



WESTERN BALKANS UNIVERSITY

QUALITY INSTRUMENTS PACKAGE

*Tools for the assessment and continuous improvement of
academic and administrative quality*

INTERNAL QUALITY ASSURANCE UNIT

January, 2025

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QUALITY ASSURANCE INSTRUMENTS FOR INSTITUTIONAL ASSESSMENT

The assessment of the institution across all its dimensions constitutes a fundamental pillar of the quality assurance policies at Western Balkans University. In this context, the Internal Quality Assurance Unit (IQAU) has developed a set of specialized quality assessment instruments, which include:

- Institutional assessment by academic staff
- Institutional assessment by administrative staff
- Institutional assessment by students

These assessment processes are conducted at the end of each academic year through specially designed questionnaires, developed in alignment with the highest standards of quality assurance in higher education. The collected data undergo a comprehensive analysis and, along with the corresponding recommendations, are submitted to the *Rectorate* and the *Academic Senate* of the university. Furthermore, the evaluation results are published on the official webpage of IQAU, ensuring institutional transparency and accountability.

In addition to the annual assessments, IQAU prepares a detailed report at the end of each semester on the academic staff's performance, covering three levels of analysis:

- Basic unit level
- Main unit level
- Institutional level

This continuous process of assessment and reporting aims to uphold high academic and administrative standards while fostering ongoing quality improvement at Western Balkans University.

PERFORMANCE ASSESSMENT SYSTEM AT “WESTERN BALKANS” UNIVERSITY

“Western Balkans” University (WBU) places a strong emphasis on performance evaluation at all levels of its institutional hierarchy. This process is a key component of academic and administrative management, aimed at fostering a culture of continuous improvement and professional development across the entire university structure. Through a systematic approach, the University ensures that both individual and institutional performance contribute directly to achieving the highest academic and organizational development standards.

In this context, the Internal Quality Assurance Unit (IQAU) has designed a structured package of evaluation instruments tailored to the roles and responsibilities of each category within the

university. These tools are based on contemporary quality management practices and include mechanisms for self-assessment, peer reviews, and data analysis to drive strategic improvement.

Key objectives of the evaluation system:

- To provide a framework for enhancing the effectiveness of academic and administrative management;
- To identify areas for improvement across all levels of the university hierarchy;
- To promote an environment of accountability and transparency;
- To foster professional development and strengthen individual and institutional competencies.

Categories and instruments for performance evaluation

The evaluation process is categorized into specific groups, each with tailored evaluation methods for different leadership and academic levels. The instruments include self-assessments, peer evaluations, feedback from students, and evaluations from supervisors, ensuring a comprehensive and balanced approach.

1. Performance evaluation of the Rector

- Evaluation by members of the Academic Senate regarding strategic leadership and institutional management.

2. Performance evaluation of the Vice-Rector

- Evaluation by members of the Academic Senate;
- Evaluation by the Rector regarding the management of academic and administrative responsibilities;
- Self-assessment.

3. Performance evaluation of the Dean

- Evaluation by the Rector regarding achievements and faculty leadership;
- Evaluation by academic staff within the faculty;
- Self-assessment.

4. Performance evaluation of the Vice-Dean

- Evaluation by the Dean regarding achievements and support in faculty management;
- Evaluation by academic staff within the faculty;
- Self-assessment.

5. Performance Evaluation of the Department Head

- Evaluation by the Dean regarding departmental leadership and achievements;
- Evaluation by academic staff within the department;
- Self-assessment.

6. Performance evaluation of the Academic Staff

- Evaluation by students for each course they lead;
- Evaluation by colleagues regarding collaboration and professional communication;
- Evaluation of open lectures (“Sharing Experiences”);
- Self-assessment;
- Evaluation by the head of the department.

Program Evaluation

The IQAU has developed specific instruments for program evaluation, which include:

- Course evaluations by students;
- Program evaluations by students upon completion of their studies;
- Alumni evaluations after a designated period of integration into the labor market;
- Employer evaluations of graduates’ professional skills obtained during their university education.

The last two instruments in this category are planned to be developed and implemented in the near term, as WBU graduates from all offered study programs.

Instruments for Professional Development and Training

The package also includes surveys on:

- Professional development needs of academic and administrative staff;
- Evaluation of completed training programs.

Flexibility and dynamics of the system

This package of evaluation instruments is subject to ongoing revisions, adapting to emerging dynamics and needs to maintain and enhance overall quality at “Western Balkans” University.

By implementing this system, the University aims to uphold high academic standards and ensure a supportive environment for the development of its staff and students.

QUESTIONNAIRE FOR THE EVALUATION OF THE INSTITUTION BY ACADEMIC STAFF MEMBERS

This questionnaire is made in the end of each academic year with the members of academic staff of “Western Balkans University”. Its real purpose is to evaluate the level of satisfaction of academic staff to help in their professional improvement and thus to realise each one’s evaluation from them and to further develop institution’s management quality

*Please read each question carefully and give the answer that you think is most correct for you. The information provided will remain confidential.
Thank you for your dedicated time!*

Academic title/Scientific degree

- A. Professor
- B. Associate Professor
- C. Dr. / PhD
- D. Docent
- E. Master of Science

Working experience

- A. 1-5
- B. 6-10
- C. 11-15
- D. 16-20
- E. Over 20

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 is the maximum, respectively from “I do not agree at all” to “I strongly agree”.

<i>Physical and technological capacities of the institution</i>						
No.	Statement	Evaluation				
<i>The Institution's Physical and Technological Environment</i>						
1	The space I have in the workplace and teaching is sufficient and motivating	1	2	3	4	5
2	The institution provides a technological system that meets my needs	1	2	3	4	5
3	The number of students in the classes allows for normal learning conditions	1	2	3	4	5
4	The cleanliness of common areas (toilets, corridors, classrooms, offices) is within the standards	1	2	3	4	5
5	The institution provides lunch service inside the building in comfortable conditions	1	2	3	4	5
6	I am satisfied with the security system provided by the institution	1	2	3	4	5

7	I am satisfied with the medical services at this institution	1	2	3	4	5
<i>The rights, obligations, freedom, and autonomy of the academic staff</i>						
8	I'm aware of my rights and responsibilities	1	2	3	4	5
9	I am informed about the job description I have to do	1	2	3	4	5
10	Complaints can easily be forwarded to higher authorities	1	2	3	4	5
11	The academic staff can express freely his opinions and beliefs	1	2	3	4	5
12	The institution supports new ideas and trends from the academic staff	1	2	3	4	5
13	The institution attaches importance to participation in the decision-making process	1	2	3	4	5
14	I enjoy combining research, teaching and community service	1	2	3	4	5
15	The work I do fits my field of education	1	2	3	4	5
16	The institution respects the conditions agreed at the beginning regarding my commitment	1	2	3	4	5
17	Engagement in administrative tasks hinders my academic commitment	1	2	3	4	5
<i>Academic and administrative units</i>						
18	Within the institution, I am being offered the necessary administrative support	1	2	3	4	5
19	I am satisfied with the work of the secretariat of the relevant units	1	2	3	4	5
20	The number of administrative personnel in the institution is sufficient	1	2	3	4	5
21	The institution offers security and stability at work	1	2	3	4	5
22	I am satisfied with the general atmosphere in the institution	1	2	3	4	5
23	I am satisfied with the cooperation of my colleagues	1	2	3	4	5
24	The institution values and properly uses the professional experience of the academic staff	1	2	3	4	5
25	The institution encourages and supports the participation of personnel in seminars, and national and international conferences, as well as for publications in scientific journals with an impact factor	1	2	3	4	5
26	Within the institution, there is enough possibility for academic research	1	2	3	4	5
27	Exchange programs for academic staff and students are given sufficient importance	1	2	3	4	5
28	Students have sufficient opportunities to contact the academic staff	1	2	3	4	5
29	Attendance of lectures by students is satisfactory	1	2	3	4	5

30	I am satisfied with the student's level and their devotion to the educational process	1	2	3	4	5
<i>The mission, vision, and strategic direction of the institution</i>						
31	I am aware of the vision and mission of the institution	1	2	3	4	5
32	The institution offers study programs in accordance with national interests and needs	1	2	3	4	5
33	The institution is managed in a dignified manner	1	2	3	4	5
34	It is given importance to the national and international presentation of the institution	1	2	3	4	5
35	I consider WBU as the place where I can develop my academic career	1	2	3	4	5
36	I think of WBU as the place where I can stay until I retire	1	2	3	4	5
37	I suggest WBU as one of the best choices	1	2	3	4	5
38	I am satisfied with the financial conditions offered by the institution	1	2	3	4	5

Give your suggestions or recommendations on what we can do differently for better administration of WBU

**QUESTIONNAIRE FOR THE EVALUATION OF THE INSTITUTION BY MEMBERS
OF THE ADMINISTRATIVE STAFF**

This questionnaire is conducted at the end of each academic year with administrative staff at "Western Balkans University." Its purpose is to assess their level of satisfaction, support professional development, and gain insights into their perceptions of the institution. The collected data will contribute to the continuous improvement of management quality.

Please read each question carefully and select the response that best reflects your experience. All information provided will be treated with complete confidentiality.

Thank you for your time and contribution!

POSITION

A. Fill in

Gender

A. Female
B. Male

Work experience

F. 1-5
G. 6-10
H. 11-15
I. 16-20
J. Over 20

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 is the maximum, respectively from “I do not agree at all” to “I strongly agree”.

No.	The statement	ASSESSMENT				
<i>The Institution's Physical and Technological Environment</i>						
1	The space I have at the workplace is sufficient and motivating	1	2	3	4	5
2	The institution provides a technological system that meets my needs	1	2	3	4	5
3	The cleanliness of common areas (toilets, corridors, classrooms, offices) is within the standards	1	2	3	4	5
4	The institution provides lunch service inside the building in comfortable good conditions	1	2	3	4	5
5	I am satisfied with the security system provided by the institution	1	2	3	4	5
6	I am satisfied with the medical services at this institution	1	2	3	4	5
<i>The rights, obligations, freedom, and autonomy of the administrative staff</i>						

7	I am aware of my rights and responsibilities	1	2	3	4	5
8	I am informed about the job description I have to do	1	2	3	4	5
9	We can easily forward complaints to higher bodies	1	2	3	4	5
10	Administration leaders take our opinion into account					
11	As administrative personnel, we can freely express our opinions and beliefs	1	2	3	4	5
12	The institution attaches importance to participation in the decision-making process	1	2	3	4	5
13	The work I do fits my field of education	1	2	3	4	5
14	The institution respects the conditions agreed upon at the beginning regarding my commitment	1	2	3	4	5
15	The number of administrative personnel in the institution is sufficient	1	2	3	4	5
16	I am satisfied with the cooperation between the administrative offices of the respective units	1	2	3	4	5
17	Within the institution, I am offered administrative support in cases where it is necessary	1	2	3	4	5
18	The institution offers security and stability at work	1	2	3	4	5
19	I am satisfied with the general atmosphere in the institution	1	2	3	4	5
20	I am satisfied with the collaboration with my colleagues in the institution's administration	1	2	3	4	5
21	I am satisfied with the cooperation of the academic staff of the institution	1	2	3	4	5
22	The institution values and properly uses the professional experience of the administrative staff	1	2	3	4	5
23	The institution encourages and supports the participation of personnel in professional training	1	2	3	4	5
24	The institution offers sufficient training opportunities for the institutional development of administrative personnel	1	2	3	4	5
<i>The mission, vision, and strategic direction of the institution</i>						
25	I am aware of the vision and mission of the institution	1	2	3	4	5
26	The institution is managed in a dignified manner	1	2	3	4	5
27	Importance is given to the national and international presentation of the institution	1	2	3	4	5
28	I consider WBU as the place where I can develop my professional career	1	2	3	4	5
29	I think of WBU as the place where I can stay until I retire	1	2	3	4	5
30	I suggest WBU as one of the best choices	1	2	3	4	5
31	I am satisfied with the financial conditions offered by the institution	1	2	3	4	5

Give your suggestions or recommendations on what we can do differently for better administration of WBU

FORM FOR EVALUATION OF THE INSTITUTION BY STUDENTS

This questionnaire is developed at the end of each academic year with the students of "Western Balkans University". Its purpose is to assess their level of satisfaction to help continuously improve the quality of the institution's management.

Please read each question carefully and select the response that best reflects your experience. All information provided will be treated with complete confidentiality.

Thank you for your time!

Gender

- Female
- Male

Study program (Fill in): _____

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 is the maximum, respectively from "I do not agree at all" to "I strongly agree".

No.	The statement	Rate				
1	I get enough information from the institution's website, regarding the teaching schedule, registrations, various academic and social activities	1	2	3	4	5
2	I am satisfied with the process of my enrollment in the study program I am studying	1	2	3	4	5
3	The course registration process for each semester is clear and easy to complete	1	2	3	4	5
4	Necessary documents, such as student certificates, transcripts, or any other document requested by the student are received on time	1	2	3	4	5
5	The technological infrastructure of WBU (internet, interactive whiteboard, number of computer units, etc.) is at satisfactory levels and fulfills my needs as a student	1	2	3	4	5
6	The library service meets my needs	1	2	3	4	5
7	The classrooms and laboratory environments where we teach are spacious and motivating	1	2	3	4	5
8	I find myself in the study program I have chosen to study	1	2	3	4	5
9	The number of lecturers is in direct proportion to the number of students	1	2	3	4	5
10	I am satisfied with the academic counseling process	1	2	3	4	5
11	The institution offers enough extracurricular activities (seminars, conferences, symposiums, training, etc.) that help me in my professional preparation	1	2	3	4	5

12	Foreign languages at this institution are an important advantage for my professional preparation for the labor market	1	2	3	4	5
13	The institution provides services and social environments that enrich my student life	1	2	3	4	5
14	The social and cultural activities that take place during the academic year are rich and sufficient	1	2	3	4	5
15	I am satisfied with the medical services	1	2	3	4	5
16	The institution offers clean shared environments (toilets, corridors, and classrooms)	1	2	3	4	5
17	Students are represented in the collegial bodies of the institution	1	2	3	4	5
18	The institution promotes the demands of student representatives and is open to their suggestions	1	2	3	4	5
19	The financial fees of the program where I study are affordable for me	1	2	3	4	5
20	I am satisfied with the choice I made to study at WBU	1	2	3	4	5
21	At WBU I have found better conditions than I expected before starting my studies	1	2	3	4	5
22	I am proud of the degree I will receive from WBU	1	2	3	4	5
23	I feel proud when I tell others that I study at WBU	1	2	3	4	5
24	I consider WBU as the University where I can complete all cycles of studies (Bachelor, Master of Science, Doctorate)	1	2	3	4	5
25	I suggest WBU as one of the best choices	1	2	3	4	5

Give your suggestions or recommendations on what we can do differently for better administration of WBU

FORM FOR THE RECTOR'S EVALUATION BY THE ACADEMIC SENATE

(To be completed at the end of each academic year)

This questionnaire aims to conduct the annual performance evaluation of the Rector of Western Balkans University by the members of the Academic Senate. The questions focus on compliance with institutional regulations, managerial competencies, and academic communication.

The collected data will be treated with full confidentiality and will be used solely for the improvement of academic leadership.

Thank you for your time and contribution!

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 the maximum, respectively from “I do not agree at all” to “I strongly agree”.

Nr.	The statement	Rate				
<i>Functions and Alignment with Institutional Objectives</i>						
1	Provides strategic leadership to the university in alignment with its long-term mission and objectives	1	2	3	4	5
2	Ensures that the university upholds academic and administrative quality standards across all units	1	2	3	4	5
<i>Leadership and Decision-Making</i>						
3	Implements the decisions of the Academic Senate and the Rectorate with professionalism, ensuring transparency and effectiveness	1	2	3	4	5
4	Exhibits visionary leadership and strategic expertise in guiding and advancing the institution	1	2	3	4	5
5	Makes fair and evidence-based decisions in the best interest of the institution and the academic community	1	2	3	4	5
6	Effectively manages complex challenges and institutional crises with professionalism and sound judgment	1	2	3	4	5
<i>Representation and Institutional Relations</i>						
7	Represents the university with dignity at the national and international level, fostering strong partnerships with academic institutions and external stakeholders	1	2	3	4	5
8	Promotes major projects and strategic collaborations to enhance the university's reputation	1	2	3	4	5
<i>Support for Staff and Students</i>						
9	Develops and supports policies for the professional growth of academic and administrative staff	1	2	3	4	5

10	Ensures that the university provides a safe, inclusive, and supportive environment for students and staff	1	2	3	4	5
<i>Ethics and Institutional Culture</i>						
11	Upholds the principles of academic ethics and good governance with dedication	1	2	3	4	5
12	Respects diverse opinions and fosters an open and inclusive intellectual environment	1	2	3	4	5
13	Acts with integrity and contributes to building an academic culture based on meritocracy and transparency	1	2	3	4	5

Please complete the following sentence:

As a leader, I would like that the rector should: _____

FORM FOR THE VICE RECTOR'S EVALUATION BY THE ACADEMIC SENATE

(To be completed at the end of each academic year)

This questionnaire has been designed to assess the annual performance of the Vice Rector of Western Balkans University (WBU), based on the perceptions of academic staff members. The evaluation aims to provide an objective reflection on the fulfillment of the Vice Rector's responsibilities, identify areas for improvement in academic and administrative management, and contribute to the enhancement of leadership and the development of a more effective and collaborative academic environment.

Please read the statements carefully and reflect on your experience with the Vice Rector during the past academic year. All collected data will be treated with strict confidentiality and will be used solely for analytical purposes and institutional improvement.

We sincerely appreciate your time and contribution to this evaluation process!

Vice Rector being evaluated (Full Name): _____

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 the maximum, respectively from “I do not agree at all” to “I strongly agree”.

Nr.	Pohimi	Vlerësimi				
<i>Functions and Alignment with Institutional Objectives</i>						
1	Performs duties in accordance with the delegated mission and objectives	1	2	3	4	5
2	Fulfills assigned responsibilities accurately and professionally	1	2	3	4	5
3	Diligently oversees the planning and execution of academic curricula within faculties and departments	1	2	3	4	5
4	Supports and encourages staff to enhance academic performance, increase the quality and quantity of research output, and improve teaching and institutional service standards	1	2	3	4	5
5	Monitors and supports the development of academic and research policies in alignment with the university's objectives	1	2	3	4	5
<i>Leadership and Decision-Making</i>						
6	Demonstrates strong decision-making skills and effectively manages institutional challenge	1	2	3	4	5
7	Represents the Rector with dignity in their absence, carrying out delegated responsibilities	1	2	3	4	5

8	Exhibits excellent communication and coordination skills within the institution	1	2	3	4	5
9	Ensures equal opportunities for participation in national and international projects and other institutional activities	1	2	3	4	5
<i>Support for Academic and Administrative Staff</i>						
10	Encourages and supports staff in achieving high academic performance, enhancing the quality and quantity of research output, and improving teaching and service standards within the institution	1	2	3	4	5
11	Encourages and facilitates a collaborative and supportive work environment for academic and administrative staff	1	2	3	4	5
12	Provides guidance and supervision for the professional development of academic staff	1	2	3	4	5
<i>Engagement in Projects and Innovation</i>						
13	Promotes the participation of academic staff in national and international research and innovation projects	1	2	3	4	5
14	Encourages the integration of technology and innovative methods to enhance teaching and academic administration	1	2	3	4	5
<i>Ethics and Institutional Culture</i>						
15	Promovon punën në grup dhe udhëhiqet nga parimi i gjithëpërfshirjes	1	2	3	4	5
16	Promotes teamwork and fosters an inclusive work environment	1	2	3	4	5

Please complete the following sentence:

As a leader, I would like that the Rector should: _____

FORM FOR THE EVALUATION OF THE VICE RECTOR BY THE RECTOR

(To be completed at the end of each academic year)

This form aims to provide a qualitative assessment of the Vice Rector's performance by the Rector of Western Balkans University (WBU). The evaluation focuses on the fulfillment of academic and administrative responsibilities, leadership, decision-making, institutional representation, innovation, and ethics.

The collected data will be used to support the professional development of the Vice Rector and enhance academic and administrative management.

Vice Rector being evaluated (Full Name): _____

Evaluation period: _____

<i>Fulfilment of Duties and Institutional Objectives</i>	
1	How do you assess the Vice Rector's commitment to fulfilling delegated responsibilities?
2	Has he/she demonstrated professionalism and diligence in implementing institutional strategies?
3	What are the strongest aspects in this regard, and where is there room for improvement?
Evaluation:	
<i>Leadership and Decision-Making</i>	
1	How do you assess the Vice Rector's ability to make fair and evidence-based decisions?
2	Has he/she been effective in managing institutional challenges and problem-solving?
3	Has the Vice Rector demonstrated vision and strategic approach in leading the university?
Evaluation:	
<i>Collaboration and Institutional Representation</i>	
1	How has the Vice Rector contributed to improving collaboration with deans, unit leaders, and academic staff?
2	Has he/she represented the university with dignity in academic and institutional activities?
3	What has been his/her contribution to building relationships with academic partners and other institutions?
Evaluation:	
<i>Innovation and Academic Development</i>	
1	How do you evaluate the Vice Rector's contribution to improving teaching methods and the use of technology in the academic process?

2	Has he/she supported the development of scientific research and the participation of academic staff in research projects and scientific conferences?
3	Has the Vice Rector proposed and implemented innovative initiatives to enhance academic and administrative quality?
Evaluation:	
<i>Ethics and Institutional Culture</i>	
1	Has the Vice Rector promoted an academic culture based on meritocracy, transparency, and professional ethics?
2	Has he/she upheld ethical and integrity standards in academic and administrative management?
3	Has the Vice Rector fostered an open and inclusive environment for staff and students?
Evaluation:	
<i>Summary and Recommendations for Improvement</i>	
1	What are the Vice Rector's strongest aspects during this evaluation period?
2	In which areas should he/she focus for improvement?
Final Evaluation:	

Note: *In case of disagreement with the evaluation, the evaluated individual has the right to request a review by the relevant institutional bodies, in accordance with the applicable procedures and regulations.*

FORM FOR THE EVALUATION OF THE DEAN'S PERFORMANCE BY THE ACADEMIC STAFF OF THE MAIN UNIT

(To be completed at the end of each academic year)

This questionnaire aims to evaluate the performance of Deans of the main units at Western Balkans University (WBU) from the perspective of academic staff. The evaluation will help identify areas for improvement and contribute to enhancing the effectiveness of academic and managerial leadership.

All collected data will be treated with full confidentiality and will be used solely for analytical and institutional improvement purposes.

Dean being evaluated	
Faculty	
Evaluation Period	

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 the maximum, respectively from “I do not agree at all” to “I strongly agree”.

Nr.	Statement	Evaluation				
<i>Academic Leadership and Managerial Performance</i>						
1	The Dean ensures academic and administrative leadership of the main unit in accordance with the institutional standards	1	2	3	4	5
2	Effectively manages the resources and capacities of the main unit	1	2	3	4	5
3	Supports and leads the improvement of academic programs and the development of research within the main unit	1	2	3	4	5
4	Effectively manages institutional challenges and resolves problems	1	2	3	4	5
<i>Support for Academic Staff</i>						
5	The dean creates a motivating and supportive academic environment for the professional development of staff	1	2	3	4	5
6	Ensures equal access for all academic staff members to projects and professional development programs	1	2	3	4	5
7	Promotes collaboration and fosters an open and inclusive academic culture	1	2	3	4	5
<i>Commitment to Academic Quality and Research</i>						
8	The dean supports academic quality advancement and pedagogical innovation	1	2	3	4	5
9	Encourages and supports academic staff in research and scientific publications	1	2	3	4	5

10	Ensures the implementation of standards and measures to guarantee academic quality within the main unit	1	2	3	4	5
<i>Communication and Institutional Relations</i>						
11	The dean communicates openly and effectively with academic and administrative staff	1	2	3	4	5
12	Supports the development of academic partnerships and international collaborations	1	2	3	4	5
13	Is receptive to feedback and suggestions from academic staff	1	2	3	4	5
<i>Ethics and Leadership</i>						
14	Demonstrates high professional ethics and integrity in duty	1	2	3	4	5
15	Promotes values of meritocracy and institutional transparency	1	2	3	4	5
16	Fosters a culture of collaboration and respect towards staff and students	1	2	3	4	5

Please complete the following sentence:

As a leader, I would like that the Dean should: _____

FORM FOR THE EVALUATION OF THE DEAN'S PERFORMANCE BY THE RECTOR

(To be completed at the end of each academic year)

This form aims to provide a qualitative evaluation of the Dean's performance by the Rector of Western Balkans University (WBU). The evaluation focuses on academic and administrative leadership, resource management, commitment to academic quality, innovation, collaboration, and institutional ethics. The collected data will be used for the professional development of the Dean and for the continuous improvement of academic and administrative management within the faculty.

Dean being evaluated	
Faculty	
Evaluation period	

<i>Fulfillment of Duties and Institutional Objectives</i>	
1	How do you evaluate the Dean's commitment to fulfilling the delegated responsibilities?
2	Has the Dean demonstrated professionalism and diligence in implementing institutional strategies?
3	What are the Dean's strongest attributes in this regard, and where is there room for improvement?
Evaluation:	
<i>Leadership and Decision-Making</i>	
1	How do you assess the Dean's ability to make well-informed decisions based on analyses and factual data?
2	Has the Dean demonstrated vision and a strategic approach in leading the faculty?
3	How would you evaluate the Dean's ability to manage complex situations and institutional challenges?
4	How do you assess the Dean's ability to manage institutional crises and ensure effective and sustainable solutions?
5	
Evaluation:	
<i>Collaboration and Institutional Representation</i>	
1	How has the Dean contributed to improving collaboration with vice deans, department heads, and academic staff?
2	Has the Dean represented the university with dignity in academic and institutional activities?

3	How has the Dean contributed to building relationships with academic partners and external institutions?
Evaluation:	
<i>Innovation and Academic Development</i>	
1	How do you assess the Dean's contribution to improving teaching methodologies and integrating technology into academic processes?
2	Has the Dean supported research development and the participation of academic staff in research projects and academic conferences?
3	Has the Dean proposed and implemented innovative initiatives to enhance academic and administrative quality?
Evaluation:	
<i>Ethics and Institutional Culture</i>	
1	Has the Dean promoted an academic culture based on meritocracy, transparency, and professional ethics?
2	Has the Dean upheld ethical and integrity standards in academic and administrative management?
3	Has the Dean promoted an inclusive and respectful academic culture, encouraging staff and student participation in decision-making?
Evaluation:	
<i>Summary and Recommendations for Improvement</i>	
1	What are the Dean's strongest attributes during this evaluation period?
2	In which areas should the Dean focus on improvement?
Final Evaluation:	

Note: In case of disagreement with the evaluation, the evaluated individual has the right to request a review by the relevant institutional bodies, in accordance with the applicable procedures and regulations.

FORM FOR THE DEANS' SELF-ASSESSMENT

(To be completed at the end of each academic year)

This form aims to facilitate the self-assessment of the performance of Deans of the main units at Western Balkans University (WBU). Self-assessment serves as a reflective process on achievements and challenges, contributing to professional development and the continuous improvement of academic and administrative management.

All collected data will be treated with confidentiality and will be used exclusively for internal institutional analysis.

We appreciate your time and contribution!

Full Name : _____

Faculty : _____

Evaluation Period : _____

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 is the maximum, respectively from “I do not agree at all” to “I strongly agree”.

No.	Statement	Evaluation				
Leadership and Academic Strategy						
1	I have a clear strategic development plan for the faculty, which I have shared with the academic staff	1	2	3	4	5
2	I promote an academic culture based on meritocracy, transparency, and professional ethics	1	2	3	4	5
3	I support the development and implementation of academic programs within the faculty	1	2	3	4	5
4	I possess strong managerial skills to address institutional challenges effectively	1	2	3	4	5
5	I contribute to the enhancement of academic and curricular standards	1	2	3	4	5
Management and Administration						
6	I efficiently manage academic resources and ensure the implementation of institutional policies and regulations	1	2	3	4	5
7	I make well-informed decisions based on data analysis and institutional evaluations	1	2	3	4	5
8		1	2	3	4	5
9	I have ensured the implementation of activities in accordance with the Strategic Plan of the Faculty and the University	1	2	3	4	5
Academic Relations and Collaboration						

10	I foster and support a collaborative work environment for academic and administrative staff, ensuring regular and productive meetings	1	2	3	4	5
11	I ensure equal opportunities for academic staff participation in projects and academic activities	1	2	3	4	5
12	I have promoted and facilitated the development of national and international academic collaborations	1	2	3	4	5
13	I support the professional development of staff through training and academic development initiatives	1	2	3	4	5
<i>Research and Innovation</i>						
14	I support and promote research activities within the faculty and encourage staff to engage in academic publications and conferences	1	2	3	4	5
15	I provide support for the participation of academic staff in conferences and research projects	1	2	3	4	5
16	I promote and implement innovations in teaching methodologies and technology	1	2	3	4	5
<i>Communication and Institutional Representation</i>						
17	I communicate openly and effectively with students, academic staff, and administrative personnel	1	2	3	4	5
18	I represent the faculty with dignity at institutional and international levels	1	2	3	4	5
19	I am open to feedback and suggestions from staff and students	1	2	3	4	5
20		1	2	3	4	5
<i>Ethics and Professional Culture</i>						
21	I promote transparency, meritocracy, and act with integrity while adhering to ethical standards in all decisions and actions	1	2	3	4	5
22	I actively foster and promote an inclusive and respectful culture for staff and students, ensuring an open and collaborative academic environment.	1	2	3	4	5
23	I ensure compliance with institutional policies and respect academic freedom for staff and students	1	2	3	4	5
24	I handle emergency situations, conflicts, and institutional challenges with professionalism and fairness, ensuring a collaborative and stable environment	1	2	3	4	5

25. What do you consider your strongest aspects as Dean?

26. In which areas do you suggest improvements in your performance?

27. Propose concrete strategies for enhancing academic and administrative operations:

FORM FOR THE EVALUATION OF THE VICE DEAN BY THE FACULTY ACADEMIC STAFF

(To be completed at the end of each academic year)

This form aims to evaluate the performance of the Vice Dean by the faculty academic staff, with the objective of improving the academic and administrative functioning of the main unit. The collected data will be used for institutional analysis and the professional development of the Vice Dean.

Dean being evaluated	
Faculty	
Evaluation period	

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 the maximum, respectively from “I do not agree at all” to “I strongly agree”..

No.	Statement	Rating (1-5)				
<i>Leadership and Collaboration with Academic Staff</i>						
1	The Vice Dean fosters a collaborative and supportive environment for academic staff	1	2	3	4	5
2	The Vice Dean is accessible and open to addressing concerns raised by academic staff	1	2	3	4	5
3	The Vice Dean assists in identifying and resolving issues within the faculty	1	2	3	4	5
4	The Vice Dean provides support for the professional development of academic staff	1	2	3	4	5
<i>Academic Quality and Management of the Teaching Process</i>						
5	The Vice Dean monitors and supports the effectiveness of the academic process within the faculty	1	2	3	4	5
6	The Vice Dean ensures fair and effective distribution of academic workload among staff	1	2	3	4	5
7	The Vice Dean is committed to improving teaching methods and curricula	1	2	3	4	5
<i>Support for Research and Professional Development</i>						
8	The Vice Dean promotes and supports the participation of academic staff in research projects and scientific conferences	1	2	3	4	5
9	The Vice Dean encourages scientific publications and the research development of academic staff	1	2	3	4	5
10	The Vice Dean facilitates professional development opportunities and supports staff participation in training programs	1	2	3	4	5

<i>Support for Students and the Academic Environment</i>						
11	The Vice Dean is engaged in addressing student concerns	1	2	3	4	5
12	The Vice Dean supports the development of activities that enhance the student experience	1	2	3	4	5
13	The Vice Dean ensures an inclusive and supportive academic environment for all students	1	2	3	4	5
<i>Communication and Institutional Transparency</i>						
14	The Vice Dean informs academic staff about institutional policies and decisions transparently	1	2	3	4	5
15	The Vice Dean communicates clearly and regularly with academic and administrative staff	1	2	3	4	5
16	The Vice Dean promotes a culture of transparency and institutional accountability	1	2	3	4	5
<i>Ethics and Institutional Culture</i>						
17	The Vice Dean upholds ethical standards and promotes academic integrity	1	2	3	4	5
18	The Vice Dean fosters an academic culture based on meritocracy and transparency	1	2	3	4	5
19	The Vice Dean ensures equal opportunities for all academic staff in decision-making and career advancement	1	2	3	4	5

Please complete the following statement:

As part of the academic leadership, I would suggest that the Vice Dean: _____

FORM FOR THE EVALUATION OF THE VICE DEAN BY THE DEAN

(To be completed at the end of each academic year)

This form aims to provide a qualitative assessment of the Vice Dean's performance by the Dean of the faculty. The evaluation focuses on the fulfillment of academic and administrative responsibilities, support for staff and students, academic quality, workload management, institutional communication, and professional ethics.

The collected data will be used for the professional development of the Vice Dean and for the improvement of the academic and administrative functioning of the faculty.

Vice Dean being evaluated	
Faculty	
Evaluation period	

<i>Fulfillment of Responsibilities and Institutional Objectives</i>	
1	How do you evaluate the Vice Dean's engagement in overseeing and coordinating academic and administrative aspects of the faculty?
2	Has the Vice Dean demonstrated diligence and professionalism in supporting the implementation of institutional policies and faculty regulations?
3	Has the Vice Dean played an active role in representing the faculty and strengthening collaboration with other academic and administrative units?
Evaluation:	
<i>Leadership and Collaboration with Academic Units</i>	
1	Has the Vice Dean been effective in managing issues raised by the departments?
2	Has the Vice Dean supported academic staff in their professional development and the improvement of academic practices?
3	Has the Vice Dean taken concrete and effective steps to resolve issues or conflicts between departments and academic staff?
4	How do you evaluate the Vice Dean's ability to handle complex situations and institutional challenges?
Evaluation:	
<i>Academic Quality and Workload Management</i>	

1	How do you assess the Vice Dean's role in ensuring academic quality by supervising the implementation of institutional standards and academic procedures?
2	Has the Vice Dean contributed to planning and managing academic and administrative resources to support the efficient functioning of the faculty?
3	How has the Vice Dean managed the distribution of academic and administrative responsibilities, ensuring a fair allocation of workload among staff?
Evaluation:	
<i>Student Support and Academic Environment</i>	
1	Has the Vice Dean been accessible and engaged in addressing student concerns?
2	Has the Vice Dean supported the implementation of policies for academic support and student advising?
3	Has the Vice Dean contributed to creating initiatives or activities to improve the student experience and their academic engagement?
Evaluation:	
<i>Communication and Institutional Representation</i>	
1	How has the Vice Dean contributed to improving communication and collaboration with departments, academic staff, and students?
2	Has the Vice Dean represented the faculty in academic meetings and institutional activities in a professional and dignified manner?
3	How has the Vice Dean facilitated the dissemination and implementation of institutional policies among academic staff and students, ensuring clear and effective communication?
Evaluation:	
<i>Ethics and Institutional Culture</i>	
1	Has the Vice Dean acted with integrity and upheld the ethical standards of the institution?
2	Has the Vice Dean promoted transparency and meritocracy in academic and administrative processes?
3	Has the Vice Dean demonstrated accountability and fairness in managing resources and institutional relationships?
Evaluation:	

<i>Summary and Suggestions for Improvement</i>	
1	What are the Vice Dean's key strengths during this evaluation period?
2	In which areas should the Vice Dean focus for improvement?
Final Evaluation:	

Note: *In case of disagreement with the evaluation, the evaluated individual has the right to request a review by the relevant institutional bodies, in accordance with the applicable procedures and regulations.*

FORM FOR THE SELF-ASSESSMENT OF FACULTY VICE DEANS

(To be completed at the end of each academic year)

This form aims to facilitate the self-assessment of Vice Deans of faculties at Western Balkans University (WBU). The self-assessment process helps reflect on achievements and challenges, contributing to professional development and the continuous improvement of academic and administrative management at the faculty level. The collected data will be treated with confidentiality and will be used for internal institutional analysis.

Thank you for your time and contribution!

Vice Dean being evaluated	
Faculty	
Evaluation period	

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 the maximum, respectively from “I do not agree at all” to “I strongly agree”.

No.	Statement	Evaluation				
<i>Fulfillment of Institutional Duties and Objectives</i>						
1	I have effectively supervised and coordinated the academic and administrative aspects of the faculty	1	2	3	4	5
2	I have ensured the implementation of institutional policies and faculty regulations	1	2	3	4	5
3	I have played an active role in representing the faculty and fostering collaboration with other academic and administrative units	1	2	3	4	5
<i>Leadership and Collaboration with Academic Units</i>						
4	I have been open and accessible in addressing the needs and concerns of academic staff	1	2	3	4	5
5	I have provided support for the professional development of academic staff and the improvement of academic practices	1	2	3	4	5
6	I have taken effective steps to resolve institutional issues and conflicts between departments and academic staff, improving communication and institutional collaboration	1	2	3	4	5
<i>Academic Quality and Faculty Workload Management</i>						
7	I have supported and supervised the implementation of academic quality standards and institutional procedures	1	2	3	4	5

8	I have managed academic and administrative resources to optimize the faculty's operations	1	2	3	4	5
9	I have ensured a fair and balanced distribution of the academic workload among staff members	1	2	3	4	5
<i>Support for Students and the Academic Environment</i>						
10	I have addressed students' academic concerns and supported their academic success	1	2	3	4	5
11	I have promoted activities that enhance students' academic experience and engagement	1	2	3	4	5
<i>Communication and Institutional Representation</i>						
12	I have contributed to improving communication and collaboration with departments, academic staff, and students	1	2	3	4	5
13	I have represented the faculty in academic meetings and institutional activities with professionalism and integrity	1	2	3	4	5
14	I have ensured that institutional policies and academic decisions are communicated clearly and effectively to staff and students	1	2	3	4	5
<i>Ethics and Professional Culture</i>						
15	I have upheld and promoted ethical standards and academic integrity	1	2	3	4	5
16	I have supported an academic culture based on meritocracy, transparency, and inclusivity	1	2	3	4	5
17	I have ensured equal access to professional opportunities and decision-making for all academic staff	1	2	3	4	5

18. What do you consider to be your strongest aspects as a Vice Dean?

19. In which areas would you suggest improvements in your performance?

20. Propose concrete strategies to improve the academic and administrative functioning of your faculty:

FORM FOR EVALUATING THE HEAD OF DEPARTMENT BY MEMBERS OF THE BASIC UNIT

(To be completed at the end of each academic year)

This survey aims to evaluate the performance of Department Heads at the basic units of Western Balkans University (WBU) for the academic year. The results will contribute to improving leadership and management within the department, as well as enhancing your overall academic experience.

All responses will be treated with strict confidentiality and will be used solely for analytical and institutional improvement purposes.

Thank you for your valuable contribution!

Faculty:	
Department:	
Department Head:	
Academic Year:	

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 the maximum, respectively from “I do not agree at all” to “I strongly agree”.

N0.	Statement	Evaluation				
<i>Lidershipi dhe menaxhimi</i>						
1	Provides clear direction and vision for the department	1	2	3	4	5
2	Promotes a positive and inclusive work environment	1	2	3	4	5
3	Encourages professional development opportunities for staff	1	2	3	4	5
4	Supports the improvement of academic programs to ensure high quality and alignment with current needs	1	2	3	4	5
5	Actively involves students in academic and research activities, offering opportunities for personal and professional growth	1	2	3	4	5
6	Demonstrates high standards of ethics and professional integrity in their role	1	2	3	4	5
<i>Communication and Collaboration</i>						
7	Effectively communicates the department’s goals and expectations	1	2	3	4	5
8	Listens to and addresses the concerns and feedback of faculty and staff	1	2	3	4	5

9	Provides timely and transparent communication on departmental matters	1	2	3	4	5
10	Facilitates open and constructive dialogue within the department					
<i>Decision-Making and Problem-Solving</i>						
11	Makes well-informed and transparent decisions in the best interest of the department	1	2	3	4	5
12	Effectively addresses challenges and resolves conflicts	1	2	3	4	5
13	Seeks input and feedback from department members when making decision	1	2	3	4	5
14	Implements solutions to enhance the functioning and performance of the department					
15	Ensures that decisions align with institutional academic and administrative standards					
<i>Strategic Planning and Vision</i>						
12	Develops and communicates a clear strategic plan for the department	1	2	3	4	5
13	Sets realistic and achievable objectives for the department	1	2	3	4	5
14	Adapts effectively to changing circumstances and trends to ensure the department's success	1	2	3	4	5
15	Aligns departmental goals with the broader mission and objectives of the institution	1	2	3	4	5

Please complete the following sentence:

As a leader, I would like that the Department Head could: _____

FORM FOR EVALUATING THE HEAD OF DEPARTMENT BY THE DEAN

(To be completed at the end of each academic year)

This form is designed to provide a comprehensive evaluation of the performance of the Head of Department by the Dean of the Faculty for the respective academic year. The assessment focuses on academic and managerial leadership, support for staff and students, enhancement of academic quality and research, collaboration, and adherence to institutional ethics. The collected data will be utilized for the professional development of the Head of Department and for optimizing the functioning of the department.

Faculty:	
Department:	
Department Head:	
Academic Year:	

<i>Fulfillment of Duties and Institutional Objectives</i>	
1	How would you assess the Head of Department's commitment to fulfilling the responsibilities assigned to them?
2	Has the Head demonstrated punctuality and professionalism in achieving the department's objectives?
3	What are the key strengths demonstrated in this area, and where might there be room for improvement?
4	How would you evaluate their ability to align the department's objectives with the broader mission and vision of the faculty and institution?
Evaluation:	
<i>Support for Staff and Students</i>	
1	How has the Head supported the professional development of academic staff?
2	Has the Head provided opportunities for students to engage in academic and research activities?
3	Has the Head initiated actions to address and resolve challenges faced by staff and students in the department?
4	How would you evaluate their efforts to create a supportive and inclusive environment?
5	How do you assess their commitment to fostering diversity and inclusion within the department?
Evaluation:	
<i>Enhancing Academic Quality and Research</i>	
1	How do you assess the Head's involvement in improving academic programs?
2	Has the Head encouraged and supported research activities within the department?
3	Has the Head proposed initiatives aimed at enhancing academic quality and ensuring alignment with institutional standards?

4	How would you evaluate their efforts to stay informed of and integrate contemporary trends and innovations in teaching and research?
Evaluation:	
<i>Ethics and Institutional Culture</i>	
1	Has the Head promoted an academic culture founded on meritocracy and transparency?
2	Has the Head consistently upheld professional ethics and integrity?
3	How has the Head contributed to fostering a culture of collaboration and mutual respect?
4	Has the Head promoted transparency in decision-making processes and departmental communications?
5	How would you evaluate their ability to address and resolve conflicts fairly and ethically?
Evaluation:	
<i>Summary and Recommendations for Improvement</i>	
1	What are the key strengths demonstrated by the Head of Department?
2	In which areas should the Head focus on improving?
3	Are there any specific aspects of their leadership that require broader evaluation or further attention in the future?
Final Evaluation:	

Note: *In the event of disagreement with the evaluation provided, the evaluated individual reserves the right to request a review by the relevant institutional bodies, in accordance with the applicable procedures and regulations.*

FORM FOR THE SELF-ASSESSMENT OF DEPARTMENT HEADS

(To be completed at the end of each academic year)

This form is designed to support the self-assessment of the Head of Department at Western Balkans University (WBU). The self-assessment aims to facilitate reflection on achievements and challenges during the academic year, serving as a foundation for professional development and continuous improvement in academic and administrative management.

All collected data will be treated confidentially and used exclusively for internal institutional analysis.

Thank you for your contribution!

Name and Surname	
Faculty	
Department	
Evaluation period	

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 is the maximum, respectively from “I do not agree at all” to “I strongly agree”.

N0.	Statement	Evaluation				
<i>Leadership and Department Management</i>						
1	I have a clear strategic plan for the development of the department and implement it in alignment with institutional goals	1	2	3	4	5
2	I promote an academic culture based on meritocracy, transparency, and professional ethics	1	2	3	4	5
3	I support the improvement of academic programs to ensure high quality and alignment with current needs	1	2	3	4	5
4	I lead and organize decision-making processes transparently and inclusively	1	2	3	4	5
		1	2	3	4	5
<i>Support for Staff and Students</i>						
5	I ensure equal opportunities for the professional development of academic staff	1	2	3	4	5
6	I encourage active involvement of students in academic and research activities	1	2	3	4	5
7	I address staff and student concerns with professionalism and fairness	1	2	3	4	5
8	I foster a safe, inclusive, and collaborative environment for everyone	1	2	3	4	5

9	I ensure a fair and balanced approach to managing conflicts between staff and students	1	2	3	4	5
10	I demonstrate high-level skills in conflict resolution, promoting respect and collaboration	1	2	3	4	5
11	I show flexibility and professionalism in managing difficult or unforeseen situations affecting the department	1	2	3	4	5
<i>Enhancing Academic Quality and Research</i>						
12	I encourage and support research activities and academic publications within the department	1	2	3	4	5
13	I align the department's academic programs with national and international standards	1	2	3	4	5
14	I propose initiatives to improve teaching quality and foster pedagogical innovation	1	2	3	4	5
		1	2	3	4	5
<i>Ethics and Professional Culture</i>						
15	I act with high integrity and adhere to ethical standards in all decisions and actions	1	2	3	4	5
16	I promote a culture of collaboration and respect in professional relationships	1	2	3	4	5
17	I ensure transparency and accountability in administrative and managerial processes	1	2	3	4	5
18	I manage conflicts ethically, ensuring fair and sustainable solutions	1	2	3	4	5
<i>Communication and Institutional Representation</i>						
19	I communicate openly and effectively with students, academic staff, and administrative staff	1	2	3	4	5
20	I represent the faculty and department with distinction at institutional and international levels	1	2	3	4	5
21	I am open to feedback and suggestions from staff and students	1	2	3	4	5

22. What do you consider to be your strongest aspects as the Head of Department during the academic year?

23. In which areas do you think there is room for improvement? Please focus on specific areas related to management, communication, or academic processes

24. Propose specific strategies for improving the academic and administrative functioning of your department:

FORM FOR THE ASSESSMENT OF LECTURERS BY STUDENTS

(To be completed by each student before the final exam of the course)

This questionnaire aims to collect your feedback and evaluations regarding the performance of the course lecturer. Its purpose is to ensure continuous improvement in the quality of teaching and to foster a supportive learning environment for students.

All responses will be treated confidentially and will be used solely for analytical and institutional improvement purposes.

Thank you for your valuable contribution!

Course	
Program	
Faculty	
Lecturer	
Academic year	

Please evaluate your course lecturer by circling a number from 1 to 5, where 1 represents the minimum rating and 5 the maximum, corresponding respectively to “Strongly Disagree” to “Strongly Agree,” based on the following aspects:

Overall performance:		Evaluation				
No.	Statements	1	2	3	4	5
1	At the beginning of the semester, the lecturer explains in a comprehensible way the purpose of the subject and what is expected of the student.	1	2	3	4	5
2	The lecturer is prepared for the lesson	1	2	3	4	5
3	The lecturer regularly participates in the lesson and uses the time effectively	1	2	3	4	5
4	The lecturer is successful in establishing the dominance of the class during the lesson	1	2	3	4	5
5	The lecturer's explanation is clear and understandable	1	2	3	4	5
6	The lecturer stimulates interest in the subject	1	2	3	4	5
7	The subject serves for our professional formation	1	2	3	4	5
8	The lecturer uses examples to make the subject as easy and understandable as possible	1	2	3	4	5
9	The lecturer conducts tests and efficiently assigns tasks and essays to make them supportive of the intended learning outcomes.	1	2	3	4	5

10	The teaching material used for the subject (lectures, exercises, seminars, assignments) is clear, sufficient, and useful	1	2	3	4	5
11	Course assignments are interesting and stimulating	1	2	3	4	5
12	The lecturer encourages you to ask questions and answers them fully	1	2	3	4	5
13	The lecturer is ready to help students when they need assistance even outside of the classroom timeline.	1	2	3	4	5
14	The criteria for grading are clear and conveyed to students	1	2	3	4	5
15	The lecturer is fair in evaluation for all students	1	2	3	4	5
16	The ethics of the lecturer's communication with the students is professional	1	2	3	4	5

If you have any further comments, in addition to the above-stated statements, about the lecturer or course, please feel free to add them below.

FORM OF ASSESSMENT OF ACADEMIC STAFF BY COLLEAGUES

(To be completed at the end of each academic year)

The data collected from this questionnaire will be utilized as part of the annual performance evaluation of academic staff at WBU. The questions primarily evaluate the academic staff's adherence to common regulations and their communication skills within their respective academic units. This assessment aims to foster, sustain, and advance a collaborative environment between academic staff and university students.

We kindly request that you read the following statements carefully, objectively reflect on the shared experience during the last academic year and provide truthful answers to your colleagues. Please be advised that all information disclosed will be held in strict confidence.

Thank you for your dedicated time and effort!

Evaluatee	
Department	
Faculty	
Academic year	

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 is the maximum, respectively from "I strongly disagree" to "I strongly agree".

No.	The statement	Rate				
1	Respects the deadlines in carrying out the tasks assigned within the department	1	2	3	4	5
2	Is polite and conversational with colleagues and department staff	1	2	3	4	5
3	Reflects advanced professional and academic knowledge in his/her field and shares it with department staff and students	1	2	3	4	5
4	Is productive in research	1	2	3	4	5
5	Dresses appropriately for the university setting	1	2	3	4	5
6	Helps colleagues and students when they need him/her	1	2	3	4	5
7	Adapts well to group work	1	2	3	4	5
8	Respects the opinion of others and stimulate an intellectual environment at work	1	2	3	4	5
9	Reacts maturely in difficult situations	1	2	3	4	5

FORM FOR OPEN LECTURE ASSESSMENT

(To be completed after the conclusion of the lecture)

This questionnaire aims to assess the quality of the open lecture by focusing on the lecturer's performance, the lecture content, and the overall experience. It is intended to be completed by students, faculty members, institutional leaders, and community participants. Your feedback and evaluations will contribute to improving future activities and providing valuable support to the lecturer in enhancing their teaching process. All responses will be treated confidentially and used solely for analytical and improvement purposes.

Thank you for your valuable contribution!

Lecture Title	
Date	
Lecturer	

Instructions for Respondents:

Please select the category that represents you::

- ☐ Student
- ☐ Faculty Member/Academic Staff
- ☐ Institutional Leader
- ☐ Community Member

Rate the following statements on a scale from 1 to 5, where 1 is the minimum rating and 5 is the maximum, respectively from “I do not agree at all” to “I strongly agree”.

No.	Statement	Evaluation				
<i>Lecture Organization</i>						
1	The information about the lecture was clear and easy to follow	1	2	3	4	5
2	The event was professionally organized and free of delays	1	2	3	4	5
3	The planned time for the lecture was effectively managed	1	2	3	4	5
<i>Lecturer's Performance</i>						
4	The lecturer demonstrated in-depth knowledge of the presented topic	1	2	3	4	5
5	The lecturer communicated clearly and with enthusiasm during the presentation	1	2	3	4	5

6	The lecturer encouraged participation and interaction during the lecture	1	2	3	4	5
7	The lecturer adapted their teaching style to meet the diverse needs of the audience	1	2	3	4	5
8	The lecturer demonstrated the ability to explain complex concepts in a simple and understandable manner	1	2	3	4	5
<i>Lecture Content</i>						
9	The lecture content was well-structured and organized	1	2	3	4	5
10	The topic addressed was relevant and valuable for the audience	1	2	3	4	5
11	The supporting materials (presentations, examples, etc.) were helpful and reflected high academic standards	1	2	3	4	5
12	The lecture included clear connections between theory and practice	1	2	3	4	5
<i>Audience Engagement</i>						
13	The atmosphere during the lecture was positive and conducive to learning	1	2	3	4	5
14	The lecturer was open and supportive of audience questions and comments	1	2	3	4	5
15	Audience discussions and questions were welcomed and addressed professionally	1	2	3	4	5
<i>Overall Experience</i>						
16	The lecture was engaging and valuable for your academic/professional development	1	2	3	4	5
17	You would recommend this type of activity to your colleagues and peers	1	2	3	4	5

Comments and Additional Suggestions:

What aspects of the lecture did you find most valuable?

Please share your thoughts or suggestions for improving similar activities in the future:

FORM FOR THE SELF-ASSESSMENT OF ACADEMIC STAFF PERFORMANCE

Academic Year _____

I.	General data							
1	Name / Surname							
3	Email address							
4	Faculty							
5	Department / Research Center							
II.	Category							
	Professor (Prof. Dr. / Assoc. Prof.)							
	Lecturer (Ph.D.)							
	Assistant lecturer							
III.	Academic Title / Scientific Degree			Year				
	Professor							
	Associated Professor							
	Dr. / PhD							
	Assistant professor (Docent)							
	Master of Science							
IV.	Teaching experience (years)							
V.	Teaching (list of subjects covered by the lecturer according to study cycles)							
Code	Subject name	Cycle of study	Year / Sem	Lectures (hours per week)	Seminars (hours per week)	Lab (hours per week)	Total (hours per week)	ECTS
	Total							
VI.	Diploma in Supervision			Nr. of students		Faculty	Year	
	Bachelor							
	Professional Master							
	Master of Science							
	Doctorate (Ph.D.)							
VII.	Publications							
7.1	Scientific articles published in scientific journals indexed with impact factor, ranked by Journal Citation Reports (JCR) and/or Scopus							
	Author / Co-author	Title of the article		Journal Title		Nr. / Year / Page No.	Indexing	Link
7.2	Scientific articles published in other indexed scientific journals of the OECD, EU or G20 countries, with							

	editorial board, with ISSN, etc.						
	Author / Co-author	Title of the article		Journal Title	Nr. / Year / Page No.	Indexing	Link
7.3	Scientific articles published in indexed scientific journals of other countries and/or in international journals within the country, with editorial board, with ISSN, etc.						
	Author / Co-author	Title of the article		Journal Title	Nr. / Year / Page No.	Indexing	Link
7.4	Academic book chapters edited, reviewed, and published domestically (in the country) and/or abroad						
	Author / Co-author	Editor	Book title	Chapter title	ISBN / ISSN	Publisher	Year
7.5	Scientific monographs published domestically (in the country) and/or abroad						
	Author / Co-author	Monograph title		Publisher	ISBN	No. of pages	Year
7.6	University textbooks / Technical-scientific and professional books / Educational handouts / Lectures						
	Author / Co-author	Title		ISBN	Publisher		Year
VIII.	Participation in international scientific activities (symposium, conference, congress) in member countries of the European Union, OECD or G20 and/or within the country						
8.1	Referral, presentation and/or poster at the international scientific activities (symposium, conference, congress) in one of the member countries of the EU, OECD, or G20, accepted based on a preliminary scientific assessment and published in "Proceedings" and/or in "Abstract Book", indexed by ISBN or ISSN code						
	Author / Co-author	Title of presentation		Scientific activity	Organizer of the activity	No. of pages, ISBN / ISSN	Link
8.2	Referral, presentation and/or poster in international scientific activities (symposium, conference, congress), in other countries (not included above), accepted based on a preliminary scientific evaluation and published in "Proceedings" and/or in "Abstract Book", indexed by ISBN or ISSN code						
	Author / Co-author	Title of presentation		Scientific activity	Organizer of the activity	No. of pages, ISBN / ISSN	Link
8.3	Reference, presentation and/or poster in international scientific activity (symposium, conference, congress) within the country , accepted on the basis of a preliminary scientific evaluation and published in						

	"Proceedings" and/or in "Abstract Book", indexed by ISBN or ISSN code						
	Author / Co-author	Title of presentation		Scientific activity	Organizer of the activity	No. of pages, ISBN / ISSN	Link
IX.	Other activities in function of the academic promotion						
9.1	Evaluation activity (as editor-in-chief, member of the editorial board, member of the advisory board, reviewer, etc.) on account of international scientific periodicals or non-periodicals indexed by impact factor, ranked by <i>Journal Citation Reports (JCR) and/or Scopus</i>						
	Author	Journal title	Editor-in-chief	Publisher	Indexing	Year	Link
9.2	Evaluation activities (as editor-in-chief, member of the editorial board, member of the advisory board, reviewer, etc.), for the account of other national and international scientific periodicals or non-periodicals, indexed with other impact factors (GIF, ISRA IF, etc.), with ISSN, in the country and/or abroad						
	Author	Journal title	Editor-in-chief	Publisher	Indexing	Year	Link
9.3	Participation in international scientific activities (symposium, conference, congress) (as keynote speaker, in scientific committees, editorial board member, as leader and/or member of the organizing committees, as moderator, etc.), in the country and/or abroad						
	Author / Co-author	Type of participation		Scientific activity	Organizer of the activity	Country	Link
9.4	Art products / technical products						
	Author / Co-author	Product name		Place of introduction		Year	
X.	Participation in research-scientific projects (national and international) in the role of leader, coordinator or member						
10.1	Participation in the international research-scientific projects of the EU programs (IPA, ERASMUS+, etc., HORIZON2020, etc.), in the role of leader, coordinator or member of the research group						
	Project title	Role in the project	Project leader		Funding	Period of the project development	Link
10.2	Participation in national research-scientific projects, winner and implemented, in the role of leader, coordinator or member of the research group						
	Project title	Role in the	Project leader		Funding	Period of	Link

		project			the project developmen t	
10.3	Application and winning of projects financed by local and foreign programs and donors, which bring benefits to the institution					
	Project title	Role in the project	Project leader	Funding	Period of the project developmen t	Link
10.3	Participation in <i>WBU projects</i> in the role of leader, coordinator or member					
	Project title	Role in the project	Project leader	Funding	Period of the project developmen t	Link
10.4	Participation in joint research projects with the business sector , in the role of leader, coordinator or member, within the country					
	Project title	Role in the project	Project leader	Funding	Period of the project developmen t	Link
10.5	Participation in <i>the evaluations</i> of national and/or international research projects					
	Project title		Project type	Financimi	Year	Link
10.6	Participation in the projects of technological patent transfer within the country and abroad					
	Project title	Role in the project	Project leader	Funding	Period of the project developmen t	Link
10.7	Patents and/or national and international awards for research-scientific activities registered in or outside Albania, in institutions equivalent to the General Directorate of Patents and Trademarks					
	Author / Co-author	Name of the patent/award	The institution where it was presented	Country	Year	Link
XI.	Administrative activity, support for the institution					
11.1	Participation in the administrative activity of the institution (drafting of regulations, basic documentation, publications, etc., of the basic units, main units, and study programs) (Bachelor, Professional Master, Master of Science, Ph.D.)					

	Cycle of study	Activity	Period		
11.2	Participation in institutional activities, such as:				
	- Academic Senate				
	- The Permanent Commission for the Promotion of the Academic Personnel				
	- The Permanent Commission for Guaranteeing Institutional Quality Standards and Study Programs				
	- The Permanent Commission for the Awarding of the Scientific Degree "Doctor" (Ph.D.)				
	- The Board of Administration				
	- Rectorate				
	- Deanery				
	- Head of department				
	- Head of the research-scientific center				
	- The Council of Ethics				
	- Deanery of Students				
	- Internal Quality Assurance Unit				
	- International Advisory Board				
	- Office of the Communication, Public Relations and Student Admission				
	- Office of the Development and Project Management				
	- Office of the Curriculum Development				
	- Office of the Legal Affairs				
	- Office of the Information Technology and Library				
	- Promotional activities of the institution				
	- Support for the student councils				
	- Support for the career counseling of the students				
	- Other (specify)				
XII.	Individual engagement in national and/or international professional associations				
	Type of membership (chairman, member of the steering committee, member, etc.)	The name of the association	Country	Year of membership	Link
XII.	Professional activities and services for the public or the community				
	Type of service	The organization receiving the service		Period	
	- Professional expertise and/or consulting for organizations, companies, community services, etc.				
	- Other activities for third parties on behalf of the institution				
XIII.	Scholarships, academic mobility, individual training in foreign universities (short-term and long-term)				
	Name Surname	Type of the engagement	Host institution	Program of the mobility	Period

EVALUATION INDICATORS OF THE ACADEMIC STAFF PERFORMANCE AND THEIR SCORING

I.	Evaluation indicators	Evaluation points/unit
1.	Academic Title / Scientific Degree	
	- Professor	30
	- Associate Professor	25
	- Dr. / PhD	20
	- Assistant professor (Docent)	15
	- Master of Science	10
2.	Supervizor of diplomas	
	- Bachelor	5
	- Professional Master	10
	- Master of Science	15
	- Doctorate (PhD)	20
3.	Teaching experience (years)	
	- 1-5 years	5
	- 6-10 years	10
	- Over 10 years	15
4.	Publications	
4.1	Scientific articles published in scientific journals indexed with impact factor, ranked by Journal Citation Reports (JCR) and/or Scopus	50
4.2	Scientific articles published in other indexed scientific journals of the OECD, EU or G20 countries, with editorial board, with ISSN, etc.	40
4.3	Scientific articles published in indexed scientific journals of other countries (not included above), with editorial board, with ISSN, etc.	30
4.4	Scientific articles published in indexed international scientific journals, within the country, with editorial board, with ISSN, etc.	30
4.5	Academic book chapters edited, reviewed, and published within the country	30
4.6	Academic book chapters edited, reviewed, and published abroad	40
4.7	Scientific monographs published within the country	50
4.8	Scientific monographs published abroad by publishing houses ranked by the <i>SENSE Ranking of Academic Publishers</i> , in categories A, B, C, or D	100
4.9	Scientific monographs published abroad by other publishing houses	50
4.10	Published university texts	100
4.11	Technical-scientific and professional books	50
4.12	Teaching material (Cycle of lectures): in Albanian	30
4.13	Teaching material (Cycle of lectures): in English	40
5.	Participation in international scientific activities (symposium, conference, congress) in the EU, OECD or G20 member countries, in other countries not included above, and/or within the country	
5.1	Referral, presentation and/or poster at the international scientific activities (symposium, conference, congress) in one of the member countries of the EU, OECD or G20, accepted on the basis of a preliminary scientific assessment and	50

	published in "Proceedings", indexed by ISBN or ISSN code	
5.2	Referral, presentation and/or poster at the international scientific activities (symposium, conference, congress) in one of the member countries of the EU, OECD or G20, accepted on the basis of a preliminary scientific assessment and published in "Abstract Book", indexed by ISBN or ISSN code	25
5.3	Referral, presentation and/or poster in international scientific activities (symposium, conference, congress), in other countries (not included above), accepted on the basis of a preliminary scientific evaluation and published in "Proceedings", indexed by ISBN or ISSN code	20
5.4	Referral, presentation and/or poster in international scientific activities (symposium, conference, congress), in other countries (not included above), accepted on the basis of a preliminary scientific evaluation and published in "Abstract Book", indexed by ISBN or ISSN code	10
5.5	Reference, presentation and/or poster in international scientific activity (symposium, conference, congress) <i>within the country</i> , accepted on the basis of a preliminary scientific evaluation and published in "Proceedings", indexed by ISBN or ISSN code	10
5.6	Reference, presentation and/or poster in international scientific activity (symposium, conference, congress) <i>within the country</i> , accepted on the basis of a preliminary scientific evaluation and published in "Abstract Book", indexed by ISBN or ISSN code	5
6.	Other activities in function of the academic promotion	
6.1	Evaluation activity (as editor-in-chief, member of the editorial board, member of the advisory board, reviewer, etc.) on account of international scientific periodicals or non-periodicals indexed by impact factor, ranked by Journal Citation Reports (JCR) and/or Scopus	
	- Editor-in-chief	40
	- Member of the editorial board	30
	- Member of the advisory board	20
	- Reviewer	10
6.2	Evaluation activities (as editor-in-chief, member of the editorial board, member of the advisory board, reviewer, etc.), for the account of other national and international scientific periodicals or non-periodicals, indexed with other impact factors (GIF, ISRA IF, etc.), with ISSN, abroad	
	- Editor-in-chief	40
	- Member of the editorial board	30
	- Member of the advisory board	20
	- Reviewer	10
6.3	Evaluation activities (as editor-in-chief, member of the editorial board, member of the advisory board, reviewer, etc.), for the account of other national and international scientific periodicals or non-periodicals, indexed with other impact factors (GIF, ISRA IF, etc.), with ISSN, within the country	
	- Editor-in-chief	30
	- Member of the editorial board	25
	- Member of the advisory board	20

	- Reviewer	10
6.4	Participation in international scientific activities (symposium, conference, congress) (as keynote speaker, in scientific committees, editorial board member, as leader and/or member of the organizing committees, as moderator, etc.), within the country	
	- Keynote speaker	40
	- Member of the scientific committee and/or editorial board member	30
	- Leader and/or member of organizing committees	20
	- Member of the organizing committee and/or moderator	10
6.5	Participation in international scientific activities (symposiums, conferences, congress) (as keynote speaker, in scientific committees, editorial board member, as leader and/or member of organizing committees, as moderator, etc.), abroad	
	- Keynote speaker	50
	- Member of the scientific committee and/or editorial board member	40
	- Leader and/or member of organizing committees	30
	- Member of the organizing committee and/or moderator	20
6.6	Art products / technical products	
	- Within the country	40
	- Abroad	50
7.	Participation in research-scientific projects (national and international) in the role of leader, coordinator or member	
7.1	Participation in the international research-scientific projects of the EU programs (IPA, ERASMUS+, etc., HORIZON2020, etc.)	
	- Project leader	50
	- Project Coordinator	50
	- Member of the research group	30
7.2	Participation in national research-scientific projects, winner and implemented, in the role of leader, coordinator or member of the research group	
	- Project leader	40
	- Project Coordinator	40
	- Member of the research group	20
7.3	Application and winning of projects financed by local and foreign programs and donors, which bring benefits to the institution	
	- Project leader	50
	- Project Coordinator	50
	- Member of the research group	30
7.4	Participation in WBU projects	
	- Project leader	40
	- Project Coordinator	40
	- Member of the research group	20
7.5	Participation in joint research projects with the business sector, in the role of leader, coordinator, or member, within the country	
	- Project leader	40
	- Project Coordinator	40
	- Member of the research group	20

7.6	Participation in the evaluations of national and/or international research projects	
	- national	40
	- international	50
7.7	Participation in the projects of technological patent transfer within the country and abroad	
	- within the country	40
	- abroad	50
7.8	Patents and/or national and international awards for research-scientific activities	
	- registered in Albania (National)	50
	- registered abroad (international)	100
8.	Administrative activity, support for the institution	
8.1	Participation in the administrative activity of the institution (drafting of regulations, basic documentation, publications, etc., of the basic units, main units, and study programs)	
	- for the first cycle programs: Bachelor	10
	- for the second cycle programs: Professional Master	10
	- for the second cycle programs: Master of Science	10
	- for the third cycle programs: Doctorate/PhD	10
8.2	Participation in institutional activities, such as:	
	- Academic Senate	10
	- The Permanent Commission for the Promotion of the Academic Personnel	10
	- The Permanent Commission for Guaranteeing Institutional Quality Standards and Study Programs	10
	- The Permanent Commission for the Awarding of the Scientific Degree "Doctor" (Ph.D.)	10
	- The Board of Administration	10
	- Rectorate	10
	- Deanery	10
	- Head of department	10
	- Head of the research-scientific center	10
	- The Council of Ethics	10
	- Deanery of Students	10
	- Internal Quality Assurance Unit	40
	- International Advisory Board	10
	- Office of the Communication, Public Relations and Student Admission	10
	- Office of the Development and Project Management	10
	- Office of the Curriculum Development	10
	- Office of the Legal Affairs	10
	- Office of the Information Technology and Library	10
	- Promotional activities of the institution	10
	- Support for the student councils	10
	- Support for the career counseling of the students	10
	- Other (specify)	10
9.	Individual engagement in national professional associations	

	- Chairman member	30
	- Member of the steering committee	20
	- Member	10
10.	Individual engagement in international professional associations	
	- Chairman member	40
	- Member of the steering committee	30
	- Member	20
11.	Professional activities and services for the public or the community	
	- Professional expertise and/or consulting for organizations, companies, community services, etc.	20
	- Other activities for third parties on behalf of the institution	10
12.	Scholarships and academic mobility	
	- Up to 1 month	10
	- 1-3 months	20
	- Over 3 months	30

Table of self-evaluation and evaluation of the performance of academic staff by the head of the Department

Academic year

I.	Evaluation indicators	No. (quantity)	Evaluation (points /unit)	Self- evaluation n (points)	Evaluation by the head of the Department (points)
1.	Academic Title / Scientific Degree				
	- Professor		30		
	- Associate Professor		25		
	- Dr. / PhD		20		
	- Assistant professor (Docent)		15		
	- Master of Science		10		
2.	Supervizor of diplomas				
	- Bachelor		5		
	- Professional Master		10		
	- Master of Sciences		15		
	- Doctorate (PhD)		20		
3.	Teaching experience (years)				
	- 1-5 years		5		
	- 6-10 years		10		
	- Over 10 years		15		
4.	Publications				
4.1	Scientific articles published in scientific journals indexed		50		

	with impact factor, ranked by Journal Citation Reports (JCR) and/or Scopus				
4.2	Scientific articles published in other indexed scientific journals of the OECD, EU or G20 countries, with the editorial board, with ISSN, etc.		40		
4.3	Scientific articles published in indexed scientific journals of other countries (not included above), with editorial board, with ISSN, etc.		30		
4.4	Scientific articles published in indexed international scientific journals, within the country, with editorial board, with ISSN, etc.		30		
4.5	Academic book chapters edited, reviewed, and published within the country		30		
4.6	Academic book chapters edited, reviewed, and published abroad		40		
4.7	Scientific monographs published within the country		50		
4.8	Scientific monographs published abroad by publishing houses ranked by the <i>SENSE Ranking of Academic Publishers</i> , in categories A, B, C, or D		100		
4.9	Scientific monographs published abroad by other publishing houses		50		
4.10	Published university texts		100		
4.11	Technical-scientific and professional books		50		
4.12	Teaching material (Cycle of lectures): in Albanian		30		
4.13	Teaching material (Cycle of lectures): in English		40		
5.	Participation in international scientific activities (symposium, conference, congress) in the EU, OECD or G20 member countries, in other countries not included above, and/or within the country				
5.1	Referral, presentation and/or poster at the international scientific activities (symposium, conference, congress) in one of the member countries of the EU, OECD or G20, accepted on the basis of a preliminary scientific assessment and published in "Proceedings", indexed by ISBN or ISSN code		50		
5.2	Referral, presentation and/or poster at the international scientific activities (symposium, conference, congress) in one of the member countries of the EU, OECD or G20, accepted on the basis of a preliminary scientific assessment and published in "Abstract Book", indexed by ISBN or ISSN code		25		
5.3	Referral, presentation and/or poster in international scientific activities (symposium, conference, congress), in other countries (not included above), accepted on the basis of a preliminary scientific evaluation and published in "Proceedings", indexed by ISBN or ISSN code		20		

5.4	Referral, presentation and/or poster in international scientific activities (symposium, conference, congress), in other countries (not included above), accepted on the basis of a preliminary scientific evaluation and published in "Abstract Book", indexed by ISBN or ISSN code		10		
5.5	Reference, presentation and/or poster in international scientific activity (symposium, conference, congress) within the country , accepted on the basis of a preliminary scientific evaluation and published in "Proceedings", indexed by ISBN or ISSN code		10		
5.6	Reference, presentation and/or poster in international scientific activity (symposium, conference, congress) within the country , accepted on the basis of a preliminary scientific evaluation and published in "Abstract Book", indexed by ISBN or ISSN code		5		
6.	Other activities in function of the academic promotion				
6.1	Evaluation activity (as editor-in-chief, member of the editorial board, member of the advisory board, reviewer, etc.) on account of international scientific periodicals or non-periodicals indexed by impact factor, ranked by Journal Citation Reports (JCR) and/or Scopus				
	- Editor-in-chief		40		
	- Member of the editorial board		30		
	- Member of the advisory board		20		
	- Reviewer		10		
6.2	Evaluation activities (as editor-in-chief, member of the editorial board, member of the advisory board, reviewer, etc.), for the account of other national and international scientific periodicals or non-periodicals, indexed with other impact factors (GIF, ISRA IF, etc.), with ISSN, abroad				
	- Editor-in-chief		40		
	- Member of the editorial board		30		
	- Member of the advisory board		20		
	- Reviewer		10		
6.3	Evaluation activities (as editor-in-chief, member of the editorial board, member of the advisory board, reviewer, etc.), for the account of other national and international scientific periodicals or non-periodicals, indexed with other impact factors (GIF, ISRA IF, etc.), with ISSN, within the country				
	- Editor-in-chief		30		
	- Member of the editorial board		25		
	- Member of the advisory board		20		
	- Reviewer		10		

6.4	Participation in international scientific activities (symposium, conference, congress) (as keynote speaker, in scientific committees, editorial board member, as leader and/or member of the organizing committees, as moderator, etc.), within the country				
	- Keynote speaker		40		
	- Member of the scientific committee and/or editorial board member		30		
	- Leader and/or member of organizing committees		20		
	- Member of the organizing committee and/or moderator		10		
6.5	Participation in international scientific activities (symposiums, conferences, congress) (as keynote speaker, in scientific committees, editorial board member, as leader and/or member of organizing committees, as moderator, etc.), abroad				
	- Keynote speaker		50		
	- Member of the scientific committee and/or editorial board member		40		
	- Leader and/or member of organizing committees		30		
	- Member of the organizing committee and/or moderator		20		
6.6	Art products / technical products				
	- Within the country		40		
	- Abroad		50		
7.	Participation in research-scientific projects (national and international) in the role of leader, coordinator or member				
7.1	Participation in the international research-scientific projects of the EU programs (IPA, ERASMUS+, etc., HORIZON2020, etc.)				
	- Project leader		50		
	- Project Coordinator		50		
	- Member of the research group		30		
7.2	Participation in national research-scientific projects, winner and implemented, in the role of leader, coordinator or member of the research group				
	- Project leader		40		
	- Project Coordinator		40		
	- Member of the research group		20		
7.3	Application and winning of projects financed by local and foreign programs and donors, which bring benefits to the institution				
	- Project leader		50		
	- Project Coordinator		50		
	- Member of the research group		30		
7.4	Participation in WBU projects				

	- Project leader		40		
	- Project Coordinator		40		
	- Member of the research group		20		
7.5	Participation in joint research projects with the business sector, in the role of leader, coordinator or member, within the country				
	- Project leader		40		
	- Project Coordinator		40		
	- Member of the research group		20		
7.6	Participation in the evaluations of national and/or international research projects				
	- national		40		
	- international		50		
7.7	Participation in the projects of technological patent transfer within the country and abroad				
	- within the country		40		
	- abroad		50		
7.8	Patents and/or national and international awards for research-scientific activities				
	- registered in Albania (National)		50		
	- registered abroad (international)		100		
8.	Administrative activity, support for the institution				
8.1	Participation in the administrative activity of the institution (drafting of regulations, basic documentation, publications, etc., of the basic units, main units, and study programs)				
	- for the first cycle programs: Bachelor		10		
	- for the second cycle programs: Professional Master		10		
	- for the second cycle programs: Master of Science		10		
	- for the third cycle programs: Doctorate/PhD		10		
8.2	Participation in institutional activities, such as:				
	- Academic Senate		10		
	- The Permanent Commission for the Promotion of the Academic Personnel		10		
	- The Permanent Commission for Guaranteeing Institutional Quality Standards and Study Programs		10		
	- The Permanent Commission for the Awarding of the Scientific Degree "Doctor" (Ph.D.)		10		
	- The Board of Administration		10		
	- Rectorate		10		
	- Deanery		10		
	- Head of department		10		
	- Head of the research-scientific center		10		
	- The Council of Ethics		10		
	- Deanery of Students		10		

	- Internal Quality Assurance Unit		40		
	- International Advisory Board		10		
	- Office of the Communication, Public Relations and Student Admission		10		
	- Office of the Development and Project Management		10		
	- Office of the Curriculum Development		10		
	- Office of the Legal Affairs		10		
	- Office of the Information Technology and Library		10		
	- Promotional activities of the institution		10		
	- Support for the student councils		10		
	- Support for the career counseling of the students		10		
	- Other (specify)		10		
9.	Individual engagement in national professional associations				
	- Chairman member		30		
	- Member of the steering committee		20		
	- Member		10		
10.	Individual engagement in international professional associations				
	- Chairman member		40		
	- Member of the steering committee		30		
	- Member		20		
11.	Professional activities and services for the public or the community				
	- Professional expertise and/or consulting for organizations, companies, community services, etc.		20		
	- Other activities for third parties on behalf of the institution		10		
12.	Scholarships and academic mobility				
	- Up to 1 month		10		
	- 1-3 months		20		
	- Over 3 months		30		
	Total points	-	-		

FORM OF THE COURSE EVALUATION BY THE STUDENTS

(To be completed by each student before the final exam of the course)

This questionnaire aims to gather your feedback and suggestions regarding the evaluation of the course, its content, organization, and teaching methods. Your honest and constructive responses will help improve the quality of the course, better align it with the study program, and achieve the intended learning outcomes.

All responses will be treated confidentially and used solely for analytical and institutional improvement purposes.

Thank you for your valuable contribution!

Course/Subject	
Program	
Faculty	
Lecturer	
Academic year	

Please share your honest and constructive feedback to help improve the quality of the course by circling a number from 1 to 5, where 1 represents the lowest rating and 5 the highest, corresponding to “Strongly Disagree” to “Strongly Agree,” respectively:

	Evaluation components	Evaluation				
I.	Content and organization of the course					
1	The course objectives were clear	1	2	3	4	5
2	The course was well organized	1	2	3	4	5
3	Teaching materials and various announcements are sent on time	1	2	3	4	5
4	The course load was affordable	1	2	3	4	5
II.	Learning environment and teaching					
5	The course was well structured to achieve the student learning outcomes	1	2	3	4	5
6	The course had a good balance between lectures, seminars, labs, course assignments, consultations, etc.	1	2	3	4	5
7	Learning and teaching methods encouraged student participation	1	2	3	4	5
8	The auditors are equipped with the necessary infrastructure	1	2	3	4	5

	for quality realization of the learning process					
9	The auditors have sufficient and quality space for the realization of the learning process	1	2	3	4	5
10	The number of students in teaching groups is adapted to the typology and development needs of the course					
III.	The student's contribution to the learning					
11	I have attended an average of __% of the course hours	<20	20-40	41-60	61-80	>81
12	I have been active during the course development	1	2	3	4	5
13	The course served me for my academic and professional training	1	2	3	4	5
14	I need to have more in-depth knowledge in this subject	1	2	3	4	5

What do you want to convey in addition to the questions above? Make other comments, if any, about the teacher's evaluation

FORM FOR THE EVALUATION OF STUDY PROGRAMS BY GRADUATING STUDENTS

(To be completed by each student upon completion of the study cycle: Bachelor, Master, or Integrated Program)

Program	
Study Cycle	Bachelor: <input type="checkbox"/> MSc: <input type="checkbox"/> PM: <input type="checkbox"/> Integrated Program: <input type="checkbox"/>
Department	
Faculty	
Academic Year	

This questionnaire aims to gather your feedback and suggestions on the quality, content, and organization of the study program, as well as its alignment with labor market demands. Your responses will assist Western Balkans University (WBU) in continuously improving its programs and ensuring the highest academic standards. All responses will be treated confidentially and used solely for analytical and improvement purposes.

Thank you for your valuable contribution!

Please provide your honest and constructive feedback to support the continuous improvement of this study program by selecting one number from 1 to 5, where 1 is the lowest rating and 5 the highest, corresponding to “Strongly disagree” to “Strongly agree.”

	Statement	Evaluation				
<i>Program Content and Organization</i>						
1	The study program provides advanced knowledge about your chosen profession	1	2	3	4	5
2	The program achieves a good balance between theoretical and practical courses.	1	2	3	4	5
3	The curriculum content is up-to-date and meets the program's objectives	1	2	3	4	5
4	The program's academic workload was manageable	1	2	3	4	5
5	The program fosters the development of analytical and problem-solving skill	1	2	3	4	5
6	The program promotes teamwork skills	1	2	3	4	5
7	The program encourages independent thinking	1	2	3	4	5
8	The program stimulates creativity and innovation in addressing professional challenges	1	2	3	4	5
<i>Teaching Methods and Infrastructure</i>						
9	The teaching and learning methods were interactive and encouraged active student participation	1	2	3	4	5

10	The materials and tools used supported the learning process effectively	1	2	3	4	5
11	Lecturers met the program's objectives	1	2	3	4	5
12	Classrooms, laboratories, and shared facilities, such as libraries and consultation spaces, provided suitable and high-quality environments for course delivery	1	2	3	4	5
13	The number of students per group was appropriate for the program's nature	1	2	3	4	5
<i>Learning Outcomes and Professional Preparation</i>						
14	The program develops professional skills in research and reporting	1	2	3	4	5
15	Professional internships contributed to your professional development and achievement of program objectives	1	2	3	4	5
16	The program prepares students to meet the demands of the labor market	1	2	3	4	5
17	The program develops ethics and discipline in professional relationships	1	2	3	4	5
18	With the knowledge gained, you feel prepared to contribute professionally both locally and internationally	1	2	3	4	5
19	The program includes extracurricular activities	1	2	3	4	5
<i>Përvoja juaj e përgjithshme</i>						
20	The program meets your academic and professional expectations	1	2	3	4	5
21	You would recommend this program to others	1	2	3	4	5

Additional Suggestions and Comments:

21. What are the strongest aspects of this study program?

22. In which areas do you think there is room for improvement?

23. Do you have any specific suggestions for improving the program?

Thank you for your valuable feedback!

Your thoughts are of utmost importance to us and will contribute to the continuous enhancement of our academic programs.

QUESTIONNAIRE FOR THE PROFESSIONAL DEVELOPMENT OF ACADEMIC AND ADMINISTRATIVE STAFF

(To be completed by the academic and administrative staff of the “Western Balkans” University)

This questionnaire aims to identify the professional development needs of the academic and administrative staff of the “Western Balkans” University (WBU). The results will contribute to the design of training plans and the continuous improvement of professional skills. All responses are anonymous and will be used solely for analytical and improvement purposes.

Thank you for your time and valuable input!

PART I – GENERAL INFORMATION

1. Type of employment

- ☐ Academic staff
- ☐ Academic support staff
- ☐ Administrative staff
- ☐ Other (please specify): _____

2. Which of the following categories do you belong to?

- ☐ Professor
- ☐ Lecturer
- ☐ Assistant lecturer
- ☐ Academic support staff with administrative responsibilities
- ☐ Other (please specify): _____

3. Faculty/Unit of affiliation:

- ☐ Faculty of Dental Medicine
- ☐ Faculty of Medical Technical Sciences
- ☐ Faculty of Economics, Technology, and Innovation
- ☐ Central University Administration
- ☐ Other supporting units
- ☐ Other (please specify): _____

4. Years of work experience:

- ☐ Less than 3 years
- ☐ 3 to 5 years
- ☐ 6 to 10 years
- ☐ 11 to 15 years
- ☐ More than 15 years

PART II – TRAINING NEEDS ASSESSMENT

Please rate the following training topics on a scale from 1 to 5, where 1 represents the minimum importance, and 5 represents the maximum importance. Respectively, 1 = “I do not agree at all” / “Not necessary at all” and 5 = “I fully agree” / “Absolutely necessary.”

No.	Topic of the training	Rating				
<i>Trainings on Communication and Institutional Relations</i>						
1	Internal and external institutional communication	1	2	3	4	5
2	The art of public speaking	1	2	3	4	5
3	Public relations and marketing communication	1	2	3	4	5
4	Building and promoting institutional culture	1	2	3	4	5
5	Data protection and compliance with privacy standards in administrative and academic processes	1	2	3	4	5
6	Building sustainable and professional relationships with students	1	2	3	4	5
7	Contemporary methods for engaging students and enhancing their learning experience	1	2	3	4	5
<i>Trainings for the Professional Development of Academic Staff</i>						
8	Contemporary teaching methodologies	1	2	3	4	5
9	Preparing and updating academic curricula	1	2	3	4	5
10	Advanced research methods	1	2	3	4	5
11	Using communication and data technologies					
<i>Trainings on Institutional Management and Planning</i>						
12	Effective human resource management	1	2	3	4	5
13	Financial management	1	2	3	4	5
14	Effective teamwork organization	1	2	3	4	5
15	Effective time management	1	2	3	4	5
16	Regulations and legal standards for higher education: Ensuring institutional compliance	1	2	3	4	5
17	Conflict management and workplace relationships within the legal framework	1	2	3	4	5
<i>Trainings on Academic Processes and Accreditation</i>						
18	Performance evaluation and institutional accreditation	1	2	3	4	5
19	Conducting dual-degree programs with international educational institutions	1	2	3	4	5
20	Ethics in interpersonal relationships at the workplace	1	2	3	4	5
<i>Trainings on Ethics and Diversity</i>						
21	Ethical dilemmas in organizational environments	1	2	3	4	5

22	Ethics in diversity and inclusion	1	2	3	4	5
23	Ethics in the use of technology and data	1	2	3	4	5
<i>Technological Innovations and the Use of Artificial Intelligence (AI)</i>						
24	Using AI to improve efficiency in administrative and academic processes	1	2	3	4	5
25	Integrating AI into education to personalize teaching and learning	1	2	3	4	5
26	Ethics, transparency, and the use of AI in decision-making and research	1	2	3	4	5
27	Using AI to support the development of institutional strategies	1	2	3	4	5

PART III – ADDITIONAL SUGGESTIONS

28. What training format do you find most suitable for you?

- ☐ In-person
☐ Online
☐ Hybrid (combination of in-person and online)
☐ Other (please specify): _____

29. Are there any other training topics that you consider important for your professional development? Please list your suggestions below:

30. Do you have any additional comments or suggestions regarding the training process at WBU?

Thank you for your time and valuable contribution!

Your feedback and evaluations are essential for helping the “Western Balkans” University create a work environment that fosters professional development, continuous improvement, and academic excellence.

FORM FOR TRAINING EVALUATION

(To be completed by training participants)

This form aims to gather your opinions and evaluations on the quality of the training you attended, with the purpose of continuously improving our professional development programs. Your responses will be treated confidentially and used solely for analytical and improvement purposes. Thank you for your valuable contribution!

PART I – GENERAL INFORMATION

1. Type of engagement

- ☐ Academic
- ☐ Academic assistant
- ☐ Administrative
- ☐ Other (Please specify): _____

2. Which of the following categories do you belong to?

- ☐ Professor
- ☐ Lecturer
- ☐ Assistant lecturer
- ☐ Academic support staff with administrative duties
- ☐ Other (Please specify): _____

3. Faculty/Unit you are affiliated with:

- ☐ Faculty of Dental Medicine
- ☐ Faculty of Technical Medical Sciences
- ☐ Faculty of Economics, Technology, and Innovation
- ☐ Central Administration of the University
- ☐ Other supporting unit
- ☐ Other (Please specify): _____

4. Years of work experience:

- ☐ Less than 3 years
- ☐ 3 to 5 years
- ☐ 6 to 10 years
- ☐ 11 to 15 years
- ☐ More than 15 years

PART II – TRAINING EVALUATION

Please rate the following training topics on a scale from 1 to 5, where 1 represents the minimum importance, and 5 represents the maximum importance. Respectively, 1 = “I do not agree at all” / “Not necessary at all” and 5 = “I fully agree” / “Absolutely necessary.”

No.	Statement	Evaluation				
1	The training content was relevant to my job responsibilities	1	2	3	4	5
2	The training materials (handouts, presentations, etc.) were useful and well-structured	1	2	3	4	5
3	The trainer(s) communicated information clearly and effectively	1	2	3	4	5
4	The trainer(s) encouraged questions and interaction during the training	1	2	3	4	5
5	The training helped me develop new skills or improve existing ones	1	2	3	4	5
6	I feel more informed and capable after attending this training	1	2	3	4	5
7	I believe this training will positively impact my job performance	1	2	3	4	5
8	The allocated time for the training was appropriate	1	2	3	4	5
9	The venue and facilities where the training was held were suitable for our needs	1	2	3	4	5

PART IV – COMMENTS AND SUGGESTIONS

10. How would you rate the training overall?

- ☐ Excellent
- ☐ Very good
- ☐ Good
- ☐ Fairly good
- ☐ Poor

PART IV – COMMENTS AND SUGGESTIONS

11. Which aspects of the training did you find most valuable?

12. Are there any areas for improvement in the future? Please share your comments:

13. Do you have any suggestions for future training topics or format?

Thank you for your valuable contribution!

Your feedback and evaluations are essential in helping the “Western Balkans” University develop and continuously improve its training programs and professional development efforts.

