

**Canadian Institute of  
Technology**  
**Development STRATEGY &  
ACTION PLAN**



**2020-2025**

Tirana 2020

### ***CIT Vision***

University College “Canadian Institute of Technology” is dedicated to prepare students with skills based on quality education, values and ethics, critical and analytical thinking oriented towards problem solving, creativity, innovation and leadership, which they will use to shape their lives, careers and society at large.

### ***CIT Mission***

University College “Canadian Institute of Technology” through the promotion of well-prepared curricula, teaching and research activities as well as the opening of new programs has as its mission the development of students’ individual skills and abilities, promotion of competition and improvement of education by appreciating and respecting cultural diversity and values of Albania.

***CIT expresses its commitment towards this mission in line with goals set below:***

- Provision of higher education and creative activity in the field of Engineering, Economy and other relevant areas.
- Development and advancement of knowledge through teaching and academic activities carried out within the country and abroad.
- Training of young researchers in the theoretical evaluation areas of Engineering, Economy and other fields.
- Expanding the professional and scientific qualifications of its graduates.
- Conducting research – scientific activities to further develop applications and innovations.
- Providing better higher education opportunities and lifelong learning skills.
- Contributing to support strategic priorities and developmental interests of the country.

## ENGINEERING FACULTY

### Mission and Vision

*The mission of the Engineering Faculty of the Canadian Institute of Technology is to foster excellence in teaching, research, and learning with a system approach to engineering education, to produce engineering graduates with both a strong base of technical knowledge and the complementary skills needed to be successful professional engineers in the modern world. Our mission consists in pursuing high quality competitively funded fundamental and applied research to create and disseminate new knowledge and innovative technologies to address the technological, societal and economic needs of state, the nation and the region, participating high quality outreach activities and industrial partnership regionally, nationally and internationally and fostering a culture of respect, inclusiveness and diversity among students, faculty and staff.*

### Aim of Engineering Faculty

The Engineering Faculty of CIT, as one of the main teaching and research structures, aims to:

- Establish, develop and transmit sustainable knowledge through teaching and scientific research;
- Prepare students of general formation and experts in the field of software engineering, Telecommunication engineering, information technology, and computer engineering & IT through the study programs of the first and second cycle (BSc and MSc);
- Provide an educational experience that prepares our students to be leaders;
- Increase diversity, inclusion and access to foster excellence;
- Build interdisciplinary collaborations that inspire innovation;
- Create Industry and Community Partnerships to Increase our impact;
- Make a significant and visible societal impact.

### Internal Organization

The Faculty of Engineering consists of three basic units: *Software Engineering (SE) Department, Industrial Engineering (IE) Department*, and a research unit called *Center for Innovation, Research and Development (CIRD) Engineering*.

Engineering Faculty staff consists of full-time and part-time academic staff, as well as the administrative support staff.

Engineering Faculty departments' main role is to promote, coordinate, and manage the teaching and research activities, utilizing their human, material and financial resources while relying on academic freedom and intellectual and scientific potential of Engineering Faculty staff.

The labor organization, institutional and academic responsibilities, duties and rights of the academic staff stem from educational legislation and the Statute (Bylaws), which are included in the regulations of each department.

The SE and IE departments are organized and academically directed by their corresponding Heads of Departments; the CIRD Engineering unit is headed by the Director (Head) of CIRD Engineering unit.

Faculty of Engineering is composed of these units:

- Department of Software Engineering
- Department of Industrial Engineering
- Scientific Research Unit "CIRD Engineering"

### Mission and Vision

*The Faculty of Economy mission is to prepare qualified students in the field of economy, business, business administration, business administration and technology of information, finance, accounting, banking and auditing, ect., through a philosophy of education with universal values in his core. Another main issue is to support the scientific research in order to implement new ideas and projects which affect in human life improvement, but not only, even in the entire society improvement. The Economy Faculty follows the institution's vision of being committed to develop in students: critical thinking, objective reasoning, analytical and problem-solving skills, leadership skills, and, most importantly, how to be original.*

### Aim of Economy Faculty

The Economy Faculty of CIT, as one of the main teaching and research structures, aims to:

- Establish, develop and transmit sustainable knowledge through teaching and scientific research;
- Prepare students of general formation and experts in the field of Business Administration, Business Administration and Information Technology, Finance, Accounting, Banking etc., through the study programs of the first and second cycle (BSc and MSc);
- Conduct studies and research in the field of Economy sciences mainly those in Administration, Business Administration & IT, Marketing, Finance, Accounting, Banking etc.
- To conduct scientific postgraduate qualification, specialization for Administration, Business Administration & IT, Marketing, Finance, Accounting, Banking ect.

### Internal Organization

The Faculty of Economy consists of three basic units: Business Administration (BA) Department, Business Administration and Information Technology (BA&IT) Department, and a research unit called Center for Innovation, Research and Development (CIRD) Economy.

Economy Faculty staff consists of full-time and part-time academic staff, as well as the administrative support staff.

Economy Faculty departments' main role is to promote, coordinate, and manage the teaching and research activities, utilizing their human, material and financial resources while relying on academic freedom, intellectual and scientific potential of Economy Faculty staff.

The labor organization, institutional and academic responsibilities, duties and rights of the academic staff stem from educational legislation and the Statute (Bylaws), which are included in the regulations of each department.

The BA and BA&IT departments are organized and academically directed by their corresponding Heads of Departments; the CIRD Economy unit is headed by the Director (Head) of CIRD Economy unit.

Faculty of Economy is composed of these units:

- Department of Business Administration
- Department of Business Administration and Information Technology
- Scientific Research Unit "CIRD Economy"

## OUR VALUES

In achieving our vision, we remain committed to, and are guided by, the enduring CIT's values of inclusivity, innovation and responsiveness.

### Inclusive

- We play a unique role in society, making higher education open to all.
- We promote social justice through the development of knowledge and skills.

### Innovative

- We lead the learning revolution, placing innovation at the heart of our teaching and research.
- We continuously seek new and better ways to inspire and enable learning.
- We create world-class research and teaching.

### Responsive

- We respond to the needs of individuals and employers and the communities in which they live and work.
- We are dedicated to supporting our students' learning success.

## CIT's CORE PURPOSES

We begin with our aspirations in our core purposes of Research and Education and explain how they will be underpinned by four strategic priorities: Innovation, Inclusion, Regional Leadership and Internationalization.

Our Research and Education will be underpinned by four key strategic priorities:

1. Education
2. Research
3. Innovation
4. Inclusion
5. Regional Leadership
6. Internationalization

## CIT STRATEGIC DIRECTION

**In this strategy, we imagine how the Canadian Institute of Technology might be in 2025: how we will be excellent in everything we do and how our excellence will be channeled into a renewed purpose and impact.**

### **Background**

The private academic institution “Canadian Institute of Technology” (CIT) was established in 2011. Its philosophy aims to provide potential students with the necessary and competitive skills demanded by the Albanian and Balkan region as well as the European and North-American labor markets.

Offering the curricula in the English language makes it possible for CIT to use the latest teaching methodologies with updated academic materials and to open larger horizons for graduates in the Balkan region and beyond.

“Canadian Institute of Technology” is organized in two faculties:

Faculty of Engineering is composed of these units:

- Department of Software Engineering
- Department of Industrial Engineering
- Scientific Research Unit “CIRD Engineering”

Faculty of Economy is composed of these units:

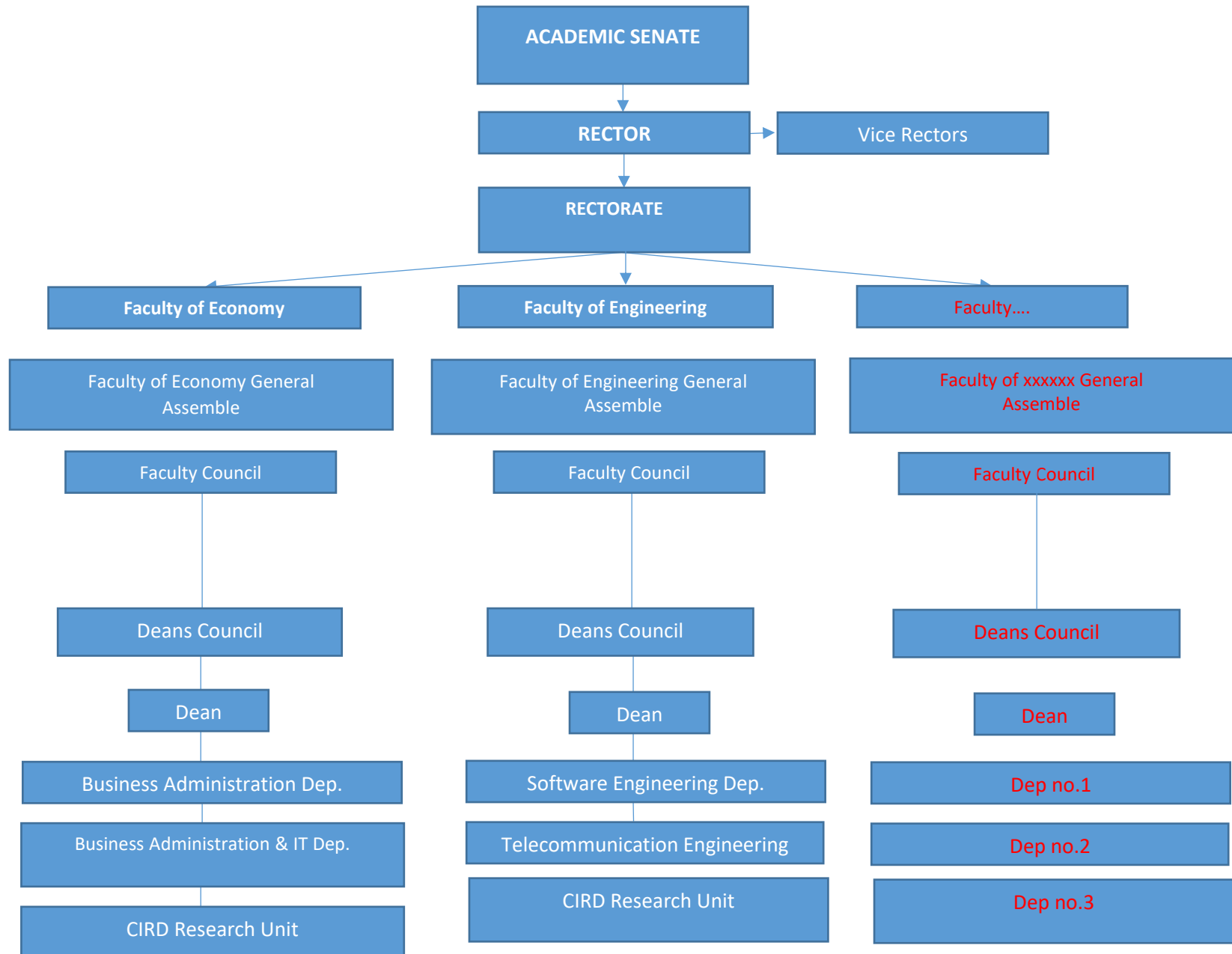
- Department of Business Administration
- Department of Business Administration and Information Technology
- Scientific Research Unit “CIRD Economy”

Notwithstanding our progress, we cannot be satisfied by standing still. Our aim is to be even more successful in 2025 than we are today, as one of the Albanian’s exceptional universities, by focusing on supporting our talented staff and students, and giving them the freedom and best environments in which to flourish.

In so doing, we will remain committed to development in all our faculties, looking at rebalancing where appropriate.

**Within 2022 CIT’s aim is to open a third main unit (faculty).**

**The institutional organization in this case will be like below.**



## ❖ Education

**At CIT education will be more research-led and international in outlook, achieved through our staff and students working in partnership to co-create the educational experience. The effects will be truly transformative and enriching – for our students and their impact on society.**

At CIT education and student experience are highly sought after and valued by learners and employers, not just in the Albania but even abroad. This quality means that CIT will steadily grow in the number, type and range of opportunities that we offer to all our students – be they full-time or part-time, mature or straight from school, local or international – but at a pace which matches demand and never compromises on quality.

Education at CIT will increasingly be characterized by being co-created with students, by learning beyond boundaries, greater interdisciplinary, and by student research. Strong disciplinary identities and excellence will be strengthened by continued investment in digital innovations and evolving facilities for teaching and learning. Face-to-face learning, and learning as a social experience, will remain central to our approach.

An ethos of internationalization will enable students to study abroad for part of their course, as well as reaping the benefits of the international student community on our own campus through still deeper intercultural engagement. Student academic success at CIT, supporting students into excellent careers, with lifelong learning opportunities, are our key drivers.

## ❖ Research

**Research at CIT will be regionally recognized as world class with impact and purpose: to change the world – making lives healthier, fairer, safer, more just and resilient, and more enriched.**

The academic quality of the publications should be outstanding. The value of so much of our research should be felt in communities, businesses and economies locally, nationally and internationally.

Our aspiration for 2025 is to lead, influence and support positive change in the region more than ever before. We will expand our science, technology, engineering and economy most significantly, while maintaining and growing our existing strengths in other fields like arts, social sciences and medicine.

By developing a wider range of partnerships with industry and business, public authorities and agencies, charities and cultural organizations, we will increase our impact on the world beyond, as well as within, academia.

Furthermore, we will cooperate being more proactive, working with and challenging government and other policy makers.

Disciplinary and interdisciplinary excellence will produce transformative solutions to multidisciplinary global challenges. This will be achieved by nurturing the contributions of our talented community of staff, students and partners.

Our emphasis on methodological rigor and on research integrity will be a crucial underpinning.



## ❖ Innovation

**Innovation will be the key to releasing the value of our creative ideas, actions and collaborations to make a positive impact on the world.**

Innovation, creativity and entrepreneurial energy have always been pivotal in helping CIT to stand out from the crowd.

If we are to achieve our ambitions for research and education in a fast-changing world, innovation must be a given, not an option. It will enable us to deliver more purposeful research and to give students and staff new ways of thinking and the ambition to try out new ideas and methods within the University and beyond.

We will work to remove barriers to innovative and creative activity and to foster an openly innovative culture. We want this energy to touch everything we do and the ways in which we do it.

Our research will increasingly tackle the major economic, environmental and societal problems facing our world, and we will look for industrial and other partners who share our ambitions and approach to innovation. We will support students and staff who have enterprising ideas which they want to test and implement.

Our campus development, investment in technology and administrative and commercial activities will not only support innovation, but increasingly provide models for others.

## ❖ Inclusion

**We aspire to remove economic, social and cultural barriers that have prevented talented people from working and studying at CIT and be recognized as best in class in our approach to diversity and social inclusion, for staff and students.**

There is much already to celebrate in our progress on social inclusion and widening participation, but we need to do much more.

We seek to create a community for staff and students, where differences of culture and identity are celebrated, where differences of opinion are welcomed and respected, and where prejudice and socially unacceptable behaviors of any kind are never tolerated.

At the heart of our approach will be a major drive to increase the diversity of our student and staff population and to remove the barriers to a CIT education, particularly, but not only, for those from lower socio-economic groups, ethnic minority communities and disabled students. We will build on some of our already inspirational partnerships with schools and colleges to raise the aspirations and attainment of children before they consider a university education.

We will create new pathways for students to access our programs and courses.

We recognize that the best are not always identifiable from standard tests and measures, and so we will seek new means of finding talent.

## ❖ Regional Leadership

**We will play an even greater leadership role in the economic, social and cultural growth of our region, making it a better place for those who study, live and work here and more sustainable for future generations.**

Leadership and support for the region is the foundation for any contemporary world-leading university.

We will continue to bring outstanding talent to our local area, while continuing to provide a wide range of excellent employment opportunities to our local communities. Our research and education will not just maintain and grow the existing industrial base, but increasingly attract new inward investment and more skilled jobs.

We will support our students' desire to be good citizens with more voluntary work and activity. We will seek to make our campus more welcoming, and ensure that our CIRDC (Center for Innovation Research and Development) to be relevant to other communities.

All this will be built on stronger and more productive relationships with local authorities; schools and colleges; cultural and economic partnerships; business groups; statutory bodies; and the voluntary and community sector.

Together with our partners, we will help drive the success of major regional developments and initiatives.

## ❖ Internationalization

**CIT will be widely regarded as one of the world's leading regional universities, especially in its composition of staff and student bodies, its transnational research and in the intercultural experiences available to all our staff and students.**

The international theme has always run through our veins, as demonstrated by our increasing intercultural experience and opportunity and the huge range of our international collaborations and partnerships with the business community and other sectors. We continue to encourage our staff and students to thrive within an actively inclusive international community and continue to look outwards to Europe and the wider world. Intercultural opportunity, awareness and respect will always be core of CIT's values.

Our research will be built more than ever on attracting talented academics and researchers from every corner of the world and on the widest range of international collaborations. This will continue to be the basis of our research excellence, and our ability to anticipate and tackle truly international challenges.

We aspire to attract international students, to safeguard and encourage international diversity, and so to promote staff, student and department-led international collaborations which support our education and research ambitions.

By developing a range of university-to-university partnerships, we will be able to carry out research at greater scale and with more impact, and to access new sources of funding that internationalism will intensify.

Mobility is key, so with some partnerships we will seek to develop our international presence, thus helping to realize our ambition to provide more students with the opportunity to study outside Albania.

## OUR STRATEGIC OBJECTIVES

We have established clear aims for each of our strategic objectives. The details of the approach represent our current view of the priority activities, which will evolve over the lifetime of the strategy.



### More students qualifying

#### Our aim:

*Reach even more students by offering a wider range of study options and qualifications across Albania and regionally. Support students more effectively so that more people achieve a qualification, with a continued commitment to widen access and success.*

#### Our approach:

- Attract an increasing number of students to study with the University, both across Albania and regionally.
- Give to the faculties a clear responsibility for the student experience and student success, with the levers to make changes.
- Increase the focus on student retention and progression and invest in further improving the quality of student support.
- Improve real-time reporting and analysis of student engagement and retention in order to better support students.
- Deliver truly student-focused systems and processes.
- Undertake a fundamental market needs analysis.
- Refresh the brand.
- Review our offer, explore the opportunities to extend our range of formal qualifications and move into new markets where we can compete effectively.
- Improve marketing effectiveness.
- Involve our student and alumni community in recruiting and supporting students.



### Enhanced employability and career progression

#### Our aim:

*Increase the number of students achieving positive personal and career development outcomes.*

#### Our approach:

- Systematically track what each student is seeking to achieve through study and how well we are helping achieve that throughout their journey with us.
- Embed employability skills more explicitly in the curriculum.
- Maximize the distinctive benefits that derive from students combining study with their own world of work.

- Invest in and expand the careers service to enable more personalized support according to the career goals of the student (to start develop, or change their career).
- Bring the employer perspective more directly into the University.



## Academic excellence

### Our aim:

*Academic excellence based on the integrated value of teaching, research and engagement around developing a sustainable academic community, which directly contributes to student success through high quality teaching and is recognized through external rankings, positions and progress against sector performance indicators.*

### Our approach:

- Develop an academic strategy that focuses our resources more clearly on the teaching, research and external engagement activities that best support our mission.
- Further integrate the Associate Lecturer community with the academic staff base, to provide opportunities to reprioritize/focus the activities of all academics and enable differential workload distributions to meet the demands of excellence measures.
- Focus on research which is world-leading and internationally excellent, and on scholarship which informs the development of cutting-edge teaching materials and enhances the student experience leading to greater student success.
- Increase our focus on academic professional development to improve academic capability, leadership and opportunities around teaching and learning, research and external engagement.
- Increase the emphasis on the relationship between identified areas of excellence, career development and promotion for academic staff.
- Enhance outward-facing activity to increase external visibility and impact of our academic excellence.
- Build student-facing academic communities/engagement, providing a holistic approach to student engagement across the spectrum of enquirer-learner-student-alumni.



## Leadership in digital innovation

### Our aim:

*The Open University leads in the development and use of digital technologies in:*

- Teaching and learning;
- Research and
- How we go about our work.

### **Our approach:**

- Further develop our research capability to support digital innovation.
- Ensure that our digital platforms for students are leading-edge through continuous innovation and improvement.
- Develop programs focusing on supporting widening participation in digital technologies.
- Identify and promote our current excellence in digital innovation by developing a comprehensive engagement and communications campaign.
- Use digital platforms to develop new models of learner engagement with exciting and relevant curriculum.
- Develop a set of minimum competencies for digital literacy and provide programs for development and support for all staff and students.
- Enhance work practices suitable for working in a digital world.



## **Adaptive organization and culture**

### **Our aim:**

*Our people are focused on delivering the best for and with our students. We will work with our staff to put in place all that is needed to support a high-performance culture; supporting them to develop the skills they need and investing in processes and systems which enable us to deliver flexibly and meet the needs of our students.*

### **Our approach:**

- Work with our staff to identify together how the CIT as an organization can support them to be proactive, engaged and focused on supporting our students to meet their goals.
- Invest in our staff, with an expectation that they will proactively seek to develop themselves, including a leadership development program to build leadership, performance management and change capability.
- Foster a culture in which staff are engaged with, and responsive to, the external environment, including the role of the University with the agility to move quickly and flexibly to pursue new opportunities.
- Prioritize and conduct fundamental reviews of key University business processes.
- Develop a business architecture capability to deliver the expertise to match business needs with sustainable and flexible business processes and operations.
- Do more to underpin our understanding of performance with access to data, information, analysis and insight, including developing transparent performance indicators for all areas of the University.
- Consider upgrades to core IT systems to enable more effective use of our finite resources.



## Income diversification and cost reduction

### **Our aim:**

*A substantial increase in income from alternative sources, a focus on value to students and a sustainable financial position.*

### **Our approach:**

- Income diversification.
- Continue to grow existing commercial activity across Albania and regionally.
- Establish the University as a major player in new markets, including apprenticeships.
- Grow philanthropic income.
- Move to profitability.
- Cost reduction.
- Deliver strategic cost reductions.
- Greater transparency of how we use our resources and the value we deliver for students.
- Continue close annual scrutiny of cost, value and priorities through annual planning and budgeting process.

## SUCCESS IN ACHIEVING OUR VISION FOR GROWTH

We will track our progress in achieving our vision for growth through a number of high-level strategic measures of success. This will be supplemented by the close monitoring of additional leading indicators of performance.

We have identified a wide range of measures to track our progress in achieving the strategy, but it is helpful to specifically highlight the five measures that are most critical to the achievement of our strategy vision.

The strategy is one of sustainable growth, focused on putting students first.

Therefore, the key measures are:

- Increase the numbers of new students directly registered on CIT programs and qualifications
- Maintain or increase widening participation proportions within the new undergraduate intake
- Perform strongly in the proposed Teaching Excellence Framework
- Increase our research and enterprise income
- Optimize our ranking in Albania and regionally
- Maintain high performance in future Quality Reviews
- Increase the sustainability of academic communities
- Increase the number of learners through partnerships and informal learning
- Achieve a more adaptive organization and development culture
- Generate a financial surplus in line with the University's financial strategy

## MEASURING OUR PERFORMANCE

Aspect of performance	2025 Target or Milestone
Performance	Top 5 in Albanian university ranking
Percentage of student's employment	90%
Staff hiring	- 90% of PhD, Assoc. and Full Professor that have studied in the best universities - 10% MSc that have studied in the best universities
Citations per academic staff member	In the top academic journals in Albania and abroad
Performance in National Student Survey	Top 5 in Albanian ranking survey
Proportion of students working or studying abroad	25-30%
Publications, books (per annum)	- 5 peer reviewed articles - 1 journal (quarterly) - 2 books per annum
Conferences	2 per year
Proportion of bursary students	15%
Proportion of international students	10-20%
Percentage of Faculty members who are female	½ of academic staff
Total number of students in 2025	1800
Proportion of funds per RDC (research, development and creativity)	10-15%
Proportion of annual income from philanthropy	5-15%
Contactable alumni	800
Institutional organization	Turning to a university with 3 Faculties and offering PhD programs



Main Units (faculty)	Opening a new main unit (faculty) within academic year 2021-2022
Study Programs	Offering more than 20 bachelor and master programs
Continuing education	Offering 8-10 short programs based on the market needs

## **CIT in 2025**

**In 2025, our University will be larger than now, both in our student population and our research. That growth will be sustainable and will never compromise on quality.**

Our growth will be particularly in science, technology, engineering and economy, but will also build on our other existing strengths across all our disciplines.

Our research will be, without exception, world class: increasingly international and multidisciplinary; always seeking to create knowledge which has a genuinely transformative effect. From plastics to poverty, our aim will be always to impact positively on the world's major societal, industrial and cultural challenges.

Whether it is challenge, curiosity or career aspirations that drive our students, our education and student experience will provide a diversity of exciting opportunities: more research-based, more international, with greater interdisciplinary.

At CIT education will not only prepare our students for productive employment, it will enable them to impact still more powerfully on their worlds.

By further developing our campus to meet our aspirations for growth, we will develop exceptional spaces and facilities for our students to study, collaborate and socialize, for teaching and research, and for collaborations with industry and community partners.

Partnerships in our region, nationally and internationally, will be at the heart of this renewal.

Our talented staff and students will be our priority and must feel secure and be well supported, whatever their background. Studying, working and partnering with CIT will be built on an exceptional experience, place and quality of life, with soft boundaries between campus life and that of our neighbors, with easier and more sustainable commuting and travel, and ready access to training and development, wellbeing services, sport and culture.

Above all, life at CIT will be underpinned by an unchanging set of values based on openness, diversity, respect and trust. We will defend academic freedom, welcome difference and always challenge and stand up to intolerance, prejudice and unacceptable behaviors.

In all that we do and seek to achieve, we must and will ensure the sustainability of our University in all senses – financial, social and environmental - by embedding innovative sustainable development ambitions and practices throughout our strategic plans and activities. This means realistic and robust financial planning; nurturing and developing our staff, students and communities in an inclusive way; utilizing more efficient fuels, transport and energy generation methods, and making our campus greener, more attractive and more welcoming.

**By 2025, CIT will be one of the regional's exceptional universities, helping to transform our country, region and people for the collective good.**

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## Practical **Wisdom**

At the Canadian Institute of Technology, we **learn, work and create** knowledge. What makes us different is how we achieve that.

We create knowledge through practice – academic practice, professional practice and creative practice – and that practice takes place in partnership. Through partnership we create our distinctive educational programs, we share and disseminate our research and enterprise and we create mutual benefit for our city, our region and globally.

As a university with a strong community heritage we actively choose to look beyond the institution to enrich and embolden our teaching and research.

We aspire to become a learning community of students, staff and partners – a community where learning, teaching, research and practice are equally valued and mutually enhancing.



# SWOT ANALYSIS



**20-25**

## SWOT analysis

Note: This SWOT analysis is part of CIT's self-evaluation, means it presents how CIT evaluates itself. The four components S.W.O.T are elaborated with respect to the vision of CIT, its institutional goals and strategy as well as its planned deliverables. For example, weaknesses are not lacunas with respects to the Ministry requirements, but specific deliverables that are not achieved as planned.

STRENGTHS		
Academia	Research Development & Creativity (RDC)	Services & outreach
<ul style="list-style-type: none"> <li>Small university, aiming high quality not in increasing the number of students. The quality and number of students is aimed to grow proportionally.</li> <li>Among the few universities with a foreign academic staff.</li> <li>The majority of the academic staff has studied in top universities abroad, with outstanding experience working in institutions and with significance public reputation.</li> <li>Part of the academic staff with experience and/or publications beyond Albania, mainly USA &amp; Canada.</li> <li>Teaching in English opens perspectives towards employment and graduate studies inside Albania and beyond.</li> <li>Among the few universities in the country with Canadian curricula, well known for their effectiveness in teaching-learning process.</li> <li>Skills- and project-oriented education enabling students' mobility and transferability to North-America.</li> <li>From 2014, generally, are accepted students with GPA over 7.</li> <li>6 accessible labs, available anytime.</li> <li>Physic labs and development equipment available to students.</li> <li>Participation of students in collaboration with academic staff in national and international projects.</li> <li>Guest professors from other well-known universities.</li> <li>Strong students' voice by involving students in decision-making councils and committees.</li> </ul>	<ul style="list-style-type: none"> <li>Host a Journal with ISSN.</li> <li>CIT launched a scientific review with ISSN.</li> <li>CIT organise two scientific conferences per year.</li> <li>CIT recently has signed many agreements with businesses, universities and industry. There are potential possibilities to implement a part of them.</li> <li>Faculty members are part of research groups in the university and with other institutions.</li> <li>Members of the staff are part of editorial boards in international journals.</li> <li>CIT has an agreement with Harvard Business School to teach according to their curricula the Macroeconomic subjects.</li> </ul>	<ul style="list-style-type: none"> <li>Among the few universities with an extensive library of foreign literature in economics and engineering with electronic resources as well, like McGraw Hill education platform.</li> <li>Significantly high space/student ratio, offering an appreciable students life.</li> <li>Scholarship opportunity for excellent and good students, students in hardship and students with special need.</li> <li>Location in the heart of Tirana, saving extra expenses and efforts for the students.</li> </ul>

<ul style="list-style-type: none"> <li>• We offer unique programs in Albania, complementarity and not competition with other universities.</li> <li>• Open door philosophy and practice. Teaching staff are accessible anytime by students.</li> </ul>		<ul style="list-style-type: none"> <li>• Recreation and other services.</li> <li>• Open door philosophy &amp; practice.</li> <li>• Managers &amp; senior managers are accessible anytime by students.</li> </ul>
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<b>WEAKNESSES</b>		
<b>Academia</b>	<b>RDC</b>	<b>Services &amp; outreach</b>
<ul style="list-style-type: none"> <li>• The infrastructure is not fully developed yet, and the teaching staff is not fully trained yet to offer fully project oriented education in all courses. We are progressively converging towards full project-oriented education.</li> <li>• The male/female ratio for teaching staff is not balanced yet as we planned. It needs more effort in hiring.</li> <li>• IT technical staff is still insufficient to support project oriented education. We are searching for new staff oriented in computer engineering, IT and software</li> <li>• Programs need to be updated in order to favor student's mobility and dual programs as we planned.</li> <li>• We do not have yet a dedicated modern lab for teaching English.</li> <li>• We do not have a video conference room. Tutorials and conferences offered by a Canadian institution were delivered through Skype.</li> <li>• Hardware equipment for MSc Computer Engineering and IT and MSc Software Engineering is satisfying for program requirement, however is not as planned.</li> </ul>	<ul style="list-style-type: none"> <li>• RDC productivity is satisfying but still not as planned. It worth mentioning that the Albanian context does not favor rapid excelling in RDC.</li> <li>• RDC productivity is satisfying but not uniform as planned, only few members are very productive. We put incentive measures in place.</li> <li>• RDC in collaboration with researchers outside CIT is still modest. However, we started already forging links with research labs in Balkan region and beyond.</li> <li>• Network of cooperation with universities abroad for student exchanges and participation of academic</li> </ul>	<ul style="list-style-type: none"> <li>• No horizontally extended campus with green spaces.</li> <li>• Due to small number of students, extracurricular activities are modest.</li> </ul>

	<p>staff in research projects should be strengthen.</p> <ul style="list-style-type: none"> <li>• Students' involvement in scientific activities is still in the initial phase.</li> <li>• RDC budget is part of the budgets of the academic school. However, a separate budget should be allocated to RDC.</li> </ul>	
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<b>OPPORTUNITIES</b>		
<b>Academia</b>	<b>RDC</b>	<b>Services &amp; outreach</b>
<ul style="list-style-type: none"> <li>• A campus in the city of Tirana may lead to an upper limit of student to about 1500-1800 students.</li> <li>• CIT is gaining progressively a good reputation. Universities in the region started to approach it for collaboration. This reputation will strengthen CIT's position and attract good students and staff.</li> <li>• The openness of Albania towards the European Union is of nature to favor CIT mainly for two reasons: 1) Teaching in English opens the doors to our students inside the European Union, 2) Our unique programs are popular in European Union.</li> <li>• There is a growing tendency favoring education in English and international languages.</li> <li>• The openness of Albania towards the European Union is of nature to favor CIT since it is in our plan to converge towards a bilingual academic institution (English and French which are the two official languages in Canada)</li> <li>• CIT sees as objective, in near future to offer double/joint degrees or diplomas with prestigious North-American universities or European English teaching institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• The openness of Albania towards the European Union is of nature to favor RDC activities at CIT since it opens the perspectives of obtaining funds.</li> <li>• The new legislation is highly supportive to non-profit academic institution.</li> <li>• A consortium of universities will help and give to CIT the opportunity to be included in collaborations that offer doctorate programs.</li> </ul>	<ul style="list-style-type: none"> <li>• The development of information systems in Albania and Europe will open the opportunities to our students and staff for new services.</li> <li>• Our services are offered with reduced fees compared to services offered in the neighborhood.</li> <li>• Our library, Restaurant, Fitness room, organized trips, are open to all students from public and private universities and high schools in Albania. This is nature to</li> </ul>

<ul style="list-style-type: none"> <li>• Collaboration with North-American institutions is an opportunity favoring mobility of students and staff.</li> <li>• Opening new programs after obtaining accreditation is an opportunity to recruit new students and to reinforce the existing programs by enlarging the pool of elective courses and by creating new labs.</li> </ul>		<p>maximize collaboration and national interest. The students' needs only to present a student card.</p>
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THREATS		
Academia	RDC	Services & outreach
<ul style="list-style-type: none"> <li>• The industry and the financial institutions in Albanian are not yet developed to a level to favor project-oriented education.</li> <li>• Demographic and economic dynamics may lead to the decline of the number of the future pool of students.</li> <li>• Programs that uniquely offered by CIT in Albania are not attractive for students in spite their popularities in other countries. This requires additional effort to spread awareness of them.</li> <li>• The changing regulations of education is not in favor of attracting investors and donators (scholarships, ...)</li> <li>• The complexity of the residency procedure and long process of recognition of diploma presents a difficulty of hiring international staff.</li> <li>• Inability in keeping the commitments and targets that are designed as objectives for the coming years.</li> <li>• Incompatibility of the North-American system and Bologna system needs extra-effort at the level of curriculum design.</li> <li>• Difficulties of finding empty lots for building a campus in the city of Tirana or existing buildings for sale that are transformable to a campus including green areas.</li> <li>• Because of the Albanian context, we face difficulties in hiring full-professors and associate professors.</li> </ul>	<ul style="list-style-type: none"> <li>• RDC is not well developed in Albania, which influenced our situation.</li> <li>• We are not allowed now to apply for PhD programs. It is worth noting that graduate students and postdoctoral fellows are the motor of RDC.</li> <li>• We should try to overcome this threat by collaborating with other universities.</li> <li>• Industry and financial institutions generally do not include R&amp;D departments in Albania, which limits financing RDC activities.</li> </ul>	<ul style="list-style-type: none"> <li>• There are no green areas available for the students in the neighborhood of the present building.</li> <li>• Difficulties of finding empty lots for building a campus in the city of Tirana or existing buildings for sale that are transformable to a campus including green areas.</li> </ul>



<ul style="list-style-type: none"><li>• We also facing difficulties in finding academic staff holding scientific titles “PhD/Dr” able to teach in English. We are intensively working on it.</li></ul>		
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**Actions. We will:****Assist our students in developing the knowledge and skills**

Assist our students in developing the knowledge, skills, adaptability and resilience they need to thrive in a society that is changing more rapidly than ever before.

This will complement the traditional strength and educational depth of CIT's established curriculum with educational breadth and the development of academic and employability skills through four personal and professional development pathways: Creativity, Innovation, Research and Development (CIRD).

Review, reshape and expand our portfolio of taught graduate and postgraduate students and continuing professional development programs to ensure they are fit for purpose in the national and international marketplace in terms of their content, structure and modes of delivery, and maximize their potential to boost the employability of our graduates. This will include the launch of a major new initiative in business education and its interfaces with other disciplines.

Provide the support, feedback, infrastructure and contact hours that students need as part of a top-class learning experience, and review and enhance the ways in which we provide student pastoral support to ensure the well-being of all of our students.

Transform our digital infrastructure to support our students' learning environment, recognizing that the range of new technologies in everyday use is changing students' behaviors and expectations.

Enhance our capacity in e-learning through development of blended learning options by converting of some of our most successful taught postgraduate programs into a distance learning option and development of a focused suite of new, online degree program.

Nurture and grow our community of innovators and scholars in teaching and learning.

Create a welcoming, student-centered 'heart' to our University. Notable elements will be a new University Library that focuses particularly on the needs of our arts and social sciences students; clustering our University-wide academic, pastoral and career support in a new Student Resource Hub.

2**Actions. We will:****Apply learning in real-world settings**

Our academic community will allow students to work with local organizations as part of their degree programs, benefiting students and partners alike. Examples include students developing business plans for local Non-Governmental Organizations, advising and proposing strategies for improving urban biodiversity etc.

These projects count towards the students' degrees and give them valuable work experience. The growing list of local partners includes, various community partnerships, businesses and other universities.

3**Actions. We will:****Recognize the potential of our applicants**

Recognizing the potential of our applicants has always been fundamental to our mission to recruit the most able students from the most diverse backgrounds, and we have invested significantly in outreach, student support and progression initiatives.

We are now planning to build on these activities and take a more radical approach with the aim of achieving a step-change in the diversity of our student population. In developing these plans, we will continue to work closely with our student body, through the Students' Government, to ensure that our actions are evidence-based and achieve results.

4**Actions. We will:****Increase recruitment of high-potential students**

Significantly increase recruitment of high-potential students from local schools through a new CIT scheme of scholarships that will provide guaranteed places and funds for the schools' top students, and will be developed and delivered in partnership with those schools.

Provide students from under-represented backgrounds with a tailored package of academic and pastoral support to guide their development and ensure that they thrive at CIT.

Review all curricula to ensure that they are inclusive in scope and delivery.

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**Actions. We will:**

**Develop pan-University multidisciplinary research**

Establish a limited number of Specialist Research Groups to support the growth of, and give greater external visibility to research programs.

Further develop pan-University multidisciplinary research through the expansion of our CIRD Units Institutes, which should be focused on 1) health; 2) the challenges of living with environmental change; 3) data science research and 4) energy.

Develop student research training relationships with regional institutions and industry partners, including joint/dual degrees or 'cotutelle' arrangements.

6

**Actions. We will:**

**Develop a new Innovation Platform**

Increase the innovation potential of our graduates through a number of complementary initiatives: the mainstreaming of innovation and entrepreneurship in the undergraduate curriculum; the launch of the Innovation Programs – a suite of new, undergraduate degrees; and a major new venture in business education, innovation and entrepreneurship and their interfaces with other disciplines.

Work with regional industry, universities and local government to develop a select number of research and innovation themes where established regional research excellence and scale can be harnessed through collaboration to drive world-leading innovation, economic growth and job creation.

Develop a new Innovation Platform as the University's flagship contribution to the regional research and innovation agenda. This platform will be a test bed for research that integrates data collected in real time into projects that enhance businesses, public services and the lives of local people.

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**Actions. We will:**

**Attract the very best staff**

Further enhance our ability to attract the very best staff by overhauling our recruitment and selection activity, including the use of a campaign approach where appropriate.

Nurture individual excellence and unlock potential by reviewing personal development and performance management arrangements, and maintain our emphasis on leadership and management development.

Increase diversity within our staff population through a range of measures including ensuring gender diversity on all interview panels, openly advertising all senior posts and creating a dedicated 'exceptional talent' pathway for targeted recruitment of high-quality female with clear leadership potential.

Improve the quality of two-way communication with staff and establish appropriate mechanisms for staff to feed into decision-making through the introduction of a Staff Engagement Plan. We will empower our staff to operate effectively through a lean and agile approach to governance and management that enables staff to fulfil their roles and provides effective, transparent and accountable decision making.

We aspire to a fully inclusive culture. We value the diversity of thought, belief and background in our community that enables the University to be effective at challenging accepted norms and resilient in the face of continual change. We are therefore determined to attract and retain a more diverse workforce than ever before.

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### **Actions. We will:**

#### **Increase the number of high-quality students**

Increase the proportion of high-quality students on all our programs through enhanced marketing and recruitment, a new scholarship program developed in partnership with our collaborators, and the forging of targeted new educational partnerships with leading schools.

Enhance the opportunities available to our students by further internationalizing our curricula, expanding on-campus internationalization initiatives and increasing the availability of student mobility opportunities.

Build a hub for intercultural activities on campus that will consolidate services for international students coming mainly from the region.

Promote and enhance the profile and reputation of the University through a bold and proactive international positioning strategy.

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### **Actions. We will:**

#### **Provide a well-maintained and inclusive campus**

Our ambition is to provide a welcoming, well-maintained and inclusive campus that provides the infrastructure, both physical and digital, that our staff and students need to succeed individually and to flourish as a community.

Continue our rolling investment in high-quality academic infrastructure, with major upgrades of facilities for Economy, Engineering, and IT.

Create a highly visible, coherent and welcoming heart to our University by providing new facilities, remodeling and integrating existing facilities, and enhancing the external public realm.

Revamp our digital infrastructure to make it more resilient, scalable, flexible and secure, including replacing our data centers, starting a new phase of development in our high-performance computing and investing in new productivity, collaboration and communications tools to allow all staff and students to work and study more efficiently and seamlessly.



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## **Actions. We will:**

### **Work with partners to achieve our ambitions**

Sustainability is embedded in everything we do: the research we support, our curricula, the student experience we offer and the way we behave as an institution.

Seek to mainstream sustainability in the minds of all our students and nurture future leaders in sustainable thinking via CIT curriculum and through volunteering activities supported by CIT's Students and other organizations.

Boost our research capacity and promote policy innovation in sustainability through further development of our main units.

Continue to set ambitious institutional targets in areas such as transport, energy, water usage, biodiversity, IT, telecommunication etc.

We will work with partners to achieve our ambitions, and with other universities, nationally and internationally with the aim of securing a sustainable future.