



**University of Pristina  
Law Faculty**

**Dean's Office Program 2020-2024: *Principles,  
objectives and decision-making process***

***1 October 2020***

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## Dean's introductory speech

Distinguished members of the academic staff,

Dear students,

I have the pleasure to address you with this introductory word, expressing gratitude for the trust you have given me to govern the Faculty of Law of the University of Pristina in the next four-year term. I consider such a responsibility as a guide to govern honestly, fairly and efficiently, recognizing and respecting the contribution and participation of each of you, in order to guarantee that our institution will continue to advance its role and image in the community of higher education institutions in Kosovo and beyond.

Through this introductory speech, I would like to present to you the content of a four-year governing program, which I think represents the mission and vision with which you have entrusted the Office of the Dean. Of course, the responsibility to govern cannot be aimless: it is charged with the duty to implement in an exemplary manner the legislation in force, the other normative acts of the University of Pristina, and to strictly follow the standards of academic ethics. I believe that this Program presents such a task in a relatively exhaustive manner.

The program I present to you today has three main pillars:

**(1) Strict adherence to the principle of legality in the governing process of the Faculty of Law.** Our institution will be, as it really should be, an example of the meticulous and courageous implementation of every legal standard. We will give weight to this principle in our governing activity: we must give it meaning through full implementation in practice, regardless of whether the narrow interest of each of us can be questioned.

**(2) Transparency and accountability in the governance of the Faculty of Law.** Decisions of the Office of the Dean, of every administrative instance, but also our relationship with the central bodies of the UP, will be completely open, accessible to everyone and based on an accountable premise to each, of all without distinction. The Dean's Office will be responsible for its every action, and will be subject to regular collective and individual reporting and information to the Council as well as to each member of the academic staff.

**(3) Strategic planning** of the contribution of each in the general activity of the Faculty of Law. Our faculty will be transformed into an institution that reflects a planned government, with strategic priorities, with expectations for each other's tasks and well defined from the beginning. Planning will cover every area of governance, from teaching and curricular reforms to the institution's public activities. The contribution of each of us is essential in developing and enhancing the role and image of the Faculty of Law in the higher education community in Kosovo and beyond. The Dean's Office is not the only mechanism of action and self-promotion. It is there to promote, organize and motivate the work of academic staff, students and the institution in general. Therefore, with this Program we envisage a more modern format, based on a collective action of governance, where the strategic priorities of the institution are well planned and where delays, omissions or even eventual failures are predicted and prevented seriously.

Dear colleagues,

The program I present to you as the Dean of the Faculty is a solid contribution to this joint governing enterprise. I invite you to have understanding in the implementation of each development objective for our Faculty even in cases when we will be forced to change previous and wrong practices for the sake of a serious reform. We will develop such an understanding by communicating, debating and thinking constructively and based on arguments with each of you. Governance without debate does not make sense. I have a real expectation that after every debate and communication, each of us will be on top of the task to advance the position and image of the Faculty of Law. We will make possible our joint mission to give the institution a development perspective, clean and honest governance, and increase its public image.

Sincerely,

Prof.Ass.Dr. AvniPuka - Dean

## **Mission:**

The Faculty of Law offers an environment of free intellectual thought, in which the teaching and research process must be developed in accordance with the highest academic standards, and where students and academic staff aspire to build a relationship based on knowledge, contemporary literature and scientific research, which has original value and in accordance with the highest ethical principles.

## **Vision:**

The Faculty of Law aspires to be an academic and student community that enjoys a high competitiveness in the academic and teaching market and has easy access, high presence and enjoys special respect in the professional labor market, which in turn contributes substantially to legal science through original and internationally published literature, which collaborates with elite schools in the field of law, and which has a large exchange of academic staff and students.

## **Values of the Faculty of Law:**

1. The Faculty of Law is committed to providing teaching in the field of legal sciences in accordance with the highest academic standards, academic ethics and a rich dimension of building practical and contemporary skills of its students in accordance with the trends of the time, market demands and society needs;
2. The Faculty of Law respects and is guided by the principle of legality, is subject to ethical rules, and implements appropriate legal measures against those who claim to benefit unethically from the teaching and intellectual process;
3. The Faculty of Law promotes the application of the principle of equality and merit for academic staff, administrative staff and students;
4. The Faculty of Law has an active role in avoiding conflict of interest and nepotism in all its areas of action, as well as in installing such a culture through the teaching and academic process;
5. The Faculty of Law as an institution and through its staff contributes to the strengthening of the statehood of Kosovo, the rule of law and the development of democracy in general.
6. The Faculty of Law aspires to build a climate of active, critical, and intellectually reasoned debate among its staff, students, and to offer an academic alternative to public opinion;
7. The Faculty of Law offers an academic environment, distinguished by high integrity of staff and students, with a culture based on mutual respect despite personal differences, and with a serious apolitical and partisan character, completely academic and independent in the ideological sense ;
8. The Faculty of Law as an institution operates in the spirit of solidarity, humanity and mutual assistance among members of the academic staff.
9. The Faculty of Law appreciates the essential role of the student in the development of critical thinking, leadership qualities and service to the professional demands of the market in a planned manner. It adheres to the principle that student activity should develop the teacher-student

relationship, and promote a culture of learning based on modern literature and active debate between them;

10. The Faculty of Law is an example of a credible and professional image, as an elite faculty and that continuously develops the intellectual character of its opinion in public discourse. It also distances itself and draws the attention of others from any behavior that constitutes a violation of the law, a violation of ethical rules and / or which undermines the character of the institution by identifying it with misconduct in other social circles in Kosovo and beyond.

## Introduction

The program of the Dean's Office 2020 - 2024 is an orientation document on the strategic and planning approach for the Faculty of Law of the University of Pristina. It does not aim to be a final document, nor legally binding, but rather a display of a strategic goal orientation that will assist the Dean's Office in the most coherent, planned and well-administered exercise of its duties.

The program is not intended to replace existing regulations in terms of governance and objectives; on the contrary, its purpose is to make its implementation easier, more transparent, more efficient and more secure.

The program of the Dean's Office 2020 - 2024 is guided by four basic and strategic goals for the regular functioning of the Faculty of Law:

- a) Rigorous implementation of applicable laws, other normative acts and academic ethics in decision-making procedures in the institution;
- b) Providing a development perspective, that includes four components: internationalization; an increase in the structure of scientific research; communication with the public; and academic activation of students;
- c) Consolidation and transparency of decision-making policies, in such a way that decisions on academic and administrative matters are accessible, reasoned and issued in accordance with the relevant legislation in force, legitimate expectations and ethical rules;
- d) Strengthening the image of the institution in public discourse, media and local and international academic community, in such a way as to emphasize the university and superior character of the staff and their expertise.

Based on these four strategic goals, the Program provides a well-organized structure of objectives specific to each area and sub-area of governance of the Faculty of Law. The presented objectives serve as more concrete governance orientations in each area identified in this Program. The implementation of the Program is based on four performance indicators, as follows:

- a) Regular reporting of all bodies of the institution inside and outside based on a detailed matrix of planned activities and the degree of their fulfillment on a regular periodic basis;
- b) The regularity of the organization of administrative decision-making procedures and their justification, and the publication to the extent permitted by the legislation in force of any such decision;
- c) Making public decisions on academic and non-academic issues on the web platform of the Faculty, and in printed form on official boards;
- d) The opening of the Dean's Office for regular communication with the academic staff, students and administration, in such a way as to give responsibility for the reasonableness of any decision (based on an exact schedule for meetings and consultations - published on the faculty website and official tables).

The program is divided into chapters, according to the development field, as follows:

- I. The progress of the teaching process and quality assurance;
- II. Further development of scientific research;
- III. Strengthening the international cooperation of the Faculty of Law;
- IV. Strengthening academic integrity;
- V. Reform of the administration and its objectification;
- VI. Promotion and encouragement of student activities;
- VII. Increasing the role of the Faculty in public discourse and public communication.

Within which field a brief description of the intervention to be undertaken is provided, and several objectives and sub-objectives are identified that guide the activity of the Faculty. Each field represents an important developmental dimension of the Faculty and at the same time is an important functional element of governance by the Office of the Dean.

## **I. The progress of the teaching process and quality assurance**

The smooth running of the teaching process and quality assurance in teaching is a minimal and fundamental function of any higher education institution. The Faculty of Law is based on the principle that students should be served with the most optimal quality of teaching and learning, by a competent academic staff, dedicated and able to transfer modern and required knowledge for a quality training of young lawyers.

Such a guarantee can be maintained in the first place by guaranteeing a technical regularity of the learning process, respecting the delivery of lectures, exercise hours and program credits as defined in the relevant curricula. Such progress should be accompanied by an appropriate monitoring system that enables the evaluation of the fulfillment of obligations by the administrative staff, academic staff, the management of the institution and the students themselves. Such an assessment of well-being should be accessible to anyone, including the public. Students should be sufficiently convinced that the academic staff is fulfilling these obligations on a regular basis, and this should be a motivation for them to engage in the lessons.

In addition to the regular conduct of teaching, the teaching process in form, method and content should be accompanied by a quality assurance standard, such that it fits the level required in a higher education institution. The Dean's Office should take responsibility for building a transparent system that proves this regularity periodically, and publish it on the faculty's web portal on a regular basis. It should also work with the Rector's Office to further advance the process of digitizing the progress of the teaching process, in such a way as to include in the electronic student management system, modules such as: online administration, online forms for each procedure in student services office, conditioning the presentation of exams for full-time students by participating in lectures according to the study program / curriculum, online communication with the Dean's Office, etc.

Quality assurance, on the other hand, must be an ongoing process involving ongoing curriculum reform with the support of eminent professors from world-renowned universities; continuous development and review of the literature used, including its quality and appropriateness; development of joint programs with foreign universities / faculties (Joint degree programs);



application for study programs in English, for example: at the Master level in order to internationalize the faculty and increase the exchange rate of students and academic staff; researching the possibilities of cooperation and building international partnerships in order to strengthen the component of doctoral studies; encouraging academic staff and exploring opportunities for participation in mobility programs or postgraduate studies and / or research, etc.

The specific objectives for the field of 'progress of the teaching process and quality assurance are:

- a) Increasing the regularity in the progress of the learning process, through appropriate monitoring in a systematic and transparent manner;
- b) Increasing the quality of teaching and learning through the reform of curricula with international experts, based on the models of the best law faculties, the standards of training of quality lawyers and the demands of the labor market and global developments in the higher education system ;
- c) Continued efforts to create opportunities for advancement of the academic staff of the faculty as one of the main priorities;
- d) Continuous encouragement of lawyers with superior training in the best universities in the world to be part of the regular academic staff and as external associates of the Faculty of Law - creating opportunities through competition and transparent recruitment procedures;
- e) Avoiding conflicts of interest and nepotism in the process of recruiting full-time academic staff and external associates;
- f) Building platforms that support the research and development of academic writing skills for faculty students at all levels (BA, MA and PhD). Approval and publication of a unique citation manual;
- g) Increasing the capacity of the faculty library with contemporary literature, providing access to electronic resources and reforming / changing the library premises;
- h) Creating the opportunity for the engagement of a special group of retired professors and international professors for advising Master and PhD students on research and standards for the preparation of diploma theses;
- i) Analysis and critical evaluation of Master Level programs, with special regard to the quality of diploma theses;
- j) Careful analysis of current doctoral programs offered by the Faculty of Law and, if necessary, reorganization of this level of studies;
- k) Changing the role of doctoral students (doctoral school) by creating the opportunity to participate in learning activities with Bachelor and Master Students (seminars, internships, research, publications).
- l) Preparation for the provision of study programs in English, especially those Master and joint programs with sister law faculties (Joint-degree programs);
- m) Building platforms for advancing the teaching methodology, involving visiting professors and exchanging experiences with sister law faculties (through the mobility of academic staff);
- n) Further development of digital administration for student-institution communication, and the inclusion of other modules that digitize the relationship of students with student service;

- o) Strengthening the elements of “skills building” in the existing curricula of the Faculty of Law, including components of clinics, practical work, engaging in judicial and professional simulations and argumentation seminars;
- p) Functionalization of the Office for Clinical Studies (SOK) as a permanent office that coordinates the didactic activities of clinical subjects in the faculty and cooperates with practice experts (prosecutors, judges, lawyers, legal experts, etc.);
- q) Creating internship opportunities for law students based on agreements with partners, including in particular international programs;
- r) Develop an ‘honor program’ for students who show excellent skills, promoting them on narrow professional labor market platforms;
- s) Strengthening the participation of bachelor students in career research programs in the market, through better communication of the Faculty with professional organizations. Strengthen career guidance through the development of a special unit that assists this component.

## **II. Further development of scientific research**

Scientific research is a derivative function of the teaching process in a university, respectively faculty. The university is not only a space of teaching, but also of scientific research through which aspiration is to develop knowledge in a certain field. The scientific research component is a function mainly weakened in the world of higher education in Kosovo, mainly due to lack of funding and / or human capacities to build a serious research climate in our universities. The Faculty of Law is no exception to such a general standard; therefore there has been a lack of activities for discussion, organization or joint venture of scientific research projects. For this reason, this Program does not aim to make a revolution in this field, but nevertheless to offer a serious effort in the further development of scientific research, and the publicity of the publications of the academic staff on its electronic platforms, but not only. Academic staffs that enjoy a scientific reputation should be promoted and acknowledged in every way possible.

The development of scientific research programs such as research colloquia, research in progress seminars, discussions or joint hours of review of scientific papers, should be real elements of the functioning of the Faculty of Law in the future. Helping to publish in internationally indexed scientific journals is also a dimension of this work. Establishing initiatives to compete in local and international research projects, or even research programs funded by foreign funds (eg: HORIZONS, European Research Agency, or even national ones that enable co-application with external institutions such as is FRA- European Union Agency for Fundamental Rights, etc.) are aspects of work that will be continuously promoted by the Dean's Office and among the academic staff itself.

The Dean's Office will also take care of coordinating the establishment of "Nuclear Groups" to compete in research projects at home and abroad. Taking advantage of research opportunities and participating in projects of this nature will be based on meritocracy: those who contribute the most to compete in a research project and win it; they will be its bearers and will benefit the most from an academic perspective based on it. Not only that. The research at the Faculty will be coordinated by linking it to the contribution that students can make to the voluntary collection of primary data that may be needed in academic staff research.

The specific objectives for the field of "further development of scientific research" are:

- a) Establishment of a consolidated structure of scientific research, which coordinates the efforts of academic staff to discuss, develop and strengthen scientific activity at the individual and collective level;
- b) Building a system of competition for research projects of academic staff based on the principle of 'benefits for work'; followed by a standard of transparency and organization that gives equal access to everyone;
- c) Establishment of initiatives for discussions of scientific work, such as colloquia, seminars or "research-in-progress";
- d) Proper use of opportunities to benefit from scientific funds at home and abroad, and bringing together researchers in competition groups;
- e) Proper promotion of academic staff that achieves important scientific results in the international field, and providing assistance in building research teams within the institution;
- f) Development of an annual program of scientific conferences and thematic roundtables through which the role and expertise of the academic staff of the Faculty will be developed and promoted in public.
- g) Organizing *ad hoc* roundtables on current topics of interest to the public;
- h) The Dean's Office will create real opportunities for academic staff to offer their expertise to several local institutions.

### **III. Strengthening the international cooperation of the Faculty of Law**

The international element in higher education has become a prerequisite for quality and governance horizon in it. University institutions that develop international opportunities for academic staff and students enjoy a reputation and are characterized by an active development perspective. International cooperation in this sense primarily refers to opportunities for cooperation between the Faculty and sister institutions around the world in the field of scientific projects, staff mobility, joint study programs, joint competition for projects and scientific funds, etc. Opening perspectives in international cooperation for academic staff enables the advancement of knowledge, teaching methods and the development of common platforms with foreign professors for co-research, teaching and scientific mobility for faculty colleagues.

The Faculty of Law will work in several directions to strengthen its international participation: a) by setting up jointly with the academic staff initiatives of cooperation with sister faculties in the world, and by promoting the mobility of the staff with these institutions; b) coordinating initiatives within the Rectorate of UP to benefit more from the current schemes of international cooperation of the University (eg: ERASMUS, Fulbright, etc.); c) by arranging joint application with other sister institutions in scientific projects at European level and beyond; and d) by developing joint study programs in foreign languages with sister faculties in the world, and by opening the possibility for education of international students in our institution.

The Faculty of Law will also develop standard procedures in terms of how teams will be built to compete and benefit from international mobility projects, giving priority to those who offer more commitment to work and academic credentials. There will be transparency not only on this aspect of governance, but also on the benefits that academic staff will enjoy on the basis of this cooperation.

The international cooperation component will be led by the Office of the Dean but based entirely on the substantial and proactive role of the academic staff showing interest in such work. The Office of the Dean will work to guarantee full regularity in the technical aspects of this cooperation, convincing the partners of the institution on the credentials and purity of the academic figure of the Faculty staff.

The specific objectives for the field of 'international cooperation' are:

- a) Strengthening the international cooperation of the institution through the establishment of structures that manage this sector, and by organizing academic staff to strengthen their international initiatives;
- b) Development of joint study programs with sister faculties, and strengthening the mobility of academic staff with those institutions;
- c) Strengthening the presence of the Faculty of Law in existing international schemes through the Rectorate of UP;
- d) Building teams that manage certain segments of international cooperation among the academic and student staff of the Faculty;
- e) Strengthening cooperation with law faculties in the region, in order to network efforts that address common goals.

#### **IV. Strengthening of the Academic Integrity**

Academic integrity constitutes the elementary value of purity and understanding of the university, respectively the faculty. It does not relate only to the academic staff but in general to any process that takes place in the faculty, including teaching, publishing, student relations and / or academic promotion of staff. This fundamental value is defended by giving priority to truth in scientific knowledge and professional skills. The Faculty of Law is obliged by applicable law to implement and promote the value of academic integrity in all its degrees and functions. The program presents the clear orientation of the Dean's Office to strictly apply the principle of academic integrity in every relationship and process, including the publications of academic staff, the functioning of disciplinary commissions to students, the regularity of academic promotion based on merit, decision-making and transparency on the scientific achievements of the academic staff, and so on. On the other hand, the intention to take any initiative that prevents and punishes abusive and deceptive behaviors in the examination processes in the subjects of each program must be kept at the proper height.

The Faculty of Law must seriously change the misunderstanding created over many erroneous practices in testing students' knowledge, setting the example of an institution where discipline operates and student equality based on merit alone is maintained. Student-professor relations will also be objectified to the greatest extent possible, narrowing the discretion when it comes to the administrative issues of the knowledge exam. Academic staff should also be on top of the task, setting a good example of how intellectual and professional character is maintained in imparting knowledge and presenting scientific achievements. Ethical aspects in relation to publications in the institution and / or its staff will be reviewed whenever necessary, and efforts will be made to set up initiatives that strengthen them. The faculty should undertake practical examples of affirmation of university books that promote values of original knowledge. The University of Prishtina Code of Ethics will be strictly promoted and enforced, and students and staff will be encouraged to report non-compliant behaviors.

The specific objectives for the 'field of academic integrity' are:

- a) Strengthening the mechanisms and forms of examinations for students, in such a way as to prevent and punish misconduct in the testing process;
- b) Deep reform of the examination framework and transparency in assessment, finding opportunities to repair the failures that exist today;
- c) Promoting the regularity of the presentation of academic staff publications on official platforms, and building an advocacy policy against publications that do not meet ethical standards;
- d) Promotion of the Code of Ethics of UP in student circles but also staff, in order to promote reporting that proves its possible violations. Denunciation of any form of abuse of academic staff, especially cases of sexual harassment, bribery or other abuses;
- e) Strengthening the disciplinary mechanisms of the institution in relation to student violations, and making the transparency of such decisions;
- f) Advocacy in the central bodies of UP in favor of tightening measures against violators of academic ethics.

## V. Reform of the administration and its objectification

Administration is the most operational branch in the effective exercise of the functions of the faculty. The complexity of its decision-making, lack of transparency and broad discretion in decision-making are usually barriers that slow down and provoke controversy in its work. The Faculty of Law has a relatively small administrative service, however its function is essential to maintain the image of the institution in relation to students and to ensure the smooth running of teaching.

Faculty administration has numerous needs, including staff growth, further professionalization, increased transparency, and increased non-human resources. The program aims to make a fundamental reform in the way it works, if not the organization. The first element in this aspect is the maximum digitalization of the student-administrative service relationship; the greater the digitalisation, the fewer the ranks of dissatisfaction and inequality in student service. Extreme digitalization, through the development of new modules, will also enable the reduction of administrative discretion in handling student complaints. Further digitization will enable standard forms of complaints, and equality in decision-making. No one should be discriminated against or privileged in receiving a service that is based on academic merit. Therefore, digitalization will enable this aspect.

The second element is the maximum increase of the inability to intervene in the electronic system of student management in terms of how the groups are divided into lectures or exams. The only criterion that should determine the latter should be the criterion of chance. The third element is the construction of an environment where the physical presence in the premises of the Faculty will be reduced to the maximum, making efforts for the legal digital organization of every action and decision-making. On the other hand, the Program aims to transform the day-to-day functioning of the administration, giving internal coordination a special focus. Coordination and implementation of administrative tasks will be done with minimal bureaucracy, and full accountability. Decisions will be in writing, and they will be made transparent and stored in accordance with good archival standards. Illegality in such decision-making will be strictly prohibited.

The information technology service will be fundamentally transformed in cooperation with the Rectorate as well, making it impossible to interfere in any system that holds personal data. In particular, a monitoring and objectification system will be built that prevents uncontrolled interventions in SEMS.

A student portal will be quickly made available to students, providing online services for problems they may have with the functioning of the electronic system, an aspect that will be objectively monitored.

A periodic coordination and accountability process will be installed within the administration, and which will promote employees who exercise regularly and have outstanding performance at work. The Dean's Office will prohibit any interference in the work of the administration, where the law and regulations in force stipulate that the administrative service implements an obligation without interference.

The specific objectives for the field of "administration reform and its objectification" are:

- a) Planning a well-thought reform, in extensive consultation with the administrative and academic staff, which transforms the function of the Faculty administration into one that serves more simply the student and the staff, which operates with a higher effectiveness, and that there is a maximization of the digitization of its actions where human discretion is drastically reduced;
- b) Reconstruction of the way of coordination of the administrative staff, through a system in which the Dean's Office does not intervene but supervises, and which guarantees a clear and periodic accountability, and accurate reporting on every data;
- c) Development of a digital system that regulates the relationship with students, and that makes physical contact between the student and the administration unnecessary, including in particular information and assistance for SEMS services;
- d) Development of a clear standard of forms of student and staff complaints, in order to guarantee equality of the parties and prevent potential discrimination;
- e) Increasing human and non-human capacities in the administration of the Faculty, with special emphasis on aspects related to the relationship with students and the progress of the teaching process. Commitment to improve the material position of administration staff and stimulate them according to job performance;
- f) Preventing and closing the gaps that exist within the current practices for intervention in issues that are of the type clearly defined by the legislation in force, and for which the administration does not enjoy discretion;
- g) Prohibition of the practices of intervention of the Dean's Office in the development of administrative procedures in the Faculty, for which the civil staff is competent.

## **VI. Promotion and encouragement of student activities**

Students are the primary reason why the university / faculty exists. They are not only a client to whom the teaching service should be given, but also an active participant in the development of the faculty and the building of the culture of knowledge and debate for it. Activating students for their own needs and purposes, and for them to be real participants in an academic community, is a lacking practice in the Faculty of Law. Their commitment, however, should be made not in order to

address a completely wrong culture to empower the needs of individuals within the institution and / or public policy, but to develop the students' own intellectual and professional perspective. Such an engagement should be made in accordance with the principles of academic ethics, which means prohibiting any student engagement for the purposes of party politics, individuals within the institution or even the causes themselves that are inherently inconsistent with the purpose of education in general.

The Faculty of Law will be transformed into a space where the role of the student will be maximally strengthened, in the framework of increased participation in public debates, commitments for minimal research work, research projects and practical work. Students will no longer be a trampled segment of public management, but a partner to jointly develop programs that affirm the debate over knowledge, public communication, careers, and excellence in studies and professional internships. The program initially envisages the construction of "Core Groups" that will develop student activation programs, reflecting similar university practices in developed countries. Such programs will include areas such as open debates with scholars and public figures in areas of interest to law students, the promotion of leadership and critical thinking, participation in international narrow-field professional competitions, the development of research and the publication of results. in matters of professional interest, conducting public conferences with mixed professional-student components, career development, etc.

Promoting the role of students in the academic community, in public opinion and in the media in general will be a special emphasis on the organization of work in the Dean's Office, and this will be clearly expressed in the concrete tasks of the faculty management. The program aims to give students of excellence a real space for promotion, leadership development and the ability to speak in public, and to build causes that coincide with the goals of knowledge learning and quality training for future lawyers.

The specific objectives for the field of "promotion and encouragement of student activities" are:

- a) Development of special programs for students to promote participation and organization of public debates, open lectures, critical thinking and participation in media activities;
- b) Supporting students for the permanent organization of the "Guest speaker" program;
- c) Coordinating groups of students of excellence in "Core Groups", in such a way as to organize them and assist them in achieving certain goals. Establishment of joint groups of students of the Faculty of Law with students of other universities (eg: Establishment of a "Group of students of excellence" with faculty and foreign students), organization of joint activities, creation of journals / student platforms, etc .;
- d) Promoting student activities in the media, and placing the student at the center of public activity in order to encourage them to develop leadership in a particular legal field and beyond;
- e) Developing student programs that establish a local 'Moot court' competition, and promoting and preparing them for their participation in international competitions;
- f) Reconstruction of the student community - Dean's Office, in order to coordinate a work agenda where only the student benefits in the academic and intellectual sense of the word;
- g) Researching international opportunities for student mobility, competitions and student events, and developing open competition processes;
- h) Instructing and supporting students for membership in professional organizations.

## **VII. Increase of the role of the Faculty in the public discourse and public communication**

The intellectual power of an academic community is inherently related to its participation in public discourse, and the construction of intellectual causes and their reasoning in a public debate. The academic community cannot be shut down in the face of debate, but it must take its lead based on an academic and intellectual perspective. The university's relationship with public discourse and the media in general is very weak, or at least poorly constructed. The more present the image of the faculty in public discourse, the stronger the image and its academic role, and the more the independent character of the scientific knowledge of the academic staff makes sense. Therefore, the Program aims for the Faculty of Law to be a strong focus of public and media attention on issues where its expertise is needed, and where the knowledge and skills of the academic staff make their opinion justified.

The program aims to build an active relationship with the media and public opinion, through the organization of scientific and professional events, giving professional opinions to the media, and motivating academic staff to promote their status of media expert. Such a perspective would enhance the intellectual and academic function of the Faculty in general, and would convey the intellectual impact of such a perspective. The program aims at an open relationship with the media, a culture of intervening in public debate whenever the expertise of the Faculty's academic staff is needed, and in any case where the Faculty itself plans to exercise an advocacy role. On the other hand, the enlightenment and strengthening of the relationship of the Faculty with the decision-making centers where the expertise of the academic staff is required or needed will be maximally explored, especially in terms of expertise in the legislative process at the parliamentary committees of the Assembly of the Republic of Kosovo or working groups of executive institutions or foreign donors. This aspect will be a special care of the Dean's Office for the creation of space for all the academic staff of the Faculty, depending on the expertise of each.

The specific objectives for the field of "increasing the role of the Faculty in public discourse and public communication" are:

- a) Arranging a meaningful public communication strategy, through which a full professional relationship develops between the media and the expertise of the academic staff of the Faculty;
- b) Development of a well-planned program of public events of the Faculty, with topics that stimulate debate and constitute genuine public and intellectual causes;
- c) Strengthening the name of the Faculty in the media, by emphasizing the status of academic staff whenever they appear for professional opinions in the media;
- d) Organizing a "Core Group" that orients the media to staff who enjoy professional competence for giving opinions, and coordinating such an effort by the Office of the Dean;
- e) Strengthening the web portal of the Faculty by facilitating and well-structured information on the expertise of academic staff, and clarifying areas where they are accessible to the media (similar to developed universities);
- f) Maintaining the public positions of the Faculty on deeply narrow professional issues, for which there is an intellectual obligation of the Faculty to react publicly, especially for deviant processes in the field of rule of law, as well as that of higher education in Kosovo;



g) Full opening of the Dean's Office for the media interest in issues related to the activity of the Faculty;

h) Creating space for academic staff to provide expertise to the institutions of the Republic of Kosovo (Assembly of Kosovo, etc.) and beyond.

### **A long strategic and cooperative journey**

This document is not intended to be a rigid instrument; it is a foundation that seeks to develop, complement and adapt to the work dynamics of the Faculty of Law. Therefore, this will serve us to appreciate the promises made and keeping them in practice by the Office of the Dean. It also constitutes a journey that will follow us for a long time. Therefore, we hope that everyone will be helpful in addressing this orientation responsibly and with a true intellectual sincerity. Its full implementation will make us all win, while the institution of the Faculty of Law will receive a completely different development and appearance, and many times more respected and valued.