVES

**6.4.1** THE LEVEL OF INCOME FROM OTHER SOURCES (OTHER THAN STUDENT'S TUITION FEES) TO GROW TO AT LEAST 20%. THIS DIVERSIFICATION REDUCES THE RISKS AND WORKS ACCORDING TO THE ECONOMY OF SCOPE MODEL.

**6.4.2** POLIS SHOULD INTENDS TO ACHIEVE A MINIMUM OF 30 DAYS LIQUIDITY. THIS MEANS THAT UNIVERSITY WILL HAVE ENOUGH CASH TO COVER EXPENSES FOR AT LEAST 30 DAYS.

**6.4.3** THE INTENDED AVERAGE SURPLUS OF EACH YEAR IS AIMED TO BE AT LEAST 2% OF THE TOTAL INCOME.

# VI. Financial Strategy

## 7.1. OBJECTIVES

THERE ARE THREE MAIN OBJECTIVES FOR THE IF FABLAB FOR A 5-YEAR PERIOD:

- I) ESTABLISH ITSELF AS A "STATE OF THE ART" FABLAB SERVING THE WB REGION
- II) ACT AS A CENTER OF RESEARCH IN DESIGN AND INNOVATION
- III) ACTIVELY ENGAGE IN THE INTERNATIONAL NETWORK OF RELATED ACTORS

## 7.2. PLANNED ACTIVITIES FOR EACH OBJECTIVE

### ESTABLISH ITSELF AS A "STATE OF THE ART" FABLAB SERVING THE WB REGION

- I. ESTABLISHMENT OF THE LABORATORY AND ITS EQUIPMENT
- II. SUPPORT THE FIRST 10 START UPS
- III. DEVISE AN "ACCELERATION" PLAN TO HELP FURTHER START-UPS THAT HAVE BEEN PASSING THE "INCUBATION" PHASE;
- IV. TEST THE BUSINESS MODEL
- V. EVALUATION AND CRITICAL REFLECTIONS REGARDING THE REAL AND EXPECTED RESULTS FROM THIS FIRST YEAR OF IMPLEMENTATION – INCLUDE THE FEEDBACK LOOP RESULTS INTO THE BUSINESS MODEL

### ACT AS A CENTER OF RESEARCH ON DESIGN AND INNOVATION

- I. ADDITIVE MANUFACTURING;
- II. SUSTAINABILITY AND CIRCULAR ECONOMY
- III. MATERIAL RESEARCH
- IV. REVERSE ENGINEERING IN THE FIELD OF HERITAGE AND RESTORATION
- V. IOT SOLUTIONS AND SMART SYSTEMS;
- VI. KILAB. 3D MAKING SCHOOL FOR CHILDREN

### NETWORKING AND PARTNERSHIPS

- I. CAPACITY BUILDING;
- II. COOPERATION WITH OTHER STAKEHOLDERS AND ACTORS IN THE MARKET (PRENEURZ (NL), 3DMAKERZONE (NL))
- III. PARTICIPATE IN RESEARCH PROJECTS (I.E. GREEN LAB);
- IV. JOINING THE FABLAB INTERNATIONAL NETWORKS;
- V. ENGAGE IN GLOBAL VALUE CHAINS;
- VI. TECH TRANSFER

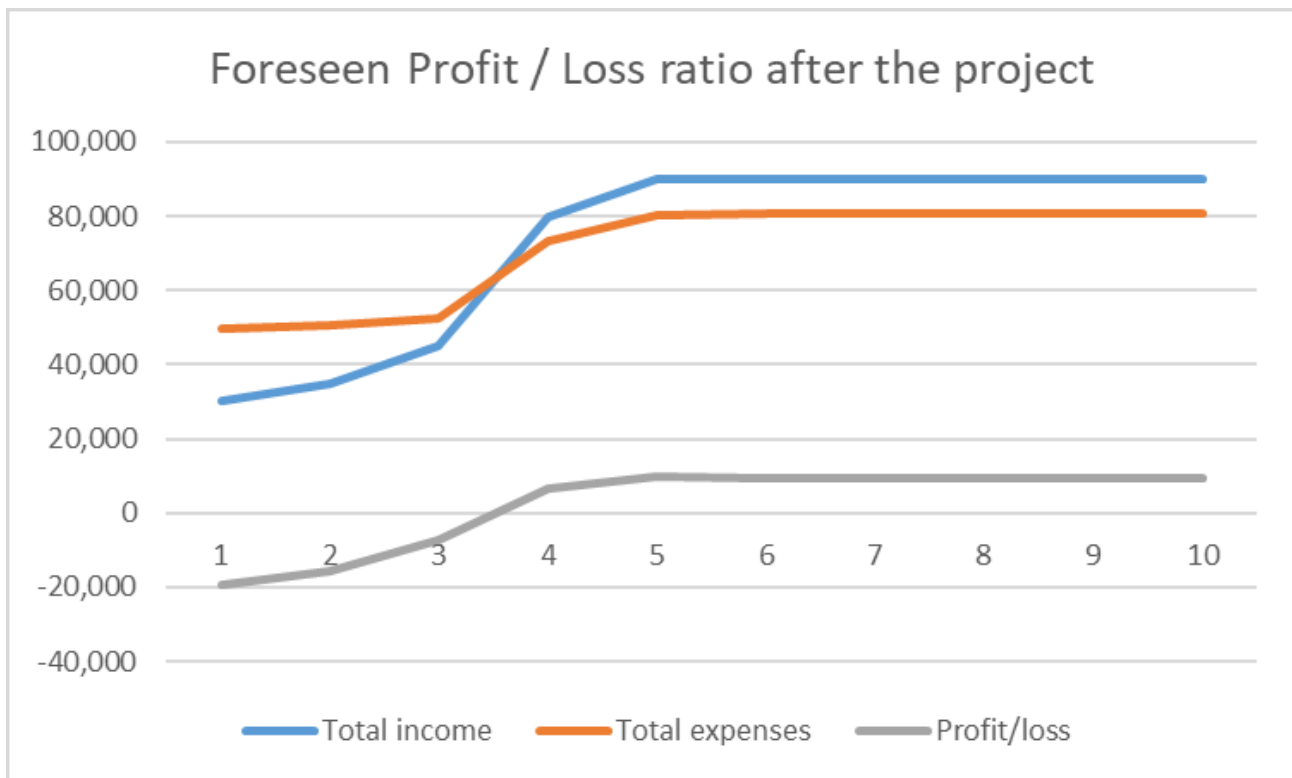
## 7.3. ACTION PLAN

Activity	Timeline	KPI
Establishment of the laboratory and its equipment	2021	Lab up and running Equipment installed and operational
Support the first 10 start ups	2021	No and Quality of Applications Beneficiary satisfaction Gender balance
"acceleration" plan to help further start-ups that have been passing the "incubation" phase	2022-2023	Established pipeline with other actors (Tirana Inc.,; Uplift, etc) No of start-ups registered in acceleration programs Advisory board initiated & established
Business model developed and active	2022-2023	Validate financial forecast (profit / loss ratio); Willingness to pay for services Proven impact model

Evaluation and critical reflections regarding the real and expected results from short term period	2021-2023	Active Users Survival metrics Burning rate (proportion of supported businesses that are still operational after a certain period since receiving support)
"Additive manufacturing	2022-2023	Production Volume; Total Effective Equipment Performance
Host and support research in Sustainability and circular economy; Material research; Reverse engineering in the field of heritage and restoration; IoT solutions and Smart Systems; virtual/augmented reality	2022-2023	No of Users No of Projects No of Papers Research Impact
Capacity building	2020-2025	No of Trained Staff
Cooperation with other ecosystem actors	2020-2025	No of MoUs Joint activities
Participate in research projects	2022 - 2025	No of Applications No of Winning Projects Amount of funds generated
Joining the FABLAB International Network	2022 - 2025	Acceptance Interest rate
Engage in global value chains	2023-2025	No of contractors Amount of funds generated
Tech Transfers	2025	Attract and retain primary actors in the field, Secure private and public funding.

## 7.4. BUSINESS MODEL

OUR BUSINESS MODEL WILL PRIMARILY CONSIST IN FEES, CHARGED TO THE USERS BASED ON THE SERVICES PROVIDED BY THE INNOVATION FACTORY – FABLAB. THE FEE RATE WILL POSITIVELY DISCRIMINATE THE START-UPS AS OPPOSED TO EXISTING BUSINESS THAT WISH TO DEVELOP / TEST NEW PRODUCTS AND MATERIALS OR DEVELOP DESIGN THINKING CAPACITIES. ANOTHER REVENUE SOURCE IS GOING TO BE SUBSCRIPTIONS FOR USERS THAT WISH TO HAVE ACCESS AND OPERATE THE EQUIPMENT OVER A PERIOD OF TIME. WE ARE WORKING ON A PACKAGE-BASED SYSTEM SO THAT DIFFERENT PACKAGES PROVIDE TECHNICAL SUPPORT AND ACCESS TO DIFFERENT DIGITAL FABRICATION MEDIA.



- THIS STRATEGY HAS BEEN SHARED AND DISCUSSED WITH POLIS STAFF AND OTHER STAKEHOLDERS.
- IT IS EFFECTIVE UPON THE APPROVAL BY THE POLIS ACADEMIC SENATE.
- ALL APPOINTED UNITS ARE RESPONSIBLE FOR ITS IMPLEMENTATION AND EVALUATION.
- ALL DUE MODIFICATIONS / AMMENDMENTS ARE APPROVED BY THE ACADEMIC SENATE.