

COLLEGE ESLG

Research Strategic Plan 2021-2026

**Innovate in research/Transform the
community**

Executive Summary

College ESLG is a comprehensive and interdisciplinary research College, which research is in conformity with the main pillar of College ESLG, which is innovation and advancement of research that contributes to economic growth and sustainable development with special emphasis on the built environment. At College ESLG, we strive for innovation and application of knowledge in the sustainable development and built environment, as well as for the distinctive contribution of the College ESLG to the academic community in Kosovo. The College ESLG has research, scholarly, and creative expertise that extends to innovation and invention in the built environment and property management. .College ESLG assists its staff, students, alumni, and stakeholders to innovate and apply innovative solutions to local, national, and global scales with respect to sustainable development and advancement of the built environment.

1. Participate in research projects with serious foreign and domestic research institutions; College ESLG's working groups develop plans to pursue national and international research opportunities for the purpose of building distinctive strengths of College ESLG in research and scholarship with national and international significance.

2. Build Critical Mass in Research Areas through strengthening the contract research and consulting arm of the College: College ESLG shall nurture an "entrepreneurial" research culture, in which the academic staff are empowered and rewarded for pursuing contract research and develop consulting arm of the College ESLG for national and international consultancy market.

3. Establish Research Fund of College ESLG from research grants, private sector and own funds: Increase the collaborations within the Faculty to establish a Research Fund from own sources, research grants, and private sector donations.

4. Emphasize Excellence of Research and Scholarly Activity both with Quantitative and Qualitative Metrics: Adopt the metrics that increase the reputational value of the research of Law Faculty and of other scholarly activities and integration of such metrics in development plans of staff.

5. Provide Organizational Support for Faculty Research and Scholarly Activities for College ESLG through strengthening the Lead Scholar and Young Scholar Research Grants: Provide enhanced support for individual and group faculty research

and other scholarly activities through Lead Scholar Research Grants and Young Scholar Research Grants;

6. Develop research projects in thematic areas developed in consultation with the industry: Facilitate cooperation with external stakeholders such as construction sector, energy sector, facility management private sector, property management, circular and green economy stakeholders and environmental protection and sustainable development civil society organizations to leverage additional expertise and resources for ESLG's research projects and initiatives and develop joint research projects in thematic areas that are of interest and funded by the industry.

7. Build and Maintain Shared Research Facilities and Support Staff with other Faculties and institutes to enhance interdisciplinary legal research: Build a sustainable support system that shares information and staff across faculties and institutes to foster interdisciplinary research.

8. Engage Faculty: Establish an Advisory Committee within the College that would oversee the process of enhancement of Law Faculty research and scholarship.

Research and Scholarly Activities of College ESLG as an interdisciplinary center of research

- Academic staff who are active in research and scholarly activity and bring scholar value to the ESLG's mission and teaching mission of ESLG College shall give the ESLG's students the opportunity to experience the processes of discovery and innovation in the built environment, circular economy, and sustainable development.
- Students at College ESLG are provided with an opportunity to engage in meaningful, authentic, and active learning through involvement in staff-led research and scholarship.
- College ESLG engages in interdisciplinary research for the purpose of impacting and stimulating the academic community as well as local and regional communities through economic impact by providing interdisciplinary solutions to various problems that boost economic growth, improve the quality of life, and sustainable development for the affected communities
- ESLG's reputation for research and scholarship significantly contributes to:
 - How College ESLG is perceived by potential students, staff candidates, colleagues at other research institutions, stakeholders, and various financing institutions;
 - How College ESLG's graduates are perceived by prospective employers and others since research-led teaching is perceived as an asset and capability;
 - How College ESLG is perceived by stakeholders, private sector, and public institutions who may support College ESLG and its research activities.
- Institutions like College ESLG are the most important change agents for advancing fundamental scientific knowledge through the combination of innovation and instruction that is at the heart of interdisciplinary research.

A vision for research and scholarship at the College ESLG

- The College ESLG will become the main academic research partner in Kosovo and the region with regards to interdisciplinary research that intertwines built environment, economic growth, sustainable development, circular economy, and innovation.
- The College ESLG will become the recognized leader for research in sustainable development, circular economy, and built environment.

- The College ESLG will be nationally and regionally known for the extent to which (and how) it integrates its research and scholarship with its instruction.
- The College ESLG will become a model for leveraging national and regional opportunities in research and scholarship in order to build a national and international academic reputation.
- The College ESLG will nurture an “entrepreneurial” research culture, in which the academic staff are empowered and rewarded for innovation in how they construct and support their research and scholarship through which the College ESLG is actively engaged in scholarly activities with the private sector, non-profit stakeholders, international donors, and governmental agencies.

Goals for Moving Toward the Realization of Our Vision:

- Increase research expenditures by leveraging from national research grants, contract research, and consulting services for the private sector and governmental and non-governmental actors
- Enhance the reputation for research and scholarship nationally and internationally;
 - Through Qualitative metrics developed for research as part of this plan, which shows high capability of the College ESLG for research and scholarship.
- Assist legal community, private sector, and other stakeholders through sound advisory support that contributes to economic growth, sustainable development and improvement of the built environment.
 - One new master agreements for research partnership with stakeholders,

Actions for enhancing research and scholarship at College ESLG

1. Participate in research projects with serious foreign and domestic research institutions; A systematic identification and development of interdisciplinary research and scholarship opportunities at College ESLG in cooperation with serious foreign and domestic institutions are fundamental to growing the ESLGs research potential and research enterprise that are key to branding the College ESLG research capability as exemplary to external audiences in Kosovo and abroad. The research opportunities should be pursued in the following:

- Facilities management;
- Sustainable construction;
- Sustainable architecture;
- Urban sprawl, urban transformation;
- Social infrastructure;
- Demographics and urbanization;
- Interdisciplinary real estate studies;
- Living environment;
- Blockchain in real estate;
- Sustainability and protection of environment;
- Real estate markets and real estate marketability;
- Housing and urban studies;
- Applicability and economic viability of advanced material technologies in Kosovo buildings;
- Kosovo climate adapted low-energy envelope technologies;
- Real estate recording standards;
- Developments in the local and international legislation in real estate and construction management;
- European Environmental Law;
- European Energy Directives;
- Circular and green economy;
- Sustainable financing;

Actions: The College ESLG Research Council will facilitate working groups within the Faculty to develop plans for pursuing specific research opportunities. The Sub-Committee will coordinate planning for specific research opportunities to leverage synergies and resources across them, but the leadership of academic staff is key to successful pursuit of such research opportunities.

Timeline: The Research Council will organize a workshop on how to develop programs for pursuing research and scholarship opportunities in March 2022. Planning groups will work through the Fall 2021 semester, with another workshop in March 2022 to share plans across groups. Based on an evaluation of the specific plans and the availability of various kinds of support, the Research Council of the College ESLG will coordinate resources to carry out some of those plans beginning in Fall 2022, with an emphasis on applying in research projects and programs with serious foreign and domestic research institutions. The cycle will repeat itself every year.

Goals: The target will be to complete at least 5 programs in comprehensive and interdisciplinary research areas for the period 2021-2026.

Success in each specific research opportunity area will be measured by number of grant research proposals submitted and awarded. The target is to win 2 million EUR during 2021-2026.

2. Build Critical Mass in Research Areas through strengthening the contract research and consulting arm of the College: College ESLG shall nurture an “entrepreneurial” research culture, in which the academic staff are empowered and rewarded for pursuing contract research and develop consulting arm of the College ESLG for national and international consultancy market. To achieve this, the College ESLG must build a critical mass of academic staff who engage in collaborative and interdisciplinary activities in specific strategic areas of research. The strategic areas of research and consultancy areas shall be outlined. Further in each strategic area of research and consultancy the core faculty will be determined.

Actions: The following actions shall be performed to realize the goal:

- Adoption of empowerment framework of “entrepreneurial professors” that shall work under the College ESLG umbrella in consultation with the Steering Board of ESLG.
- External analysis of local and international contract research and consultancy market;
- Resource based analysis of research and consultancy resources and capabilities of College ESLG academic staff;
- Determination of clusters and core faculty in each of the clusters for contract research and consultancy services;

Timeline: 2021-2026

Goals: 10 contract research and consulting services during 5 year period in total value of 1,000,000 EUR.

Success in each specific opportunity area will be measured by number of contract researches and consultancy services contracts.

3. Establish Research Fund of College ESLG from research grants, private sector and own funds: Increase the collaborations within the ESLG to establish a Research Fund from own sources, research grants, and private sector donations.

Actions: The following actions shall be undertaken:

- Establish a faculty-led working group to identify the sources of external funding;
- Cooperate with Financial Office and Steering Board of ESLG to allocate own funds for interdisciplinary research together with other Faculties;
- Raise funds with the private sector, municipalities and foreign donors for community research;

Timeline: 2021-2026

Goals: Apply for research grants, raise funds with private sector and provide own funds in total value of 1,000,000 EUR

Success: Value of Research Fund of 1,000,000 EUR

4. Emphasize Excellence of Research and Scholarly Activity both with Quantitative and Qualitative Metrics: Adopt the metrics that increase the reputational value of the research of College ESLG and of other scholarly activities and integration of such metrics in development plans of staff.

Actions: The Research Council of the Faculty will develop indicators and measures for quality and integration of research such as:

- Prestigious scientific awards and scholar fellowships
- Journals and publishing houses and their indexing
- Citation indices and impact factors
- Prominence of work in high-profile review articles
- Invited plenary talks at national and international conferences
- Prestigious venues for performances and exhibitions
- Extent to which undergraduate and graduate students are involved in faculty-led research projects, including contract research
- Mentoring graduate students in the context of ongoing research scholarship;
- Contributions to interdisciplinary research
- Contribution to the development of legal community

The quality indicators will be in conformity with the Regulation on Standards for Election into Higher Academic Titles of College ESLG, however, the College ESLG is free to choose even higher standards as quality indicators.

The Research Council of College ESLG will find ways to increase recognition and incentives for staff accomplishments in research and scholarship.

The quality of research shall be also part of performance evaluations of staff and included in the staff retention policy.

Timeline: Develop indicators and measures by March 2022.

Goals: Achieve comparable research quality targets with those of renowned European and US Schools of Built Environment.

Success will be measured by annual prestigious awards, quality of publications, number of citations, h-index and i10-index, quality of monographies measured by the publishing houses, quality of international conventions and conferences in the field of law and interdisciplinary legal fields.

5. Provide Organizational Support for Faculty Research and Scholarly Activities for College ESLG through strengthening the Lead Scholar and Young Scholar Research Grants:

Provide enhanced support for individual and group faculty research and other scholarly activities through Lead Scholar Research Grants and Young Scholar Research Grants;

Among those supports and resources are:

- Teaching load and teaching schedule flexibility for Lead Scholars
- Release time policies for Group Research Heads;
- Incentives for research productivity and prestigious accomplishments
- Quantitative design and analysis support (statistics, etc.) through the Research and Publishing Commission of ESLG;
- Travel support
- Policies that grow the number of postdocs and Young Scholars;
- Mentoring junior faculty and Young Scholars;
- Lead Scholar Research Grants from own and external funds;
- Young Scholar Research Grants from own and external funds;

Actions: The Research Council will work on policy changes to enhance the support for individual staff research. The Research Council of College ESLG will take the lead in advocating for these changes and resources (both internally and externally), with the assistance of academic staff. The Research Council will select upon carefully established research criteria the Lead Scholars of ESLG and Young Scholars Faculty in order to benefit from the above mentioned policy benefits at ESLG level and recommend to the Steering Council of ESLG the necessary own funds for Lead Scholar and Young Scholar Grants.

Timeline: The policy changes shall be made by March 2022.

Goals: Explicitly set out the policies and resources needed for increasing faculty success in research and scholarship.

Success will be measured by policy changes and resources available for staff research success and Lead and Young Scholars Success.

6. Develop research projects in thematic areas developed in consultation with the industry: Facilitate cooperation with external stakeholders such as construction sector, energy sector, facility management private sector, property management, circular and green economy stakeholders and environmental protection and sustainable development civil society organizations to leverage additional expertise and resources for ESLG's research projects and initiatives and develop joint research projects in thematic areas that are of interest and funded by the industry.

Actions: Form a working group that will liaise with the external stakeholders and private sector for developing joint research grant proposals and establishing joint research initiatives that are of benefit for the stakeholders involved. The Working Group with the external stakeholders will (a) identify a funding model to maintain and enhance joint research infrastructure and initiatives, (b) establish joint thematic areas and problem statements that are of benefit for the industry and c) appoint shared resources and infrastructure to apply for research funds and grants nationally and internationally.

Timeline: Working group will be appointed in March 2022 and will develop at least two research projects per annum.

Goals: Two joint research grant or initiatives per annum.

Success Number of successful research initiatives and values in EUR.

7. Build and Maintain Shared Research Facilities and Support Staff with other Faculties and institutes to enhance interdisciplinary legal research: Build a sustainable support system that shares information and staff across faculties and institutes to foster interdisciplinary research.

Actions: The following actions shall be undertaken:

- Establish Joint Working Groups to share resources with other Faculties and institutes;
- Develop a plan for establishment of Journal of Sustainable and Smart Built Environment and Circular Economy with the Scientific Committee, editorial Board, editors, peer reviewers, and path to indexing;

Timeline: March 2022 for a Plan

Goals: 2 volumes per year;

Success: Indexing in EBSCO within 5 years and in SCOPUS within 8 years;

9. Engage Faculty: Establish an Advisory Committee within the Faculty that would oversee the process of enhancement of College ESLG research and scholarship.

Actions: In consultation with the Senate, establish a College Advisory Committee to involve faculty in working groups and other planning efforts about research opportunities, decision-making, and successes in research and scholarship.

Timeline: March 2022

Goals: Create an Advisory Committee that has meaningful engagement with the research Council of the College ESLG and Research and Publishing Commission of College ESLG, including responsibilities for specific tasks and areas.

Success will be evidenced by increased faculty research and scholarship performance.

**ANNUAL ACTION PLAN FOR IMPLEMENTATION OF FIVE YEAR RESEARCH ACTION PLAN OF ESLG COLLEGE
2021-2022**

College ESLG intends to use the following annual action plan to implement the five year research action plan. The annual action plan is aligned with the Five Year Plan of College ESLG:

Strategic Goals and Outcomes	Performance metric	Actions	Target	Timeframe	Strategic outcome 2021 for realization of five year plan	Annual actions	Timeframe	Responsible actors	Performance metric
STRATEGIC GOAL 3: DEVELOP RESEARCH CAPACITY AT COLLEGE ESLG;									
OUTCOME 3.1. Participate in research projects with serious foreign and domestic research institutions;	Value in EUR of research projects	Apply and win research grants funded by foreign governments and other local institutions	2 million EUR	2021-2026	Pinpoint research projects and domestic and foreign institutions	Establish a Working Group that will pinpoint research programs in the field	March 2022	WG	The WG is up and running by March 2022

OUTCOME 3.2. Strengthen the contract research and consulting arm of the College;	Value in EUR of contract research and consulting services	10 contract research and consulting services	1,000,000 EUR	2021-2026	Strengthen the contract research and consulting arm of Law Faculty	Appoint a team that will develop a plan of consultancy and contract research, which will pursue consultancy opportunities and contract research	October 2022	Rector, Industrial Board	Plan adopted by March 2022. At least one contract research in amount of 100,000 EUR
OUTCOME 3.3. Establish Research Fund of College ESLG from research grants, private sector and own funds;	Value of Research Fund	Apply for research grants, raise funds with private sector and provide own funds	1,000,000 EUR	2021-2026	Initiate the idea of Research Fund	Establish WG that will determine sources of funding for years to come	April 2022	WG	The concept plan for research fund adopted by March 2022 and at least 100,000 EUR raised

									until 2022
OUTCOME 3.4. Strengthen the Lead Scholar and Young Scholar Research Support Grants;	Number of mid-career and early-career staff supported	Open the internal call for applications March 2022	3 –lead scholars supported every year; 4-young scholars supported every year;	2021-2026	Initiate the idea of Lead Scholar and Young Scholar Research Support Grant	Establish WG that will determine sources of funding for Research Grants	April 2022 October 2022	WG	The concept plan for research fund adopted by March 2022 And scholars funded by 2022.
OUTCOME 3.5. Develop research projects in thematic areas developed in consultatio	Research projects in thematic areas generated by industry	Co-finance with industry smaller research projects in thematic areas generated by industry;	2 research project per annum	2021-2026	Determination of thematic areas for development of research project proposals for the industry	Conduct the research projects	October 2022	Head of department	Two research projects completed

n with the industry;									
----------------------	--	--	--	--	--	--	--	--	--