



Working Package 4

Establishing Regional Development Centres in each Albanian university

Deliverable 4.2

Designing a plan of 3M activities

Polytechnic University of Tirana

Final Report

May 2014

U3M-AL PROJECT - DEVELOPING THIRD MISSION ACTIVITIES IN ALBANIAN UNIVERSITIES

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1 GENERAL ISSUES

1.1 Objective

To present a comprehensive plan for developing 3M activities to be implemented by the Regional Development Centre.

1.2 Description

After one year of training locally and internationally, and after finalising local studies on demand, Albanian universities will be ready for presenting a comprehensive plan for developing 3M activities. This plan, conceived to some extent as a business plan, will consider objectives, methodology, needs of support structures and needs of resources (financial, human and others). EU universities will advise Albanian universities with this plan.

2 PLAN OF 3M ACTIVITIES OF THE POLYTECHNIC UNIVERSITY OF TIRANA

2.1 Mission Statement

Polytechnic University of Tirana, in the framework of High Education Law of Albania, has integrated the Third Mission into its strategic development plan. Some activities of third Mission are mentioned at different sessions of strategic plan related to education and research to emphasise the orientation of education and research towards market & industry needs. To have a thoroughly view about the Third Mission activities, it is necessary to introduce a new session, attached as annex to the existing strategy. This session covers all the areas of University Third Mission and the specific action to reach them:

“Polytechnic University of Tirana, it is the unique national High Education Institution that forms specialists of all qualified levels at all engineering areas as well as in the architecture and urban design areas. We see the first two missions of universities, education and research closely related to labor market needs. To improve and enhance this relationship and to grow our contribution in economic development of our country, we consider that it is very important to manage and monitor the societal interaction as a single entity.

It is necessary to have an organizational unit, as part of PUT structure to be an active units focused mainly in Third mission activities: TT, CE, and SE. The contribution of Polytechnic University is based on the knowledge produced by research and expertise. Interaction with business environment requires that staff have the ability to function on different interfaces in research, education

and development activities. This unit will serve as interface between university's main units and business environment.

Interaction with public administration, companies and other stakeholders will improve and impact the quality of research and education. This cooperation can be seen in different aspects of technology transfer as: participating in international, national and regional development projects; participating in multidisciplinary studies; realizing consultancies and service-related engineering design and in laboratory's services for third parties.

Academic expertise can be disseminated to society through university communication and publication activities. University needs to have long-term relationship with interest groups (mainly alumni), to utilize their expertise and to ensure the relationship between working life and education degree, the service of lifelong learning and the export of education.

Polytechnic University know the needs to create and strengthen the network of alumni and to utilize them in renewing the contents of education, finding traineeships and commissioned theses as well as in creating working life contacts. The alumni network will be in close relationship with students' carrier service in order to offer student the updating information about the employing possibilities.

The mission of the RDC is to create an interactive network between PUT and other stakeholders in order to improve mutual benefits from collaboration. RDC will promote and maintains continuous and long-term partnership to provide exchanges between academic community of PUT and employers, institutions and organizations within and across the borders.

To have a very close regional cooperation, PUT will offer a clear view of its expertise and services to region's interest groups expecting that this collaboration will bring benefits to different parties.

Core measures for realizing this mission:

- The RDC will be the central unit engaged to Third Mission Activities. The first important duty of this unit is to create a joint web-based database for cooperation with stakeholder groups, where the necessary support material will be collected. Publications and basic information related to research and educations projects will be accessed from outside.
- The University will put criteria to measure third mission activities and they will serve as bases for resource allocation.

2.2 The University

Polytechnic University of Tirana, is a unique Higher Education Institution in Albania providing under-graduate, graduate and doctoral education as well as scientific research, training and extension services in all of engineering fields as: mechanical, civil construction, architecture and urban design, environment, hydro-techniques, geodesy, electric, mechatronics, electronics, telecommunications, information technology, textile and fashion, materials, geology, natural resources, geophysics, geo-informatics, etc. It has an experience in education and research about 63 years. Now, Polytechnic University of Tirana has seven Faculties and one scientific research Institute, as follow: Civil Engineering Faculty, Faculty of Architecture and Urbanism, Mechanical Engineering Faculty, Electric Engineering Faculty, Faculty of Information Technology, Faculty of Geology and Mine, Faculty of Mathematics Engineering and Physics Engineering and Institute of Geosciences, Energy, Water and Environment.

Numbers of study programs and students enrolled is constantly increasing. So, now UPT has about 15000 students enrolled at about 78 study programs of three study cycles: Bachelor level (20 study programs), Master of Science (33 study programs) & Professional Master level (18 study programs), 7 Doctoral school.

Polytechnic University play an important role in the economic life of the country. There are constantly improved existing curricula and created new curricula in order to have better response to rising needs of economy. All of them are oriented towards labour market. The contribution of Polytechnic University is very important in regional studies, designing, professional consulting, training and continual education, technology and knowledge transfer, etc. All our main units are involved as partner or consultant in different projects, collaborating with state and local governance, or different private enterprises.

The creation of RDC is preceded from an analysis of university current resources as well as the expectations of its inside environment (see WP 4, Report Del.4.1). We believe that this analysis was the most important one. The analysis was proceeding by the training visits at homologous European universities where we took a good experience related to structuring the RDC and implementing third mission activities.

The University Strengths and Weaknesses identified (see Del.4.1, Annex 1).

<p>Helpful or Positive</p> <p>To achieving the objective of establishing a basic structure for developing 3M activities (RDC)</p>	<p>Harmful or Negative</p> <p>To achieving the objective of establishing a basic structure for developing 3M activities (RDC)</p>
<p>TT - STRENGTHS</p> <ul style="list-style-type: none"> • Current education-research groups at each department are in their way • Qualified academic staff • Faculties' expertise is internally identified • Part of staff publication are published at university Bulletin • There are some laboratories performing laboratory testing for third parties • Good relationship between University and Municipality and other institutions • There are some experience towards TT , based on private initiatives • Participation in EU projects and national projects • Some experience of collaboration with proper Ministries and governmental stakeholders. • Horizontal collaboration between departments and faculties 	<p>TT - WEAKNESSES</p> <ul style="list-style-type: none"> • There are not identified all scientific publication • In general the laboratory facilities and library are not sufficient and suitable to support research work. • The PUT strategy doesn't emphasize properly the importance of the TT activities • Not consolidated relationship with large and medium size companies • The financial mechanism to reward the staff for the work they've done, doesn't stimulate participation in this activities. • Activities are directed on an individual basis, not on the behalf of the institution • No experience in more advanced form of TT: creation of spin-off, • Few support to share good practices among people at the university • Lack of schemes to implement TT activities • No internal financial autonomy: faculties versus departments • There is no direct contact with university from outside world • No existing databases for publications, reference projects,

CE - STRENGTHS	CE - WEAKNESSES
<ul style="list-style-type: none">• There are current courses of continuing education• There are demands for different courses• There are facilities to support education courses• There are qualified academic staff to realize different courses	<ul style="list-style-type: none">• University needs administrative capacities in implementing 3M activities (CE, TT and SE)• Infrastructure is limited• Lack of schemes to do more flexible developing new courses• The financial mechanism to reward the staff for the work they've done, doesn't stimulate CE activities• Lack of schemes to implement CE activities

SE- STRENGTHS	SE - WEAKNESSES
<ul style="list-style-type: none"> • Exist some rooms for organizing different activities • Good relationship with alumni • Staff is involving voluntarily in different technical board • There are some examples in organizing students activities in collaboration with academic staff • Students have their organizing structure. • Students are part of university boards • Experience in involving students in common project with other Universities • Students are involved with companies and municipality: internships • Some experience in relationship with secondary school to present different activities • Good social contact with professional associations and the other organizations 	<ul style="list-style-type: none"> • There is an insufficiency or lack of incentives to make such activities attractive for the staff • Voluntary work is not attractive • Lack of alumni network • Lack of student carrier service • University needs administrative capacities in implementing 3M activities • Relationship between professional association and university should be improved • Alumni should be served as linking bridges between university and business • Alumni should take part in organizing the professional internship • University needs administrative capacities in implementing SE activities • The PUT strategy doesn't emphasize the importance of the SE activities • Lack of schemes to implement SE activities

2.3 The University Business Environment

Business environmental development dynamics are an important factor in the success of the center. The RDC will establish partnership with different stakeholders and in this point of view identification of conditions, stakeholder interests and needs as well as all problems affecting this interaction remain very important.

Polytechnic University has identified the opportunities and threatens in implementing Third Mission activities:

<p>Helpful or Positive</p> <p>To achieving the objective of establishing a basic structure for developing 3M activities (RDC)</p>	<p>Harmful or Negative</p> <p>To achieving the objective of establishing a basic structure for developing 3M activities (RDC)</p>
<p>TT - OPPORTUNITIES</p> <ul style="list-style-type: none"> • Local environment (stakeholders) think that there are some mutual benefits from the collaboration with UPT • Expectation of local environment for PUT is to profit from Technology and knowledge transfer • Local business is interested about the TT activities • Business is interested in TT activities, mainly in consultancies, regional complex projects, engineering designing, and less in technology improvement. • Business thinks that they will have benefits from collaboration in TT activities. 	<p>TT - THREATS</p> <ul style="list-style-type: none"> • Limited financial resources • Using the revenue from third parties is limited and not directing towards improving the TT activities • Participating in different TT activities is not considered as criteria measuring the performance of academic staff. • Frequently changes in legislation for financial and education management impinges the sustainability of implementing TT activities • Government is more interested in external/foreign projects • Budget is decreased • No real financial autonomy • No systematic communication between government and universities • lacking a broader approach from the institutional bodies • Current legal framework does not facilitate the implementation of this kind of activities • The collaboration between the universities and governments should be improved • There are a lot of bureaucratic obstacles, coming from central administration. • No academic recognition of developing TT activities

<p>CE - OPPORTUNITIES</p> <ul style="list-style-type: none"> • Local business is interested about the short courses of training and CE courses • Students and Alumni want to have possibilities for Continuing education • Economic growth and its flexibilities need continuing training of people. • Business is interested in CE activities, 	<p>CE - THREATS</p> <ul style="list-style-type: none"> • Financial mechanism to support this activities • No academic recognition of developing CE activities • Limited financial recourses • Current legal framework does not facilitate the implementation of this kind of activities • The collaboration between the universities and governments should be improved • No academic recognition of developing CE activities
<p>SE - OPPORTUNITIES</p> <ul style="list-style-type: none"> • Opinion of local environment is that collaboration would raise the chance of students employing • Opinion of stakeholders is to have Career development for Students • Opinion of stakeholders is to empower the social network of Engineers 	<p>SE - THREATS</p> <ul style="list-style-type: none"> • No academic recognition of developing SE activities • Limited financial resources • Current legal framework does not facilitate the implementation of this kind of activities • The collaboration between the universities and governments should be improved • No academic recognition of developing SE activities • Business is not so much interested in SE activities

2.4 The University Products and Services

These activities are related to technology transfer session, continuing education session, and social engagement session. The targeted groups of RDC are related to types of 3M activities that would be developed at Polytechnic University of Tirana. Our services would be targeted to:

For technology transfer the targeted groups are:

- Central and Local government, as: Ministry of Energy and Industry, Ministry of Transport and infrastructure, Ministry of Economic development, Trade and Entrepreneurship, Ministry of Environment, Ministry of Urban Development and Tourism, Municipality of Tirana
- Organizations working in the field of construction and civil works, as: “Edal”, “Agikons”, “Erjoni-Ndërtim”, “Orion Construction”, “Kika Construction”, “TRISS Ndërtimi”, “Edil Al-It”, “Trema Engineering 2”, etc.
- Organizations working in the field of energy: production, distribution, energy efficiency, as CEZ, KESH, ERE, etc
- Organizations working in the field of transportation, as Institute of transportation, Railway company, Airport management Company, Albcontrol Sh.A., Centre of Vehicle Control, etc
- Organizations working in the field of geology, mine, oil, seismology, geophysics, as Trans-oil Company, Alb-chrome company, Stream-Oil Company, Kastrati group, etc
- Organizations working in the field of electronics, telecommunications, and computer sciences, “Infosoft Systems” Company, Vodafone Company, AMC, Alb-telecom, Eagle mobile, etc
- Organizations working in the field of hydro-energy power and hydro-technique, as Hydro power plants “Koman”, “Fierza”, “Vau i Dejës”, “Banja”, etc
- Organizations working in the field of environment as Environment Agency
- Organizations working in the field of fason, textile and clothing manufacturing
- Organizations working in the field of conformity assessment, as DPA, DPKM, DPS; civil material Laboratories: KIBE, ATEA, Gjeokonsult, Sgailab, etc; vessels inspection bodies: MFM, ALMETA, ELBAGAZ, ELBU, etc; certification bodies as Albquality, AQScert

- Organizations working in the field of materials and mechanical industry as: Alumil, “Metal Construction”, “Europa Construction”, “Ital Costruzioni”, “Alex profil”, “Aluflor Construction Group”, etc.

For continuing education the target group are:

- The engineers, technical people and people with tertiary education at all fields, working in different industrial sectors, in education system, in conformity assessment, in managing, etc.

For social engagement, the target group are:

- Current students,
- Alumni,
- Non-Profitable Organization (NGO) working in the field of environment, Red-Cross, employment agency, etc.

The targeted group at this stage is general. In the future, when we will implement different activities the targeted group would be more specific, directed to that group related closer with proper activity objectives.

After analysing the university recourses and regional demands and after training visits to European Universities in Turku, Turin and Valencia, we need to set up structural units engaged to:

- Project management services
- Knowledge and technology transfer services and Innovation and patenting services.
- Continuing education services
- Student carrier services
- Alumni network
- Other social engagement services

These units would be under the RDC managing and there will be three people, part time, recruited by young academic staff of University. At this stage they will be in charge on, as follow:

a) Publication database

The Technology Transfer session will continue gathering the information of university’s research activities and create a research database. All the data will add into an Excel sheet (Nr., Publication's Title, Publication year, Authors, Department, Abstract, Five Keywords, Partner/customers, Participating in the

study). This database would be for internal use for customer Surface. This would also be a public database accessible through the university website.

This session, would be an open-access database concerning all of the academic publications as books, conference papers, science journal articles, doctoral thesis, etc and most of Master's theses or some interesting Bachelor's thesis

b) Education and research references

This category includes all research, development and education that our academic staff and university have offered to the stakeholder outside the university. There are two types of services: services offered institutionally by Polytechnic University and services offered individually, outside university, by academic staff. The sub-categories under this issue would be:

- Research projects (National, Regional, European, etc.) (
- Research activities and technology improvement for industry
- Complex regional studies,
- Engineering designing
- Consultancies
- Training and adult education targeted outside the university

The technology transfer session would create another database for gathering the above information. This database would be in Excel sheet, as follow:

- Research projects (national, regional, European) (Nr., Title of Project, Project description, Project objectives, Project webpage, Project timeframe, Participants, Contact information, Collaborators, Location)
- Research activities and technology improvement for industry (Nr., Research activities/Technology improvement for Industry, Description of activities, Research objectives, Project timeframe, Industrial Contractor, Participants, Contact information, Collaborators, Location/facilities)
- Complex regional studies (Nr., Theme of the study, Short description/Objectives, Objectives, Participants - Institutions/units/organizations -, Study timeframe, Contact information, Head of the study, Collaborators, Contractor)
- Engineering designing (Nr., Theme of the Engineering designing, Short description, Objectives, Participants - Institutions/units/organizations -, Timeframe, Contact information, Lead of designing, Collaborators, Contractor)

- Consultancies (Nr., Field/type of consultancies, Short description, Objectives, Participants - Institutions/units/organizations -, Timeframe, Contact information, Lead of designing, Collaborators, Contractor)
- Training and adult education targeted outside the university (Nr., Field/type of training, Short description, Objectives, Participants - Institutions/units/organizations -, Timeframe, Contact information, Lead of designing, Collaborators, Contractor)

All this information will be accessible through the University webpage.

c) Intellectual property

The Technology Transfer session will continue gathering the information about the intellectual properties, concerned mainly in patenting and licensing issues. This session is not applicable for the moment.

At the first step the University Lawyer will take care about IP issues when PUT will be part of consultative research made for companies.

d) Physical facilities

The session for social activities would be in charge first to create a database about the capacities of our physical facilities: laboratories, classroom, libraries, auditoriums, etc. This database would be in Excel sheet:

- For rooms: Building, Type of physical facilities, No. of seating places, Videoprojector, Sound system, Computer/laptop, White board, Others, Availability time.
- For laboratories: Faculty, Laboratory, Field of research/ teaching, Type of testing, Type of equipment, Testing methods, Chief of laboratory, Collaborators, Accreditating (Y/N).

In general, this database is accessible by inside, but part of this information, concerning the suitability of facilities, can be accessible by outside.

e) Social impact and activities

The session for social activities would be in charge first of all to organize the student carrier services and alumni network services. It is necessary to work in some directions:

- Creating the interface between university and business environment; setting up the linkage with different employment agencies (public/private), big and medium enterprises at our fields, or any other organization offering job related to our professions; give the information to students intranet section; organizing and participating at different

employment fair, etc. Alumni network will be target of career service in the near future.

- Creating alumni database from students' records and continuously updating it. This is first step and will proceed by organising events to reinforce the network between graduates, students and academic staff.
- Organizing events, as: for retired members of our University, exhibitions with students' works, cultural events and fashion parade with students fashion design, publishing student newspaper, projects in urban design with students' participation, etc.

Regardless of specific research areas of our faculties, the core expertise and the main activities to be implemented by RDC are:

- Project management services through which RDC will support the academic staff in managing the projects during their life cycle from the first phase "Call for Proposal" to the last phase "Following up and monitoring".
- Knowledge and technology transfer services mainly in consultancies, engineering design, complex/multidisciplinary studies, professional training targeted outside University, services from accredited laboratories. In long term we aim to create an innovative enterprise incubator in ICT area.
- Continuing education courses in different areas as: real estate assessment, energy efficiency auditing, quality management systems, quality auditor, NDT, etc.
- Student career services
- Alumni services
- Social engagement services

2.5 Marketing Plan

Marketing plan determines the actions to reach potential customers of University and to manage these contacts. Marketing plan is focused on how to connect the university resources with the local environment. Marketing plan is based on four piles (4P): Product, Place, Promotion and Price. Marketing plan identifies the required expertise and facilities for each products/services we can develop at this stage (Product), and if the product/service involves financial compensation, Marketing Plan identifies the involved costs (Price) (staff costs, administrative costs, advertisement costs, etc.). Also if it is necessary,

marketing plan define the terms of delivery (Place) and the promotion activities (P).

Nr.	Cat.	product/services	Place	Promotion	Price
1	TT	Project management services	RDC; One administrative staff; part time; facilities:computer, internet and webpage services, projects management database.	Direct contact with main units and department of University; direct/virtual contact with other organizations in Albania managing research funding; web hunting the calls for new projects proposal (european projects from different programmes, regional projects, or national projects) etc	staff costs, administrative costs, equipment costs, internet and projects web pages management costs
2	TT	Knowledge and technology transfer services mainly in consultancies, engineering design, complex/multidisciplinary studies, professional training targeted outside University, services from accredited laboratories.	RDC; One administrative staff, part time; facilities:computer, internet and webpage service, university expertise database, accredited laboratories.	Direct contact with main units, department of University, academic staff; direct/virtual contact with bussines environment, municipilaties, ministries, national institutions, national agencies managing research funding; web promotion, leaflet, brochure, etc	staff costs; administrative costs; equipment costs; internet and expertise database web pages management costs; publishing costs
3	CE	Continuing education courses	RDC; One administrative staff, part time; facilities:computer, internet and webpage service, university expertise database; equipment of auditoriums: laptops, Video-projectors, white board, flipp-charts, pin-boards	Direct contact with main units, department of University, accademic staff; direct/virtual contact with bussines environment, municipilaties, ministries, national institutions, alumni; web promotion, leaflet, brochure, etc	staff costs; administrative costs; equipment costs; internet and expertise database web pages management costs; publishing costs
4	SE	student career services	RDC; One administrative staff, part time; facilities:computer, internet and webpage services, students' database; employability database;	Direct contact with main units, department of University, students; direct/virtual contact with bussines environment, municipilaties, ministries, employing agencies (public and private), trade chambers; web promotion, leaflet, brochure, etc.	staff costs; administrative costs; equipment costs; internet and expertise database web pages management costs; publishing costs

5	SE	alumni services	RDC; One administrative staff, part time; facilities:computer, internet and webpage service, alumni' database;	Direct contact with main units and department of University; direct/virtual contact with alumni; social networks promotion (facebook, LinkedIn, twitter, etc); nwapaper/tv advertisement	staff costs; administrative costs; equipment costs; internet and alumni database web pages management costs; publishing costs
6	SE	social engagement services.	RDC; One administrative staff, part time; facilities:computer, internet and webpage service,	Direct contact with main units and department of University; direct/virtual contact with NGO's, pre-university education Institutions, municipality, ministries; social networks, leaflets, brochures, etc.	staff costs; administrative costs; equipment costs; internet and web pages management costs; publishing costs

2.6 Operations and financial planning

Organization of Regional Development Centre

RDC will be a physical organisational unit in university central administration, under the responsibility of Vice Rector for research and public relationship. The duties of RDC are recognized at university mission statement, and by faculties and department. At the first stage, RDC will start with three staff members, part time, who should have business and technical skills. For the project financial management, it will be in charge one financial personnel from university financial office. The RDC staff will be recruited by young academic staff of our faculties or young researcher staff from our institute. These persons would be in charge to manage separately three main activities in: TT, CE, and SE, and will be rewarded according to our rewarded scheme for the second task, approved by University Administrative Council. The objective in long term is to establish an office with permanent staff, completely dedicated to the RDC, who is not involved in any research or teaching activities.

The main functions of RDC

The task/responsibilities of RDC are focused in two general directions:

A. Customer surface

- Contact the customers (companies, organisations, and authorities), using direct/virtual contact (different types of addresses, customers' database, or in the future CRM software) to send them regular newsletters via email.

- Updating the university's webpage in order to be there easily identifiable and contacted by the companies or public authorities.
- Gather the detailed information about the services and facilities the university can offer for the outside world and create the relevant database
- Gather the detailed information about the current and potential customers, based on customer database (CRM-in the future), maintains and updates the information. The same for Alumni.
- RDC will start implementing the Marketing Plan.

B. Intra-University Support

- RDC provide support for faculties, departments, researchers for participating into projects (national and international), arranging external funding, making research and other contracts and protecting and utilising their intellectual Property.
- Takes care of ledger/invoicing. A financier clerk from financing office would be in charge for invoicing the customer.

2.7 Schedule and monitoring

At Annex 1 is designed the schedule for implementation of 3M activities. The schedule considers each product/service and evaluates the duration of each implementation. There are identified the available resources and are included the activities that will be organized and when. For the alumni network the schedule consider the pre-phase on how to collect the students/graduates information and the second phase how to involve the alumni into the university's life (sending newsletters, inviting them to conferences, recruiting interns, etc).

The schedule for implementation of 3M activities is associated with some performance indicators in order to evaluate the progress of implementation.

ANNEX 1: SCHEDULE FOR IMPLEMENTATION OF 3M ACTIVITIES

Nr.	activity	sub-activities	resources	responsibility	duration	performance indicators
1	Mission Statement	drafting a new chapter of development strategy for implementation of 3M activities	staff cost	person in charge of drafting development strategy	April 2014 - May 2014	the new draft
2	Mission Statement	approving of strategy Amendment from accademic senate	staff cost	Rector	June 2014	Aproved Amendment
3	Setting up the RDC center	appointing the people in charge of 3m activities	staff cost	Rector	June 2014	RDC completed with administrative staff
4	setting up the TT services session	gathering publications data	staff cost	Person responsible for TT services	July 2014-September 2014	List of publications in Excel sheet
5	setting up the TT services session	gathering projects data	staff cost	Person responsible for TT services	July 2014	List of projects
6	setting up the TT services session	identification of European programs and national programs related to research projects at PUT areas	staff cost, internet menaging cost	Person responsible for TT services	July 2014	List of programs and their requirements (timetable, deadlines, etc)
7	setting up the TT services session	Information of proper faculties/ institute, departments/centers and offering support about the projects requirement	staff cost	Person responsible for TT services	December 2014	No. of drafting projects
8	setting up the TT services session	gathering information about the research activities/technology improvement for industry	staff cost	Person responsible for TT services	October 2014	List of research activities in Excel sheet
9	setting up the TT services session	gathering information about the complex studies	staff cost	Person responsible for TT services	October 2014	List of research activities in Excel sheet
10	setting up the TT services session	gathering information about the engineering	staff cost	Person responsible for TT services	November 2014	List of research activities in Excel sheet

		designing				
11	setting up the TT services session	gathering information about the consultancies	staff cost	Person responsible for TT services	November 2014	List of research activities in Excel sheet
12	setting up the TT services session	creating the database about the PUT expertise and making it accessible from outside in PUT webpage	staff costs, administrative costs, internet and projects web pages management costs	Person responsible for TT services	December 2014	database accessible in webpage
13	setting up the TT services session	creating direct and virtual contact with stakeholder	staff costs, administrative costs, internet and projects web pages management costs	Person responsible for TT services	December 2014	No.of contact realised; No.of arrangement signed
14	setting up the CE services session	gathering information about the CE training courses realized	staff cost	Person responsible for CE services	July 2014	List of training courses realized in Excel sheet
15	setting up the CE services session	gathering information about the CE training courses needed to be organized from each faculties	staff cost	Person responsible for CE services	September 2014	annual plan of training courses
16	setting up the CE services session	process of compiling/reviewing/ approving of training courses programs	staff costs; administrative costs; equipment costs;	Person responsible for CE services; dean of faculties	March 2015	At least one training courses program for each faculty
17	setting up the CE services session	dissemination and advertising of new training courses programmes	staff costs, administrative costs, web pages management costs, leaflet cost	Person responsible for CE services; dean of faculties	April 2015	announcement in webpage and emailing to stakeholders
18	setting up the CE services session	organizing training courses	staff costs, administrative costs, web pages management costs, leaflet cost	Person responsible for CE services; dean of faculties	May-June 2015	No.of training courses realized
19	setting up the CE services session	analysing the effectiveness of training courses and planning the improvement	staff cost	Person responsible for CE services; dean of faculties	June 2015	plan of improvement

20	Setting up the SE services	gathering infrastructure data	staff costs	Person responsible for SE services;	July 2014	List of rooms Capacities in Excel sheet and list of laboratories capabilities in Excel sheet
21	Setting up the students carrier services	creating the database of employability realizing the links with private and public employing agency, local and central government, and different large and medium companies,	staff costs	Person responsible for SE services;	October 2014	database accessible in webpage
22	Setting up the students carrier services	organizing the job fair at PUT in collaboration with trade chamber and employing agencies	staff costs, administrative costs, web pages management costs, leaflet cost	Person responsible for SE services;	April 2015	Job fair
23	Setting up the alumni services	creating the database of alumni using the studenta database, the links with stakeholders, and the social networking	staff costs, administrative costs, web pages management costs,	Person responsible for SE services;	December 2014	alumni database