



# UBT College, Pristina

*Faculty of Law*

## *Master Program* **Commercial Law (LLM)**

*Accreditation*

## **REPORT OF THE EXPERT TEAM**

*March 2025*

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## INTRODUCTION

**Date of the site visit: February 7, 2025**

### Expert Team (ET):

*Prof. Dr. Dovile Gailiute-Janusone (Lithuania)*

*Prof. Dr. Johannes Falterbaum (Germany)*

*Katerina Klimoska, Student expert (North Macedonia)*

### Coordinators from Kosovo Accreditation Agency (KAA):

*Fjolle Ajeti, KAA Officer*

*Shkelzen Gerxhaliu, KAA Department Director*

### Sources of information for the Report:

- *Self-Evaluation-Report (SER) submitted by the UBT College January 2025, including annexes (Syllabuses, CVs of Academic staff, list of publications, regulations, etc.)*
- *Information obtained during the site visit with the management of the faculty, teaching and administration staff, students, external stakeholders and employers of graduates*
- *Website of UBT College*
- *Visit of on-site facilities*
- *Additional Documents sent by KAA February 10, 2025*

### Criteria used for institutional and program evaluations

- *Accreditation Manual (File No. 1, Article 24, page 36-50: Re/accreditation of Higher Education Institutions), February 2024 of the KAA*

### Site visit schedule

Programme Accreditation Procedure at UBT College	
Programmes:	<b>Commercial Law, LLM, 60 ECTS (Accreditation)</b>
Site visit on:	<b>07 February 2025</b>
Expert Team:	Prof. Dr. Johannes Falterbaum Prof. Dr. Dovile Gailiute Janusone Ms. Katerina Klimoska, Student expert
Coordinators of the KAA:	Fjolle Ajeti, KAA Officer Shkelzen Gerxhaliu, KAA Department Director

## Site Visit Program

Time	Meeting	Participants
<b>9:00 - 9:50</b>	Meeting with the management of the faculty where the programs are integrated	Ahmet Maloku -Dean Egzone Osmanaj-Vice Dean Behar Selimi
<b>09:55 – 10:35</b>	Meeting with quality assurance representatives and administrative staff	Artan Tahiri, Njomeza Zejnullahu, Fjolla Salihu
<b>10:40 – 11:30</b>	Meeting with the program holders of the study program <b>Commercial Law, LLM, 60 ECTS</b>	Bashkim Nuredini
<b>11:30 – 12:30</b>	Lunch break	
<b>12:40 - 13:20</b>	Visiting Facilities	Artan Tahiri, Elmi Kelmendi, Lirigzona Morina.
<b>13:25 – 14:00</b>	Meeting with teaching staff	Jorida Xhafaj Elton Tota, Elmi Kelmendi, Veli Lecaj, Enisa Haliti, Sevdai Morina, Korab Sejdiu. Xhavit Shala, Merita Muharremi, Arta Mulliqi.
<b>14:05 – 14:45</b>	Meeting with students	Vixhilent Bislimi, Hana Ferati, Hana Mehmetaj, Enkela Karavidaj, Vjosa Hoxha, Idea Uka, Tringa Berisha, Arlinda Gashi
<b>14:50 – 15:00</b>	Meeting with employers of graduates and external stakeholders	Hasan Kryeziu, Ramush Bardiqi, Rrezarta Ajeti, Arbena Shehu, Avni Gjocaj, Nehat Idriz, Naim Aliu.
<b>15:10 – 15:20</b>	Internal meeting of KAA staff and experts	
<b>15:20 – 15:30</b>	Closing meeting with the management of the faculty and program	Ahmet Maloku-Dean Egzone Osmanaj-Vice Dean Behar Selimi

### A brief overview of the programme under evaluation

The Faculty of Law is an academic unit within the UBT College that offers three study programs: one at the bachelor's level –Law LLB, and two master's programs –Civil and Property Law LLM and Criminal Law LLM. UBT applied for accreditation of the third master level study program – Commercial Law.

In recent years, Kosovo has made significant strides in developing its legal and economic environment, including the establishment of the Commercial Court in 2022. This court aims to improve the business climate and resolve commercial disputes, becoming a key actor in addressing legal issues between businesses and state institutions. However, despite the progress made, international reports highlight a lack of in-depth expertise in economic and commercial law, an issue that has negatively affected the sustainable development of trade and the attraction of foreign investments to Kosovo.

The mission of the LLM program in Commercial Law is to educate qualified, ethical professionals equipped with advanced knowledge in the field of commercial law. It aims to contribute to the strengthening of the rule of law and sustainable development in Kosovo and the broader region by providing an education that integrates theoretical frameworks with practical applications.

14 teaching staff from the Faculty of Law will be engaged in this program bringing to the students both theoretical and practical aspects in the field. The competences and experiences if involved staff raises no doubts about their capabilities to teach in high level.

The LLM program in Commercial Law has been meticulously designed to ensure that the core disciplines necessary for achieving the intended learning outcomes and acquiring essential competencies are adequately covered through its courses.

## PROGRAMME EVALUATION

*The programme evaluation consists of 7 standard areas through which the programme is evaluated.*

### 1. MISSION, OBJECTIVES AND ADMINISTRATION

**Standard 1.1 The study program is in line with the higher education institution's mission and strategic goals, needs of society and it is publicly available. (ESG 1.1)**

The mission of the program in Commercial Law LLM is closely aligned with the institutional mission of UBT and the Faculty of Law in several key aspects – education and research in the field, as well as the contribution to the society.

In recent years, Kosovo has made significant strides in developing its legal and economic environment, including the establishment of the Commercial Court in 2022. However, despite the progress made, international reports highlight a lack of in-depth expertise in economic and commercial law, an issue that has negatively affected the sustainable development of trade and the attraction of foreign investments to Kosovo. The LLM program in Commercial Law at UBT is intricately designed to respond to the specific legal and economic needs of Kosovo.

The intended learning outcomes of the LLM program in Commercial Law at UBT are closely aligned with the institution's mission and strategic goals, reflecting commitment to academic excellence, innovation, and societal impact.

In 2024 UTB has conducted analysis and prepared "Feasibility Report for the LLM Program in Commercial Law", which presents the opportunities and challenges for establishing an LLM program in Commercial Law, also covers analysis of labor market, legal and economic context. Conclusions of the report were also supported by the external stakeholders during the on-site visit.

UTB is planning to enrol 50 students annually in Commercial Law LLM program. According to the SER such decision is based on a thorough analysis of the current market needs and the specific demand for qualified legal professionals in Kosovo's dynamic commercial landscape. Comprehensive facilities and equipment are fully capable of accommodating the planned enrolment of 50 students per year. Even though there are no other LLM programs in Commercial Law in Kosovo, however, there are many LLM programs in related fields, for instance, Civil Law. UBT also has Civil and Property Law LLM program, to which for the last few years 30-40 students have been enrolled. Keeping in mind that in the LLB Law program for the last few years 60-70 students were enrolled and that new LLM program will compete with other two LLM programs in UBT, the planned number of students raises doubts to the expert team. Moreover, usually newly established study programs attract less students as they require some time to prove its value and quality.

**Standard 1.2 The study program Is subject to policies and procedures on academic integrity and freedom that prevent all types of unethical behaviour. The documents are publicly available, and staff and students are informed thereof. (ESG 1.1)**

In 2020 UBT has adopted Code of Ethics, which promotes principles of integrity, responsibility, and academic freedom, creating a foundational framework for ethical behavior within the academic community. However, the Code does not directly address plagiarism. The Code is publicly accessible to all staff and students.

To maintain academic integrity, the program employs Turnitin plagiarism detection software, which is instrumental in verifying the originality of students' work. Faculty of Law implements a comprehensive Plagiarism Prevention Policy. It is claimed that this Policy outlines a clear procedure for addressing the outcomes generated by the anti-plagiarism software. However, information provided in the SER covers the outcomes only for the 1-3 years students, i.e. bachelor level students. In general, the range of penalties can vary from warnings to expulsion, depending on the severity of the offense. Additionally, UBT College has provided Regulation on procedures against plagiarism and the use of the Turnitin software. In this Regulation the similarity index is prescribed indicating that for the master level it should be less than 10%. In case similarity index is higher the thesis must be withdrawn for the correction. Therefore, this Regulation allows the correction, however, it is not clear what outcomes would be imposed for

the master level students. Since students of Commercial Law LLM program will be required to prepare master thesis, such information is crucial for them.

UTB should be complemented for implementation of a Generative Artificial Intelligence Use Policy Framework, which addresses the responsible use of generative AI tools in academic work.

UBT is taking proactive approach and ensures that students are informed about the procedures related to ethical standards through various channels, including student handbooks and orientation sessions.

Complaints related to ethical violations are initially handled by the Faculty Ethics Sub-Committee, appeals can be directed to UBT's central Ethics Committee, ensuring a robust process for accountability and fairness. Publicly available Annual Ethics reports show that the institutions and procedures are functioning in practice. Moreover, to enhance awareness and understanding, anonymized examples of past cases and their resolutions are shared within the institution. This practice not only clarifies how ethical issues are resolved but also reinforces the importance of upholding ethical standards. Statistical data regarding ethical violations and their outcomes are also disseminated.

**Standard 1.3 Relevant information is collected, analysed and used to ensure the effective management of the study program and other relevant activities and such information is publicly available. (ESG 1.7)**

UBT has implemented a comprehensive data protection framework designed to safeguard student privacy throughout the delivery of its study programs. The institution collects only necessary information, maintains data accuracy, and limits the retention of personal data to the minimum required duration. Robust security measures are in place to protect personal data against unauthorized access, loss, or damage. Moreover, all staff members receive training on data protection principles. The institution's data processing activities are overseen by a designated Data Protection Officer (DPO) in the Student Affairs Department.

UBT acknowledges the importance of involving both students and staff in the collection and analysis of information related to the study program, as well as in planning follow-up activities aimed at enhancing program quality. Since it is a new study program, in its development mainly faculty members and industry experts were involved.

**Standard 1.4 The delivery of the study program is supported by appropriate and sufficient administrative support to achieve its goals in teaching, learning, research, and community service. (ESG 1.6)**

College UBT implements a comprehensive Administrative and Budgetary Support Policy that governs all activities and operations of the Commercial Law LLM program. The policy establishes clear procedures for maintaining sufficient staffing levels and mandates annual evaluations of staff performance to identify areas for improvement and professional growth.

Financial sustainability is a crucial aspect of the policy, detailing how the program secures its annual budget and outlining procedures for conducting financial reviews to ensure fiscal health. Additionally, the policy includes guidelines for using contingency funds to address any unexpected expenses that may arise.

The Commercial Law LLM program benefits from a well-structured administrative framework designed to support the teaching and learning needs of both students and academic staff. This framework includes key positions such as the Dean, Pro-Dean, Program Coordinator, and a Quality Coordinator.

The administrative staff involved in the Commercial Law LLM program is subject to a comprehensive Professional Development Plan aimed at enhancing their competencies and ensuring effective support for the program's delivery. This plan encompasses annual training sessions focused on key areas such as academic support services, legal education trends, and administrative best practices. In preparation for the evaluation of the Commercial Law LLM program, the administrative staff participated in several targeted training sessions aimed at improving their skills and competencies: MS skills, emotional intelligence, Turnitin and plagiarism detection.

**Standard 1.5 The recommendations for quality improvement of the study program from previous internal and external quality assurance procedures are implemented. (ESG 1.10)**

Not applicable

**ET recommendations:**

1. *To clarify outcomes in cases of plagiarism for master level students.*
2. *To make sure that all required information is publicly available on the website of UBT or Faculty of Law. Currently the functionality of the website and possibility to find all required informed is questioned.*

**2. QUALITY MANAGEMENT**

**Standard 2.1 The study program delivery is subject to an established and functional internal quality assurance system, in which all relevant stakeholders are included. (ESG 1.1)**

The internal quality assurance system is governed by a publicly available Quality Assurance Manual, which outlines the processes for maintaining high standards in teaching, learning, research, and management.

The Faculty's Quality Sub-Committee oversees the evaluation and improvement processes, ensuring that stakeholder feedback from students, alumni, industry, and staff is systematically incorporated into program revisions and quality improvement initiatives.

Quality assurance system aligns with national regulations, the European Standards and Guidelines (ESG), and other international standards.

The LLM in Commercial Law program at the Faculty of Law, UBT, is supported by a dedicated quality assurance coordinator who is responsible for monitoring the program's performance. This coordinator does not have teaching obligations, allowing them to focus entirely on ensuring the quality and relevance of the study program.

The policies and processes of the internal quality assurance system form a cycle for continuous improvement (PDCA). This cycle begins with the planning of quality objectives based on stakeholder feedback and performance indicators, followed by the execution of teaching, learning, and administrative activities (Do). The next stage involves checking outcomes through continuous monitoring, evaluations (student, alumni, industry surveys), and self-assessment reports (Check). Finally, actions for improvement are identified and implemented through the Quality Improvement Action Plan (Act), which is monitored annually by the Quality Sub-Committee.

Although the program is in its initial stages and does not yet have specific evaluation samples, the Faculty utilizes a comprehensive Quality Improvement Action Plan that applies to existing programs. Plan is published on the website of UBT.

## **Standard 2.2 The study program is subject to a process of design and approval established by the HEI. (ESG 1.2)**

The development of the LLM in Commercial Law program at the Faculty of Law aligns closely with the institution's mission and strategic goals by focusing on academic excellence, research and innovations, community engagement.

The LLM in Commercial Law program underwent a thorough and transparent internal quality assurance process at UBT. This process included internal evaluations conducted by the Faculty Quality Sub-Committee, which analyzed program design, content, learning outcomes, and stakeholder feedback. The program was then subjected to a formal approval process by the Faculty Council and Quality Sub-Committee, ensuring that it meets Faculty's standards and aligns with Faculty's strategic goals. Academic Council and the Quality Committee, ensuring that it meets institutional standards and aligns with UBT's strategic goals.

The process for the development and approval of the LLM in Commercial Law program was well-defined and followed a structured approach that involved both internal and external stakeholders to ensure its academic quality and relevance. During on-site visit external stakeholders confirmed their involvement in the procedure of the development of the study program.

Although the LLM in Commercial Law is a new program, it will utilize the established KPIs from the Faculty of Law, which include student satisfaction; academic performance;

employability rates; stakeholder feedback. The achievement of these KPIs will be monitored on a regular basis. The Quality Sub-Committee will review the data annually, allowing for timely adjustments based on the findings. Regular feedback sessions will also be conducted to ensure that the program aligns with both industry standards and student needs.

**Standard 2.3 The study program is periodically monitored and reviewed to ensure its objectives are achieved. The monitoring of the study program involves stakeholder participation. (ESG 1.9)**

As part of the program's development, a consultative meeting was held with industry representatives to gather insights on necessary competencies and practical skills. Industry participants emphasized the importance of including practical elements in the curriculum to prepare students for the labor market.

During the development of the program, the principles of constructive alignment were followed. This ensured that course learning outcomes were not only aligned with program learning outcomes but also that the study methods, assessment methods, and cognitive demands of the learning outcomes were realistic and achievable within the ECTS framework. The number of learning outcomes was carefully selected based on the estimated workload of each course and was balanced to ensure that students could attain them within the allocated study hours.

To ensure continuous evaluation, the Faculty uses a Learning Outcomes Achievement Matrix, which is filled by each professor at the end of the course as a self-evaluation tool to assess whether the course learning outcomes (CLOs) were realistic, achievable, and adequately addressed during the course.

The program implements an inclusive quality monitoring process that actively involves all key stakeholders, including students, staff, alumni, and employers. These stakeholders contribute through structured mechanisms such as questionnaires, focus group discussions, and qualitative interviews. Various stakeholders during meetings confirmed their participation in surveys, discussions. The collected feedback is systematically analyzed and included in the Annual Faculty Quality Report. Based on the analysis of stakeholder feedback, a Quality improvement plan is formulated and monitored throughout the academic year. Although in the SER links to the examples of Quality reports and Quality improvement plans are provided, but on the website of the Faculty of Law (Albanian version) they could not be found.

The Quality Assurance Sub-Committee continuously monitors the implementation of these actions and reviews their impact, ensuring that the program stays aligned with emerging trends, labor market demands, and educational best practices.

**Standard 2.4 All relevant information about the study program is clear, accurate, objective, up-to-date and is publicly available. (ESG 1.8)**

In the SER links to the policies, regulations and guidelines pertaining to the study program are provided, however on the website of UBT or the Faculty of Law (Albanian version) they could not be found.

In the SER it is claimed that this is a new program pending first accreditation and a note in website is presented that this program is pending first accreditation. On the website of UBT (Albanian version) there is a section “In the accreditation process” where various new study programs are announced, however, Commercial law LLM program is not mentioned in this section. Information has been updated after the draft report of the expert team has been submitted to the UBT College.

#### **ET recommendations:**

- 1. To ensure proper functioning of the web page and public accessibility of all the regulations and information required under 2.4. substandard.*
- 2. To ensure that information about the Quality Assurance Office, its activities, documents in the field are easily accessible on the official website of UBT.*
- 3. To ensure that results of the monitoring processes and the resulting action plans are communicated to all stakeholders and published on the website.*

### **3. ACADEMIC STAFF**

**Standard 3.1 The study program delivery is supported by teaching staff who are recruited in line with national legislation, and internal regulations in effect, and it is based on objective and transparent procedure. (ESG 1.5)**

UBT is posting of job vacancies on the institution’s website, in addition, vacancies are also advertised through UBT Radio. To further expand its reach, UBT advertises positions on internationally recognized academic job portals, such as LinkedIn.

The procedures for staff selection, appraisal, and development are detailed in the institution’s Staff Book (Article 13-18) and Quality Manual. The recruitment process is guided by principles of fairness, credibility, equal employment opportunities, and merit-based selection. The recruitment process is initiated by the Program Director or Head of Department, who establishes a Search Committee consisting of faculty members and HR representatives. Job vacancies are publicly advertised, and the Search Committee reviews applications and conducts interviews based on predefined criteria. The final decision is made by the Management Board following the committee's recommendations.

UBT’s staff recruitment processes are strategically designed to align with both institutional Strategic goals and the specific needs of its master’s programs. By carefully selecting faculty members who possess relevant expertise and will play a valuable role in ensuring quality instruction while maintaining a balanced teaching workload.

Faculty and UBT conducts a transparent process where candidates for employment are provided with full position descriptions and employment conditions. Additionally, candidates are informed about the Code of Ethics for teachers and students during the Orientation Course for newly hired staff. This orientation is conducted by the General Secretary of UBT, ensuring that all new employees are aware of their ethical obligations, institutional policies, and the standards expected of them.

**Standard 3.2 The study program is supported by sufficient permanent academic staff who are adequately qualified to deliver the study program. (ESG 1.5)**

14 teaching staff are engaged in the LLM Commercial Law program. 12 teaching staff members have full-time employment contracts, remaining 2 – part-time contracts (they are also practicing lawyers, a judge and attorney at law). Therefore, more than 50% of the teaching staff, who are involved in delivering the study program, are full-time employees. All teaching staff members involved in the study program hold the academic degree of Dr. Sc. 2 are full professors, 10 – assistant professors, 2 – doctors.

The analysis of CVs as well as publicly available information do not indicate that any of the teaching staff engaged in the study program covers more than two teaching positions. Majority of the teaching staff started working at UBT in the period of 2018-2020, but many had previous academic experience in other HEIs. In general, qualification of the teaching staff members is adequate for the implementation of the study program and for performing scientific/professional activity at the required level.

Majority of teaching staff members are teaching 1-2 study courses in LLM Commercial Law program. Majority are also teaching other courses in LLB Law program or other study programs. Actually, the biggest part of their workload is in other study programs. Therefore, their workload in the LLM Commercial Law program is quite low. Overall, the 20 teaching hours per week per annum is the biggest workload for majority of engaged teaching staff.

Faculty of Law has assigned 1 program bearer, who holds the academic degree of Dr. Sc., assistant professor position and has full-time employment contract.

The proposed master's program aims to enrol 50 students annually, anticipating a 5% drop-out rate, which would result in a stable cohort of approximately 48 students each year. To ensure a high-quality academic experience, fourteen professors will be engaged, achieving a student-to-staff ratio of 1:4. However, for the calculation of student-staff ratio it should be taken into consideration, as it was pointed out above, that majority of teaching staff also are teaching in other study programs. Therefore, students of LLM Commercial Law program will not be the only ones with whom teaching staff will be working.

Teaching staff can cover up to 10 bachelors in maximum or combination of bachelor and master thesis where one master thesis counts for 0.8 hours of work per week, one bachelor thesis – 0.4 hours per week.

The LLM in Commercial Law program has a sufficient number of qualified mentors to provide comprehensive guidance to students. Ten professors from the proposed program personnel are fully qualified to mentor master theses, holding titles of Doctor, Assistant Professor, or higher.

**Standard 3.3 The study program is supported by teaching staff who are subject to advancement and reappointment based on objective and transparent procedures which include the evaluation of excellence. The advancement of staff arises from the higher education institution's strategic goals and is in line with the legislation and internal regulations in effect. (ESG 1.5)**

Teaching staff advancement procedure is outlined in the Employee Handbook and the Regulation on Standards for Election into Higher Academic Titles. The process for advancing a professor into higher academic titles follows a structured approach, starting with a call for applications approved by the Academic Council, and involves the submission of a comprehensive application that includes personal details, CV, a bibliography of published works, and evidence of pedagogical qualifications. The applications are reviewed by an Academic Staff Election Committee, which is composed of members from both the central and faculty levels. The committee's recommendation is then forwarded to the Academic Council for final approval through a majority vote.

UBT College ensures that the promotion of academic staff into higher grades is strictly based on demonstrated excellence and significant achievements, following a clear and structured process outlined in its internal regulations. Besides publications, students' feedback, international engagement and educational contributions are also considered. Moreover, management evaluation, self-evaluation and peer evaluations are also taken into account in this process.

**Standard 3.4 The academic staff engaged in the delivery of the study program is entitled to institutional support for professional development. (ESG 1.5)**

The Faculty of Law has adopted five years Staff development strategy (currently in use for the year 2021-2026), moreover, annually drafts operational plans, which outlines the participation of academic staff in various development activities (such as organizing workshops, research seminars, and mentorship programs that are designed to prepare staff for promotions and enhance their research skills). This strategic goal emphasizes the importance of elevating full-time academic staff to higher academic titles, enhancing research capacity, and supporting both early and mid-career faculty members.

In the SER it is claimed that all teaching staff engaged in the study program is actively involved in professional development programs, including language training and other relevant activities. However, this statement is not supported with evidence on the organized trainings and participation of teaching staff.

UBT College conducted a dedicated workshop in March 2024, where all teaching staff, including those in the Commercial law program, received training on the assessment

techniques. The follow-up session was planned for November 2024, however, information was not updated, neither was provided proof of the organized workshop.

For thesis supervision skills, the Workshop on Effective Mentoring of Theses was held in May 2024 for all the academic staff of all faculties of UBT. The workshops were held in several days due to high number of participants.

Employee Handbook emphasizes the importance of staff involvement in international collaborations as part of their service to the college and the broader community. In the additionally requested documents information about international collaborations and mobilities of staff have been provided. UBT is partner in the Erasmus+ project on fostering inclusion, also cooperation agreements with 4 different universities have been signed. 4 academic staff engaged in the LLM Commercial Law program have been involved in international activities by participation in the project, conferences abroad, also mobilities under Erasmus+ program.

Induction (Orientation) Training is organized and is mandatory for all new teaching staff. During this training, key aspects of the "Guideline on Competence-Based Teaching" are thoroughly explained, where new academic staff are introduced to the philosophy, practices, and pedagogical strategies that focus on student-centered learning, mastery of skills, and the effective use of technological aids in creating an engaging and transformative learning environment. New teaching staff are also informed about standard operating procedures, Staff Handbook, rights and obligations, quality assurance procedures and standards, standards of ethical behavior as stipulated by Code of Ethics and other regulations and policies of UBT. Following the central induction, the orientation continues over the next two weeks. During the first week, the newly hired staff attends specialized workshops provided by different departments, such as IT (for Turnitin, Moodle, and SMIS training), HR (on employment policies and procedures), the Research Office, and the Secretary's Office. In the second week, the orientation shifts to the faculty, where staff members engage in detailed familiarization with their specific roles, responsibilities, and curriculum requirements.

College UBT provides support to academic staff during the development of their research programs through advisory in writing research proposals through Project's Office.

### **Standard 3.5 External associates who teach at the study program have adequate qualifications and work experience for the delivery of the study program and achievement of the intended learning outcomes. (ESG1.5)**

The LLM in Commercial Law program actively integrates external associates who contribute the latest research, trends, and practical know-how from the labor market into the teaching process. For instance, Chair of the Commercial Court Mahir Tutuli and representative from Triglav Insurance Company JSC Vesna Paunkoska Dodesvka have been largely involved.

A specialized training session titled "Introduction to Higher Education Teaching Methods and Practices for Industry Associates" was held on 17 September 2024. This training was designed

specifically for external associates from the private sector who will be involved in the Commercial Law program.

External associates from the industry are also actively encouraged to participate in the supervision of master theses in the Commercial law program.

The workload and expectations for external associates are clearly defined and agreed upon to ensure high-quality teaching. External associates are responsible primarily for the practical parts of the courses, with a maximum of 2 hours per week dedicated to exercises in the case of LLM Commercial Law program

#### **ET recommendations:**

- 1. To increase international mobility of teaching staff of the study program and their involvement in international projects.*
- 2. To ensure that all teaching staff engaged in the study program are involved in professional development programs.*

#### **4. EDUCATIONAL PROCESS CONTENT**

In general, it should be noted that there is a large number of graduates from various law programs in the Republic of Kosovo. Respecting the labor market, the need for another law program is therefore rather low. On the other hand, the need for well-qualified lawyers is very high. But on the other side knowledge of international law, especially international private law, is very high in Kosovo. This is because Kosovo is particularly dependent on international economic relations with other countries, especially the European Union. The accreditation process for a new master's program in Commercial Law is essentially about determining whether there is room for another specialized master program in Private Law in addition to the at UBT College already existing master program in Civil and Property Law. In this discussion it should be noted that there is currently no master program in Commercial Law in Kosovo and that a Commercial Court was established a few years ago. The conclusion is that the new program under accreditation can only be justified if there is a very good curriculum in terms of content and procedure.

A comprehensive justification for the Master program Commercial Law can be found in the “Feasibility Report for the LLM Program in Commercial Law” submitted to the Expert Team as additional document.

As the detailed explanations in the SER show, the study program's intended learning outcomes are aligned with the institution's/academic unit's mission and its strategic goals (proof of alignment of each intended learning outcome with the mission and strategic goals of the higher education institution).

As well the intended learning outcomes are aligned with the general goals and objectives of the study program (proof of alignment of each intended learning outcome with the stated goals and objectives of the study program).

Each program's intended learning outcomes emphasize the specific skills, knowledge, and competencies that students will develop throughout their studies. For example, rather than simply listing the content of the curriculum, the program's intended learning outcomes specify that graduates will be able to critically interpret commercial company law, conduct effective scientific research in legal contexts, and analyze complex business contracts.

UBT College followed the recommendation to use active verbs that clearly state what students are expected to know and be able to do upon completing the program. The program's intended learning outcomes were crafted to be easily understandable and verifiable, ensuring that they accurately reflect the level, scope, and content of the program. Moreover, the program's intended learning outcomes were carefully linked with appropriate learning activities, assessment methods, and assessment criteria, ensuring they are practical and aligned with the overall goals of the program. So, UBT College proves that it used examples of good practices in defining intended learning outcomes.

The program's intended learning outcomes represent knowledge, skills and competencies as follows (e. g.): Demonstrate an understanding and be able to interpret the laws, rules, and regulations under which the industry operates from the managerial perspective, including aspects of real estate agency and brokerage, and real estate contract law. Learn to effectively plan and develop space, built environment, and infrastructure within the scope of urban sprawl, changing demographics, migration, scarce natural resources, and social infrastructure, and apply knowledge of entrepreneurship and partnership negotiation in these contexts. Work in teams in preparation and execution of real estate and infrastructure development projects, leveraging skills in leadership and organizational behavior. The requirements regarding knowledge, skills and competencies are fulfilled.

The program learning outcomes of the study program under evaluation are consistent with the Framework for Qualifications of the European Higher Education Area because the defined learning outcomes enable students to demonstrate knowledge and understanding, apply their knowledge and understanding, can communicate information, ideas, problems and solutions, and have developed those learning skills, which are all required learning outcomes under the Framework for Qualifications of the European Higher Education Area and Kosovo Qualifications Framework.

With regard to the syllabuses, it should be noted that there is a rightful focus on international, particularly European law ("The International Law of Commercial Companies", "International Commercial Arbitration", "The Law of Internal Market in the EU", "Competition law and

policy in the EU" and "EU Intellectual Property Law"). Current legal areas are also not neglected ("E-Commerce", "Economic Regulators", "Digital Rights and Privacy"). It is also worth mentioning that there is a separate event on "Business Law and Ethics". This is very important in the young Republic of Kosovo with its social problems.

The description of the course in the individual syllabuses is good overall. It is worth noting that the content of the individual courses is described consistently and that literature references are generally given in a balanced way in both Albanian and English language. In addition, references to internet sources could more often also be made.

Considering the fact that the Republic of Kosovo is particularly dependent on international relations, current literature is often only available in English and young students increasingly have good English language skills, consideration should be given to holding individual courses in English language. This also corresponds to the feedback that the expert team received from both students and stakeholders during their site visit.

Since the existing Master Programs Civil and Property Law and Criminal Law had between 28 and 40 (Civil and Property Law) and between 12 and 25 (Criminal Law) students enrolled over the last five years, the planned number of 50 students for the planned new program Commercial Law appears to be too high. This is especially true since it is to be expected that competition will arise between the two civil law programs. The team of experts considers a maximum number of 30 students to be appropriate for the initial period. The new program will have to prove itself in the future.

#### **ET recommendations:**

- 1. Internet sources should be cited more frequently in the syllabuses, in addition to the existing references.*
- 2. One or two courses should be held in English language.*

## **5. STUDENTS**

### **Standard 5.1 Clear admission policies, including requirements, criteria and processes for the study program are clearly defined and are publicly available. (ESG 1.4)**

The university/faculty has made efforts to ensure that the steps for registering and enrolling new students are clear, efficient, and effective. This means that all the enrolment conditions and procedures are publicly available and can be found on the university/faculty website. The

legal requirements for enrolment criteria are met, both for those with undergraduate law studies and for those without, i.e., those who need differential exams. Thus, along with other conditions and procedures according to the competition, fair conditions have been provided for everyone. The institution has established a procedure, in accordance with the law, for transferring students from other universities/faculties. Furthermore, conditions have been created, according to regulations, for the possibility of enrolling international students. The expert team has recognized the efforts that the university/faculty makes in the process of attracting new students, as well as easing the administrative procedures for existing students. The existence of a policy at the university level for students with special needs shows the institution's sense of responsibility and fairness, as well as its profile as an institution that advocates for equal opportunities.

In the future, it is essential for the institution to continue being accessible to all those who wish to study by attending education fairs (both domestically and internationally). Furthermore, the competition for enrolling new students should be available not only in the official language, Albanian, but also in English, with a designated administrative staff member to assist international students with the application and enrolment procedures.

**Standard 5.2 Student progression data for the study program are regularly collected and analysed. Appropriate actions are taken to ensure the student's completion of the study program. (ESG 1.4)**

The university/faculty has established a system for monitoring the results of teaching, both from the perspective of professors and students. The opportunities for tutoring and mentoring, as well as organizing summer schools, are commendable. This should continue in the future to provide support for students who face difficulties. The institution has published policies, strategies, and action plans for various areas of its operations, including those related to students, not only in the documentation sent to the expert team but also on the website. Through this documentation, it can be observed that European practices in higher education are being followed, indicating that this university has the potential for good alignment with the European education area. Positive examples of student mobility exist, but the expert team believes that in the future, mobilities through European programs should be implemented, and efforts should be made to establish future cooperation with one of the European university alliances.

**Standard 5.3 The study program ensures appropriate conditions and support for outgoing and incoming students (national and international students). (ESG 1.4)**

Although the faculty offers the opportunity for international students to study, there has been no significant progress in this direction. When enrolling in studies, students are encouraged and expected to know a foreign language (English), but knowledge of English is not a requirement for admission. Furthermore, a special department for international cooperation has

been established, which, in the future, we believe should engage more actively, encourage, and timely inform students about mobility opportunities. The continuous dissemination of information to students about employment opportunities and the inclusion of practical teaching is commendable. However, in the future, there should be more frequent guest lectures from experts in practice, both from the country and abroad.

The expert team believes that good support has been provided for students, especially with the online platform consisting of various tools. This standard should be maintained and further improved in the future. Additionally, efforts should be made to attract foreign students, not only for studying but also for visiting stays.

**Standard 5.4 The study program delivery is ensured through adequate resources for student support. The needs of a diverse student population (part-time students, mature students, students from abroad, students from under-represented and vulnerable groups, students with learning difficulties and disabilities, etc.) are taken into account. (ESG 1.6)**

The university/faculty offers extracurricular activities, but these should be expanded in the future, in agreement with the students.

Regarding student representation in the bodies of the university, the expert team believes that student involvement should not be purely formal but should also produce qualitative results. Student representatives should regularly inform students about new changes and monitor their requests to improve student life and the quality of studies.

Care for students with disabilities should continue and be improved, as well as efforts to include students from families with low incomes and from marginalized communities. During on-site visit it was explained that central management of UBT requires each faculty to allocate a certain part of its budget to the financially disadvantaged students.

The overall impression regarding student standards is that the university/faculty is striving to meet the demands of this standard, which can also be concluded from the students present at the meetings with the expert team. They expressed satisfaction with how the faculty's processes are organized. Additionally, the positive trend of having policies on various aspects that affect students and their experience while studying is encouraging. The surveys through which self-evaluation is conducted serve as proof of a comprehensive approach and a desire to improve conditions. The university/faculty should continue, through its quality management system and by consulting its community (from professors to students to administration), to improve its performance, with the aim of achieving tangible results.

## **ET recommendations:**

1. *To consider English language as required criterium for enrolment.*
2. *Faculty should put more efforts in the internationalization of its students (internationalization at home as an alternative to long-term or short-term mobilities).*
3. *To invite frequent guest lectures from experts in practice, both from the country and abroad.*
4. *To attract foreign students (full time or under mobility programs).*
5. *To increase students' mobility in the frame of European programs.*
6. *To offer more extracurricular activities.*
7. *To put more efforts to include students from families with low incomes and those from communities, as well students with disabilities.*

## **6. RESEARCH**

The LLM program in Commercial Law has defined scientific and applied research objectives that are reflected in the Research Development Plan of the Higher Education Institution (HEI), also known as the Research Strategy. These objectives aim to advance high-quality research and foster the application of innovative legal solutions in the field of commercial law.

The research objectives for the Commercial Law program are well-aligned with both the Research Strategy of the Faculty of Law (2021-2026) and UBT's broader institutional strategy.

The 14 members of the faculty of law have produced 94 publications over the last three years. There is no doubt that this is a good number. But progress should be made in publishing, especially in the area of commercial law.

The UBT College has a staff advancement Regulation. That means the institution offers salary increases for faculty members who advance to higher academic titles, encouraging long-term career development. Concerning the research workload the faculty members with full-time tenured contracts are allocated 672 hours annually for research activities. This workload is part of their paid responsibilities, and they are expected to produce specific research outputs, such as Q1-Q4 SCOPUS- indexed articles, book chapters, and conference papers, based on a detailed publication workload matrix. As well the UBT Collage has established research incentive schemes that reward faculty for high-quality publications. For instance, first authors of Q1 and Q2 SCOPUS-indexed publications receive 1,000 EUR, with second authors receiving 800 EUR. This financial incentive system encourages faculty to exceed their research workload requirements and contribute to the institution's research output. And there is a support for publication of books and monographies through its UBT Publishing and Printing House under two schemes that UBT either supports the staff in printing and the staff is the owner of the book but responsible for its distribution or shared revenues where books are sold

and distributed through UBT Publishing and Printing House and the revenues are shared. The conclusion is that UBT College ensures sufficient financial resources to support the implementation of the study program and the achievement of its research objectives.

The college has a Regulation on Research and Scientific Work submitted by the SER. The academic staff's research and professional activity at UBT College is validated through several channels, in line with international standards.

During on-visit, the team of experts requested a list of international collaborations over the past two years. This list was presented as an additional document. It shows that a total of eight collaborations have taken place. This includes participation in international conferences, research collaborations and visits by the academic staff. It is worth emphasizing that the collaborations took place in very different countries.

Those responsible for the master program have explained in the SER how students are involved in research projects in other already existing academic programs at the college. Since the LLM Commercial Law program does not yet exist, there can be no results at the moment. It is an important task, especially in master programs, to involve students in research as far as possible. This is a fundamental challenge. Those responsible will have to develop a plan how the involvement of students in research can be ensured and promoted.

#### **ET recommendations:**

1. *The members of the teaching staff should make progress publishing in the special field of Commercial Law.*
2. *The responsible persons for the program have to develop a plan how the involvement of students in research can be ensured and promoted.*

## **7. INFRASTRUCTURE AND RESOURCES**

UBT College is not only a large Institute of Higher Education in the Republic of Kosovo but is also recognized for its quality. This is also clearly reflected in the college's facilities. The rooms are very generous in terms of size and quality. Without any doubts it is possible to realize the Master Program with these facilities.

Concrete the Commercial Law (LLM) program specifically utilizes classrooms at the Prishtina Dukagjini Center, which offers 5,000 m<sup>2</sup> of space. The classrooms allocated for this program include three classrooms every one for more than 30 students.

UBT provides a support for research through its dedicated research centers and libraries, ensuring that faculty and students have access to the resources for research:

- Research Centers: The UBT Institute for Innovation and Enterprise Development (RIED) is a key facility that encourages interdisciplinary research in areas relevant to the Commercial Law (LLM) program, such as trade law, commercial regulations, and policy analysis.
- Libraries and Learning Resources: UBT's libraries contain over 10,000 books, with more than 1,000 books dedicated to the Faculty of Law, including a collection on commercial law. In terms of the library, an improvement is generally desirable. The College should make progress in acquisition of international books. But the college has a good electronic system through which international literature can be easily accessed in scanned form.

There is also no shortage of technical equipment. Quite often this is not the case in the Republik.

Based on the financial 3-year plan concludes in the SER there is no doubt that UBT College is financially able to finance the Master Program in Commercial Law.

The report “Feasibility Report for the LLM Program in Commercial Law” submitted to the Expert Team as additional document shows the realization.

With regard to the needs of people with special needs, it should be noted that the entire building is accessible via elevators. The Prishtina Dukagjini Center and other UBT campuses are equipped with infrastructure to support accessibility, including ramps, elevators, and wide doorways for wheelchair users. Classrooms such as D108, D140, D102, and D142 are designed with adequate space and seating arrangements for students with mobility impairments.

#### **ET recommendations:**

1. *UBT College should make progress in acquisition of special literature for the Master Program Commercial Law.*

## 8. FINAL RECOMMENDATIONS

As shown above, the compliance levels per general areas are:

Standard	Compliance level
1. Mission, objectives and administration	Fully compliant
2. Quality management	Substantially compliant
3. Academic staff	Substantially compliant
4. Educational process content	Fully compliant
5. Students	Substantially compliant
6. Research	Fully compliant
7. Infrastructure and resources	Fully compliant
<b>Overall compliance</b>	<b>Fully compliant</b>

*According to the expert team's evaluation, the Master Program "Commercial Law (LLM)" is "Fully compliant" with the standards included in the KAA Accreditation manual and, therefore, the expert team recommends accrediting the programme for the duration of three years and admitting maximum 30 students to the programme per year.*

*UBT College has to report on the implementation of the recommendations in one year.*

### Expert Team

Chair



**Prof. Dr. Johannes Falterbaum**

**March 12, 2025**

(Signature)

(Print Name)

(Date)

Member



**Prof. Dr. Dovile Gailiute-Janusone**

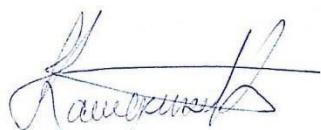
**March 12, 2025**

(Signature)

(Print Name)

(Date)

Member



**Katerina Klimoska**

**March 12, 2025**

(Signature)

(Print Name)

(Date)