



UNIVERSITETI I EJK
ЈИЕ УНИВЕРЗИТЕТ
SEE UNIVERSITY



STRATEGIC 2009
plan 2012

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SOUTH EAST EUROPEAN UNIVERSITY



STRATEGIC 2009
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Foreword By Rector

SEE University has succeeded in its mission of contributing high quality teaching and research to the higher education system of the Republic of Macedonia, and in improving access from under-represented groups. In European terms it has grown to the status of a medium-sized university specialising in socio-economic sciences, with a well-equipped, modern infrastructure. It has made significant contributions to the economic development of the region, and through its high rate of employability, demonstrated its fitness for purpose and attractiveness to students. In the period 2009-12 SEEU plans to consolidate its strengths, expand its offerings at second and third cycle, especially in the English language, and develop its staffing profile to meet its objectives. As the first and only public-private not-for-profit university in the country, it will seek to diversify its income from both public and private sources, and continue to develop closer collaboration with other institutions in the country, in Europe and worldwide. Using modern techniques of performance and risk management, it will monitor and adapt its profile to demographic and other changes in the region, and maintain long-term financial sustainability. In all respects it will justify the original investment by the international community.

Academician Alajdin Abazi
Rector



Rector Abazi conferring the degree of Doctor honoris causa on Professor Rolf Dubs, second President of the University Board

SEEU's Ambition

We aim to be recognised locally, nationally and internationally as a university that delivers innovative and excellent teaching and research relevant to Macedonia and the region, to become the first 'third generation university' in the region.

We are committed to positive change, to celebrating diverse cultures, to embracing enterprise and to deliver quality higher education in a cost-effective way. In all that we do, we build on the distinctiveness of our regional heritage, on our founders' ambitions and on our first ten years of steady progress.

Our Mission

Our core purpose, as set out in our Statute, is essentially to pursue excellence in teaching and research, to be open to all on the basis of equity and merit regardless of ethnicity and to actively seek co-operation with other universities, both in the Republic of Macedonia, in South East Europe and internationally. Our main aims are to contribute to higher education in the Albanian language, to promote inter-ethnic understanding, to ensure a multilingual and multicultural approach to teaching and research, and to develop our teaching programme in a broad international and European perspective.

This plan describes how we intend to achieve our mission and how we shall know whether we are successful.



The Rt Hon The Lord Patten of Barnes, CH, speaking following the conferment of the degree of Doctor honoris causa.

Teaching and Learning

Our vision is to be a regional leader in learning and teaching. In achieving this we will be a learner-focussed, dynamic and responsive provider of learning and teaching, offering our students a high quality education that is closely linked to research and scholarship. We will continue to provide an excellent and sustainable learning environment and enhance our provision by responding to identified learners' needs, developments in the fields of knowledge, and wider community interests including those of employers, and ensure a deliberate, enhancement-led process of reflection, planning, implementation and evaluation.



Students attend a presentation of the Max van der Stoel on line library system.

Learning

Objective

To engage all our students in a distinctive, high-quality learning experience.

In academic year 2008/09 the University had over 7,500 students on 45 programmes across 5 subject areas. We are committed to maintaining a diverse student population, responsive to the needs of young people from the region. We want our students to leave with the capacity for thinking and reasoning which can equip them for decision-making, problem-solving, responsibility, leadership and service throughout their lives. We value self-reliance, independence of thought and judgement, and ethical and intellectual rigour.

Strategies

We shall:

- Provide our students with an innovative and intellectually rigorous education that equips them with the relevant decision-making, analytical, entrepreneurial and sustainable skills to achieve lifelong success either in further scholarship or employment.
- Keep our curriculum under review so as to provide one that is distinctive and attractive to students at regional and national levels and meets the challenges of the 21st century.
- Improve student retention and increase students' sense of belonging by providing programmes and other opportunities that meet student and employer needs and incorporate current research.
- Promote programmes that are personally fulfilling and meet the requirements of graduate professions.
- Make our programmes accessible and flexible to increase opportunities and participation.
- Ensure that our research expertise informs and inspires the development, management and delivery of our learning and teaching activities, both at undergraduate and postgraduate levels.
- Ensure that our staff have the necessary skills for supporting student learning and teaching, are appropriately rewarded and have access to development opportunities for learning and teaching.
- Explore opportunities arising from emerging technologies that will increase diversity in the modes of delivery for learning and teaching.

Research

We continually strive to improve the quality of our research activity and outputs and to provide an enabling environment and sustainable infrastructure to allow staff to perform to their highest potential. We are committed to proactively reviewing our research activities to maximise opportunities to refine and build on our strengths and seek areas where we can make a positive contribution to national and regional issues.

Objective

To improve our competitiveness as a national and regional university committed to research of high quality.

The University's research portfolio is at an appropriate level considering its relatively youth, staffing structure and availability of resources. It ranges from the applied to the abstract, from environmental science to the analysis of culture, and focuses on regional concerns including social organisation, environmental sustainability and cross-border legal issues including organized crime and trafficking in persons. Our research profile is grounded on a broad-based platform across all our disciplines, supported by groups and themes, research institutes and individual scholarship. Although limited in our ability to attract external funding, we are committed to sustaining a buoyant postgraduate research student community. Over the last three years we have graduated 15 PhDs and 56 MAs.

Strategies

We shall:

- Continuously improve the quality of our research.
- Raise the national and regional profiles of our research, enhance our academic reputation and sustain a vibrant research culture that fosters high achievement, encourages innovation and the pursuit of knowledge, and promotes research excellence.
- Promote and advance multi-disciplinary and cross-disciplinary research linkages, internally and with external partners in Macedonia and the region, linking to international centres of excellence through strong partnerships, alliances and collaboration.
- Ensure high standards of research leadership and management.
- Provide training and career development for all our research staff and postgraduate students, to develop and sustain our research activities within an environment that promotes ethical behaviour and best practice.



The environment is a key research area of the University, which is the first in the region to adopt an environmental action plan.

People

Objective

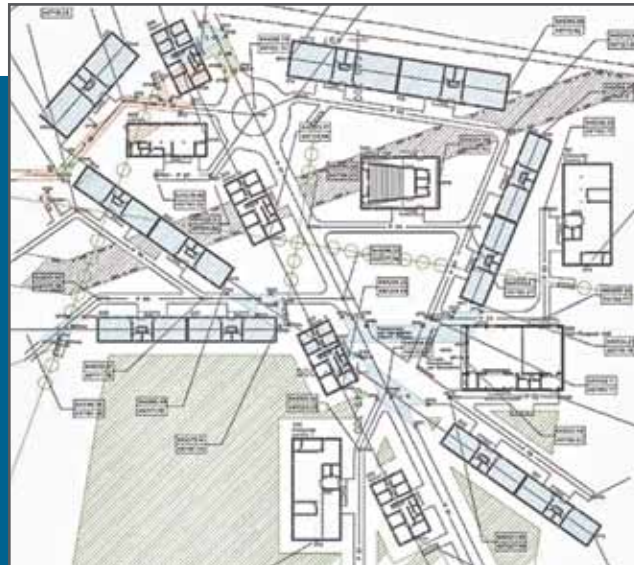
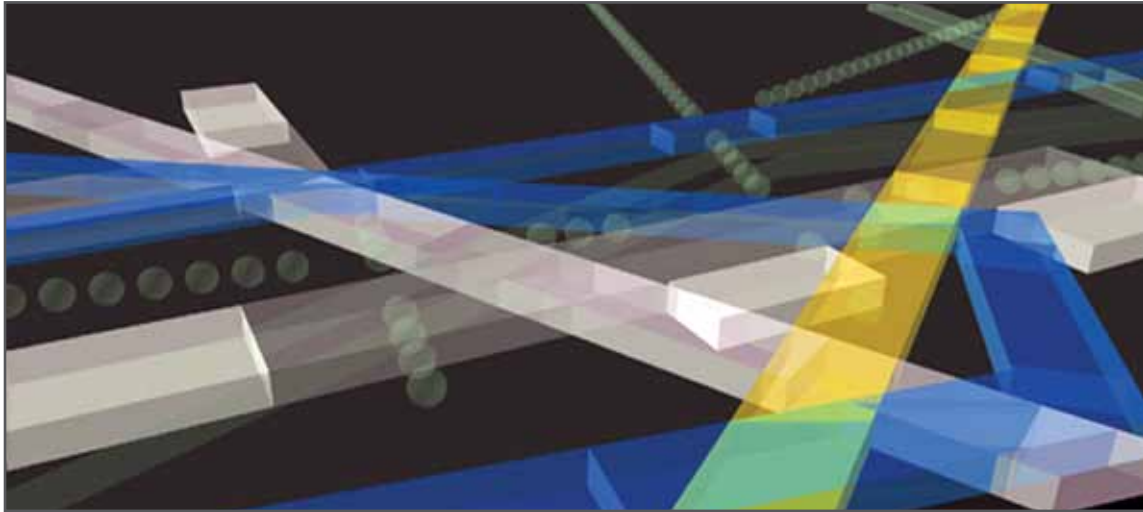
To attract, develop and retain outstanding staff and students.

We have built up a lead in best practice in human resource management in the region. We are developing a new remuneration policy based on best practice elsewhere in Europe, substituting mechanical counting of teaching hours with a single pay structure which includes provision for research, scholarship and academic leadership. We are committed to doing all we can to improve opportunities for our local community. Our focus now is to raise awareness of the impact we can have on the regional economy and employment, and we have developed the eco-campus concept to eliminate our carbon footprint within the coming four years.

Strategies

We shall:

- Align our staffing profile to meet our ambitions by promoting a staff recruitment policy that focuses on achieving appointments at the highest possible professional levels in both academic and non-academic areas.
- Continually enhance the student experience by providing the best possible student-focussed services within a welcoming environment that values all opportunities for personal development.
- Measure and improve levels of staff and student satisfaction.
- Promote partnership working, and engage with our community partners and stakeholders.
- Increase and enhance our activities to engage with alumni.



The layout provides an integrated academic environment by means of intertwining linear building arrangements, suggesting dynamic growth and reflecting a philosophy of inter-departmental co-operation.

© Surface Architects, London, 2001.

People



President of the University Board
Dennis Farrington PhD



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Academician Alajdin Abazi PhD



Pro-Rector, Financial Planning & Development
Professor Dr Abdylmenaf Bexheti PhD



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