



Working Package 3

Training visits on 3M activities to EU universities

Deliverable 3.1

Training visits

Final Report

September-October 2013

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

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1 GENERAL ISSUES

1.1 Objective

After a specific training on how to start or to develop 3M activities in cooperation with regional authorities and employers, Albanian universities need to know directly cases of good practices in 3M activities.

With this goal, visits to three EU universities with an outstanding performance in 3M activities and partners of the project have been organised:

- *Universidad Politécnica de Valencia*: a university with a yearly turnover of 100M€ from third stream sources.
- *Politecnico de Torino*: an outstanding Italian university for its external activities.
- *University of Turku*: a typical Nordic university with a strong role at regional and national level.

The objective of these visits has not focused on training Albanian colleagues on rules for developing 3M activities when they go back to their universities, but rather to show them a world of possibilities, different arrangements, and different structures in order to open their minds on the many different ways of developing 3M activities adapted to the variable socioeconomic context that each university has to cope with.

1.2 Characteristics of the training visits

- **Duration of the visit:** Two days.
- **Visitors:** Three representative of each university in each visit plus one from the Ministry of Education and Sport of Albania.
- **EU partners organise** each visit providing to the Albanian group a full understanding of the activities developed by the university, focusing on the governance model, structures, partnerships, etc.
- The visits have **focused more on those elements that could be translated** to the Albania reality and less in other which could be too dependent of the context and consequently less transportable to the Albanian context.

- The visits have also included meetings with **external stakeholders** to EU universities.

1.3 General description

The main goal of the project is to achieve one of the demands that the Albanian Government is requiring to universities: to create a Regional Development Centre; this project includes activities that provide to Albanian universities tools for reaching this goal. One of on these tools is to design and offer training activities to university staff about how to promote 3M activities and to provide them with information about how to introduce changes in their institution. Therefore, this project has developed in its activity plan three visits to European Universities to show cases of good practices in 3M activities.

The three European Union universities have been the University of Turku in Finland, the Polytechnic University of Turin in Italy and the Technical University of Valencia in Spain. These three universities are partners of the project and active in the field of 3M activities.

These visits have had a duration of six days (two days each) from September to October 2013 and their sessions have included presentations, visits and examples of 3M activities. Regarding to the field of Technology Transfer and Innovation, the participants had the opportunity to learn about the procedures that these services follow in order to promote the research and project management at university level. Some examples are the visits to Polytechnic City of Innovation (CPI) at Technical University of Valencia, the services to research projects in different stages at University of Turku and the Innovative Companies Incubator of Polytechnic University of Turin.

Continuing Education has also been one of the types of 3M activities reflected in the three training visits. These activities were mainly focused on Academic Career Services, Lifelong Learning Centres and Alumni Offices.

The last type of 3M activities that have been presented in the visits is Social engagement, that is, the connection between university and the wider community through different activities. Some activities that these European universities organise in this field are the Children University, the Centre for Development Cooperation (CCD), the Environmental Unit and the Sports Centre.

Albanian partner universities had the opportunity of understanding how 3M activities are developed in other European universities, and learning from specific good practices that could be implemented in their own institutions. In total, in these three Training visits have participated 88 people from 12 different

institutions (Albanian universities, one person from Ministry of Education and Sport of Albania, the coordination partner and host universities).

2 TRAINING VISIT TO UNIVERSITY OF TURKU (FINLAND)

U3M-AL: Developing Third Mission Activities in Albanian Universities

Training visits on 3M activities to EU universities

WP3 (Deliverable D.3.1)

University of Turku (Finland)

2.1 Final agenda

Date: September 11th and 12th, 2013

Venues: University of Turku, Turku School of Economics, Rehtorinpellonkatu 3, 20500 Turku (Finland).

Wednesday, September 11th, 2013

09:00 – 09:30	Welcome from Business and Innovation Development BID director
09:30 – 10:15	Presentation of Business and Innovation Development BID
10:15 – 10:45	<i>Coffee break and networking</i>
10:45 – 11:30	Presentation from the University of Turku Project Services – offers support services to research projects in different stages of their lifespan
11:30 – 12:30	<i>Lunch break</i>
12:30 – 13:15	Presentation of the Children University
13:15 – 14:00	Presentation of Brahea Center for Training and Development
14:15 – 14:45	<i>Coffee break and networking</i>
15:00 – 15:45	Presentation of Boost Turku
15:45 – 16:15	Presentation of the Alumni network
16:15 – 18:00	<i>Free time</i>
18:00 – 22:00	<i>Dinner cruise with Ukkopekka</i>

Thursday, September 12th, 2013

09:45 – 10:00	Welcome and coffee
10:00 – 10:45	Presentation of the Academic Career Services
11:15 – 12:00	Presentation of Turku Science Park Ltd
12:00 – 13:00	<i>Lunch break</i>
13:00 – 13:45	Presentation of the Functional Foods Forum
14:00 – 14:15	<i>Coffee break and networking</i>
14:15 – 15:00	Presentation of TSE exe – education center for executives
15:00 – 15:45	Presentation of ELY and TEKES - Centre for the Economic, Transport and Environmental Development and the Finnish Funding Agency for Technology and Innovation
17:00 – 19:00	<i>Free time: visit of the city of Turku - Turku castle, handicraft museum, market hall</i>
19:00 – 22:00	<i>Dinner at Brahen Kellari restaurant</i>

2.2 List of participants

Overall summary

- Number of participants = 29
- Number of different participants institutions = 9

Detailed list

N	Name	Institution	Position
1	Leonidha Peri	Agricultural University of Tirana	Academic staff
2	Bizena Bijo	Agricultural University of Tirana	Vice-rector
3	Ina Pagria	Agricultural University of Tirana	Academic staff
4	Përparim Deçoli	Polytechnic University of Tirana	Professor
5	Mimoza Dhrami	Polytechnic University of Tirana	Head of education unit
6	Eleni Gjani	Polytechnic University of Tirana	Head of Scientific research unit
7	Mit'hat Mema	University of Durres	Rector
8	Ulpian Hoti	University of Durres	Cancellor
9	Kseanela Sotirofski	University of Durres	Dean-Education
10	Liljana Reçka	University of Gjirokastra	Vice-rector
11	Selfo Oruçi	University of Gjirokastra	Vice-dean
12	Gentian Ruspi	University of Gjirokastra	Lecturer
13	Gjergji Mero	University of Korça	Rector
14	Ardian Cerava	University of Korça	Head of IRO / Lecturer
15	Ilir Sosoli	University of Korça	Chancellor
16	Javier Vidal	University of León	Professor
17	María José Vieira	University of León	Professor
18	Camino Ferreira	University of León	Researcher
19	Artan Haxhi	University of Shkodra	Rector
20	Irakli Beka	University of Shkodra	Director Scientific and Curricula Office
21	Erard Çurçija	University of Shkodra	Head of IRO
22	Petteri Sinervo	University of Turku	Project Manager
23	Kaaapo Seppälä	University of Turku	Project Manager
24	Vesa Hautala	University of Turku	Project Manager
25	Céline Charpentron	University of Turku	Project Manager
26	Johanna Alanen	University of Turku	Project Manager
27	Eva Cipi	University of Vlora	Director of LLL Center
28	Evelina Bazini	University of Vlora	Dean - Faculty of economy
29	Ervis Mocka	University of Vlora	Deputy dean - Human sciences

3 TRAINING VISIT TO POLYTECHNIC UNIVERSITY OF TURIN (ITALY)

U3M-AL: Developing Third Mission Activities in Albanian Universities

Training visits on 3M activities to EU universities

WP3 (Deliverable D.3.1)

Polytechnic University of Turin (Italy)

3.1 Final agenda

Date: October 3rd and 4th, 2013

Venue: Istituto Superiore Mario Boella. Via Pier Carlo Boggio, 61, 10138 Turin (Italy).

Thursday, October 3rd, 2013

09:00 – 09:30	Welcome from ISMB's director
09:30 – 11:00	Presentation of ISMB- Istituto Superiore Mario Boella: the "ISMB model" in the regional and national context (TTI)
11:00 – 11:15	<i>Coffee break</i>
11:15 – 12:45	Visit to different ISMB labs and description of products/services (TTI)
12:45 – 13:45	<i>Lunch break</i>
13:45 – 15:00	A research institute as actor of continuing education: structures, actions and experiences of ISMB (CE)
15:00 – 16:30	Transfer to Alba region
16:30 – 18:00	Visit to a case of tripartite (Region, University, Producers) agricultural initiative Ce.Pre.Vi, Alba
18:00 – 19:00	Visit to Alba and transfer to a local restaurant
19:00 – 21:00	<i>Dinner at Trattoria nelle Vigne, Diano d'Alba</i>
21:00 – 22:30	Transfer to Torino

Friday, October 4th, 2013

- | | |
|---------------|---|
| 9:30 – 10:45 | Meeting at Politecnico di Torino main entrance (Corso Duca degli Abruzzi): visit to Cittadella politecnica (TTI and SE) |
| 10:45 – 12:00 | Visit to Politecnico di Torino: I3P Incubator (TT) |
| 12:00 – 13:00 | SITI - Istituto Superiore sui Sistemi Territoriali per l'Innovazione: another case of encounter between Politecnico di Torino and Fondazione San Paolo (TTI and SE) |
| 13:00 – 13:45 | <i>Lunch break</i> |
| 16:00 – 19:00 | <i>Free visit of the city of Turin</i> |
| 19:30 – 21:00 | <i>Dinner at Enomagoteca, Turin</i> |

3.2 List of participants

Overall summary

- Number of participants = 25
- Number of different participants institutions = 10

Detailed list

N	Name	Institution	Position
1	Bizena Bijo	Agricultural University of Tirana	Vice-rector
2	Rezart Postoli	Agricultural University of Tirana	Academic staff
3	Stefano Boffo	Istituto Superiore Mario Boella	Professor
4	Giovanni Colombo	Istituto Superiore Mario Boella	Director ISMB / Professor
5	Elinda Mece	Polytechnic University of Tirana	Head of Department
6	Frederik Premti	Polytechnic University of Tirana	Vice-rector
7	Stela Jorgji	Polytechnic University of Tirana	Head of university human resources unit
8	Enrico Pugliese	Sapienza University of Rome	Professor
9	Rezarta Mersini	University of Durres	Lecturer
10	Senada Bushati	University of Durres	Head of Department
11	Arian Dedej	University of Durres	Director Faculty of Political Sciences and Law
12	Isidor Kokalari	University of Gjirokastra	Lecturer
13	Liljana Recka	University of Gjirokastra	Vice-rector
14	Gëzim Sala	University of Gjirokastra	Rector
15	Ardian Cerava	University of Korça	Head of IRO / Lecturer
16	Gjergji Mero	University of Korça	Rector
17	Nikollaq Roshanji	University of Korça	Head of Department
18	Javier Vidal	University of León	Professor
19	Camino Ferreira	University of León	Researcher
20	Djana Kastrati	University of Shkodra	Specialist of the Scientific and Curricula office
21	Fatmir Vadahi	University of Shkodra	Pro-rector
22	Erard Çurçija	University of Shkodra	Head of IRO
23	Eva Cipi	University of Vlora	Director of LLL Center
24	Albert Qarri	University of Vlora	Rector
25	Flora Qarri	University of Vlora	Lecturer

4 TRAINING VISIT TO TECHNICAL UNIVERSITY OF VALENCIA (SPAIN)

U3M-AL: Developing Third Mission Activities in Albanian Universities

Training visits on 3M activities to EU universities

WP3 (Deliverable D.3.1)

Technical University of Valencia (Spain)

4.1 Final agenda

Date: October 23rd and 24th, 2013

Venue: Technical University of Valencia. Camino de Vera, s/n 46022 València (Spain).

Wednesday, October 23rd, 2013

09:00 – 09:45	Greetings by Ms. María Boquera. Manager of International Exchange Programmes Office at UPV Welcome by U3M-AL project co-ordinator (representative of University of León) Presentation of the Centre for Quality and Change Management (CQ) at UPV: Mr. José Miguel Carot. Deputy Director of CQ
10:00 – 10:45	Visit to the Campus through its sculptures
10:45 – 11:00	Coffee break
11:00 – 11:45	Visit to Centre for Development Cooperation (CCD)
12:00 – 13:30	Visit to Lifelong Learning Centre (CFP)
13:30 – 15:30	Lunch break
15:30 – 17:00	Visit to Polytechnic City of Innovation (CPI)
20:30	Dinner

Thursday, October 24th, 2013

09:00 – 11:00	Visit to Alumni Office, Career and Employment Office and Institute for the Creation and Development of Enterprises (IDEAS)
11:00 – 11:30	Coffee break
11:30 – 12:30	Visit to Centre for Innovation, Research and Technology Transfer (CTT)
12:30 – 13:30	Visit to the Environmental Unit
13:30 – 14:00	Visit to Sports Centre. Sport facilities & activities
14:00 - 14:30	Visit to Children's Summer School
20:30	Dinner

4.2 List of participants

Overall summary

- Number of participants = 34
- Number of different participants institutions = 12

Detailed list

N	Name	Institution	Position
1	Ariola Morina	Agricultural University of Tirana	Academic staff
2	Bizena Bijo	Agricultural University of Tirana	Vice-rector
3	Ferdi Brahushi	Agricultural University of Tirana	Academic staff
4	Uran Azabi	Agricultural University of Tirana	Head fo Project Office / Lecturer
5	Stefano Boffo	Istituto Superiore Mario Boella	Professor
6	Edvin Kukunja	Ministry of Education and Sport	Advisor
7	Genti Guxho	Polytechnic University of Tirana	Vice-dean
8	Jorgaq Kaçani	Polytechnic University of Tirana	Rector
9	Mimoza Dhrami	Polytechnic University of Tirana	Head of education unit
10	Elena Vázquez	Technical Univerity of Valencia	Lecturer
11	Andrea Conchado	Technical Univerity of Valencia	Lecturer
12	Eva-Amparo Jaime	Technical Univerity of Valencia	Project Manager
13	José Miguel Carot	Technical Univerity of Valencia	Professor
14	Liljana Reçka	Univeristy of Gjirokastra	Vice-rector
15	Gëzim Sala	Univeristy of Gjirokastra	Rector
16	Lindita Rova	Univeristy of Gjirokastra	Lecturer
17	Azeta Tartaraj	University of Durres	Marketing Department Head
18	Mit'hat Mema	University of Durres	Rector
19	Kseanela Sotirofski	University of Durres	Dean-Education
20	Ulpian Hoti	University of Durres	Chancellor
21	Ardian Cerava	University of Korça	Head of IRO / Lecturer
22	Gjergji Mero	University of Korça	Rector
23	Ilir Sosoli	University of Korça	Chancellor
24	Camino Ferreira	University of León	Researcher
25	Sara Fernández	University of León	Technical
26	Javier Vidal	University of León	Professor
27	Artan Haxhi	University of Shkodra	Rector
28	Florian Bjanku	University of Shkodra	Chancellor
29	Erard Çurçija	University of Shkodra	Head of IRO
30	Johanna Alanen	University of Turku	Project Manager
31	Céline Charpentron	University of Turku	Project Manager
32	Albert Qarri	University of Vlora	Rector
33	Eva Cipi	University of Vlora	Director of LLL Center
34	Flora Qarri	University of Vlora	Lecturer

5 GENERAL CONCLUSIONS OF THE TRAINING VISITS

Upon finalisation of the Training visits, the objectives have been achieved. Concerning staff training, participants consider that they have had a general view on how to develop 3M activities in their universities and how to start to create the Regional Development Centre, its structure, main actions and procedures. The training visits have also been useful to know models of collaboration, methodologies and experiences to increase the role of the universities in the social and economic growth of the country, and as generators of knowledge and science diffusion. Many of the participating institutions have offices or services (on continuing education, project management, student career), but there are not active or need more ideas to make these structures more efficient. In this case, business incubator, sports facilities or lifelong learning centres have been some examples from European universities that have been considered by participants as very useful good practices to be implemented, both in their structure and management, in Albanian universities.

In relation with the viability of developing cases of good practices in 3M activities, the Albanian partners have concluded that there are some structures that could be established in their universities as the alumni centre or mechanisms to improve the interaction with social and business regional environment. However, in some cases, the viability of developing 3M activities is difficult because the conditions and contexts between the host universities and the participating institutions are not the same, mainly considering budget allocation and human resources. Thereby, it was stressed that the Ministry of Education and Sport has an important role of leadership to improve the legal framework and to upgrade the financial mechanisms for developing these activities. In the same way, the universities have the mission to boost 3M activities in their policies and plans.

Some of the elements that could be translated to the Albanian reality and context from these training visits are structures of project services, lifelong learning centres, alumni centers, quality management service offices and career development office. These elements differ in their degree of applicability. On the one hand, continuing education and alumni centres can be implemented and improved in the short term with the creation of the Regional Development Centres because there are reachable and real goals. On the other hand, children university centers, sport facilities as well as cultural activities are targets to be reached in the medium-long term. The vast majority of the partners are taking into account that in all cases it is necessary to establish a better relationship between the universities and the community (government, other institutions, NGOs, etc.).

The following annexes include the specific conclusions and lessons learned from Training Visits by each Albanian university.

ANNEXES: CONCLUSIONS OF EACH ALBANIAN UNIVERISTY

Annex I: University of Shkodra

1. General Training visits

We would like to thank the coordinator of this project (University of León, Spain) and host Universities (University of Turku, Polytechnic University of Turin and Polytechnic University of Valencia) who organized these training visits and took care of every detail of visits.

In general the training visits to the three European Union Universities have been useful to our University. The experienced shared with us resulted successful to our University as we could get a better view of the third mission of the Universities. It is very important to mention that from these visits our University created a general view on how it is going to be the regional Development Centre. It is conceived that centre includes:

- The management of future national and international projects,
- Alumni services
- Host activities that will be organised in the framework of long-life learning.

The new office will be composed of three working places and taking into consideration the size of the office there will also be installed a big table for meeting which can seat 15 people.

2. Training visits to University of Turku

The training visit in Turku was a successful visit for our University. In this meeting we could see that a possible structure of Project Services (presented by Ms. Soile Haverinen) could be opened at our University in order to offer support services to different national and international projects which might be of a an interest for the academic and research activities of Shkodra University.

Our University might be one of the main service provider in long life learning as it is one of the biggest and the only public University in northern Albanian. Therefore Brahea Center for Training and Development presented by Mr. Kari Seppälä, as lifelong learning center was importance for us in order to learn how this University is operating for the long life learning.

As University of Shkodra does not have an Alumni center which could offer services to the Alumni the presentation made by Ms. Laura Kopu could be taken as an example for our University.

3. Training visits to Polytechnic University of Turin

In the visit to the Polytechnic University of Turin we had the opportunity to visit different ISMB labs and description of products/services (TTI). It was impressive and also useful to us to see how all these lab started and the collaboration they have with the community. In this framework at our University we have the Microbiological Lab which offers services to the city community. In this framework we should think on how to enlarge this activity and offer a wider range of services.

We also have the Institute of Water Studies of Shkodra Region and the Institute of Albanian Studies. These two institutions might offer different studies to interested target groups. It will be our future work to think on how we could establish a better relationship between these Institutes and the community itself.

Another good experience from which we learnt was the visit to a case of tripartite (Region, University, Producers) agricultural initiative Ce.Pre.Vi, Alba. Shkodra city has touristic potential and there is also an initiative between the department of Tourism and touristic agencies that operate in Shkodra Region. This is done in order to promote the touristic potential through different activities such as conferences, fairs and exhibitions). Of Course, this kind of collaboration needs to be improved and bring new idea for the future.

4. Training visits to Technical University of Valencia

The visit to the Polytechnic University of Valencia was very interesting for our representatives. From the units we visited the Lifelong Learning Center was interesting for our University and it can be translated to Albanian Reality.

For example, teacher of primary and secondary schools are now obliged to undertake tests time by time in order be qualified in the position they have. This also has an effect to the salary they have. The Department Teaching at University has all the human resources to offer to these teachers different trainings, which might help them in their professional career. The training courses that the Faculty of Educational Sciences can offer for these teachers can be in the following fields, as this Faculty has got a licence for them:

- Civilisation in the framework of the European integration and globalisation;
- Integration of human rights in teaching;
- Teaching and learning;
- The use of Information and Communication Technology.

Annex II: University of Gjirokastra

1. General Training visits

After training workshops in Gjirokastra (May, 14-15) on how to start and develop 3M activities in cooperation with local, regional authorities and employers we got introduced to some cases of good practices in 3M activities in EU countries.

Regarding the validity and usefulness of visits to three project partner countries we can say that we have already created a clear idea about RDC, its organizational structure, main actions and experience.

Elements that could be translated to the Albania reality.

Establishing and Developing of Alumni Center and the Center of LLL and Continuing Education are the most important part of the Center of Regional Development we intend to set up at our university. ICT center is another important part of RDC.

Sport facilities and sport activities as well as cultural activities were a good experience acquired from these visits. We will try to implement the same at our University based on our possibilities. Children Summer School Centre will be another target of our University in coming years.

Regarding the viability of developing cases of good practices in 3M activities in our University and degree of applicability in the short, medium and long term we can say that RDC will have an intensive interaction with social and business regional environment through different activities, programmes, projects in the short, medium and long term.

2. Training visits to University of Turku

The first visit in EU country project partners was in University of Turku.

Two days training visit at the University of Turku, Finland were quite interesting and useful for us.

The first day started with a welcome from BID's director. He presented us an overview of BID – Business and Innovation Development activities and its organization. BID as a special unit in research and innovation works in collaboration with departments, researchers, other universities and industry. Some different research projects were presented and we created an idea on how research projects and innovative ideas implemented in business area can support big enterprises in U3M activities. This unit has intensive interaction with social and business environment; also it provides education in innovation and

information technology for all students. BID manages 83 projects only for currently 2013.

Very interesting was the next presentation on Children University (SE) idea. We concretely observed how the university offered its knowledge to children, future students in a simple way through different activities. Summer school for children did work very well including collaboration between children and academic staff.

The presentation of entrepreneurship research center TSE Entre/TSE exe was focused on the main objectives of this center and the organizational design. This center provides training programs for private and public organizations in order to develop required professional competencies.

Boost Turku was one of the most interesting centers for students and young entrepreneurs. This center creates spaces for students' different activities. It provides networks of students, businesses and people in general, helping them to collaborate, interact with each other in different events or activities. In these activities students can meet each other and can exchange their experiences. At Boost Turku we also visited the alumni center, a very interesting center. This center throughout its main activities helps alumni to create their profile and to be present virtually as part of university.

Brahea Center for Training and Development (LLL) was one of the most important goals of our training visit to Turku University. As a university with a majority part of programs on teaching and training we were very interested to learn about its start up and how this center works, the courses and credits that provides for several categories of learners, etc.

Establishing and Developing of Alumni Center and the Center of LLL and Continuing Education are the most important part of the Center of Regional Development we intend to set up at our university.

The next presentation was at Turku Science Park Ltd, Technology Transfer Center specialized in biotechnology and ICT. We visited Functional Foods Forum, multidisciplinary research program too, focused in nutrition and health, on food research and innovation.

We visited other units completing training visit according to the agenda. Our interest was focused on unit of research and innovation, and continuous education.

As the conclusion of the training visit to Turku University (including training part and other activities, developed during our stay in Turku) we can say that it was perfect, interesting and very useful.

Best words for the staff of U3M project which helped us since our arrival and during our stay in Turku, Finland.

3. Training visits to Polytechnic University of Turin

The second training visit was at ISMB – Turin, Italy.

The first day started with an overview of ISMB- Istituto Superiore Mario Boella as a model in the regional and national context according Technology Transfer and Innovation.

We found interesting in the presentation Research areas and strategic programs divided in three concepts: Smart City, Smart Energy and Smart Health linked to Innovation Department. Based on these needs translated in three concepts, they are working on Navigation Technologies, Pervasive Technologies, Information System Architectures and SW Technologies, Photonics, Multilayer Wireless Solutions and Information Management.

ISMB is a model in the regional and national context TTI through partnership programs. It always aims at increasing the level of collaboration with SMEs and industries achieving concrete results impact on the social and economic system.

We focused on a concrete model of collaboration through partnership program.

To raise this cooperation all partners bring to the table requirements, discuss and analyze them. For us it was interesting to get introduced to KPI examples: what companies are asking partnership ISMB

- To create a common innovation platform at ISMB – Innovation Centre
- To leverage on ISMB partner one extended partnership, meet all partners individually, one per year.
- Two projects per year.
- Two innovation projects (one in Italy, one in England).

After that, we visited several different ISMB labs followed by description of products and services that these units offer in the TTI context. Very interesting was the presentation of autonomous navigational system.

We had the possibility to know and learn about Continuing Education, LLL centers, their organizational structures, main actions and experiences of institute in the field of CE action.

In the afternoon we transferred to Alba region. We saw a case of tripartite agricultural initiative called Ce.Pre.Vi, Alba. We saw a wonderful work based on experiences and knowledge of university and community. For us it was a new

and interesting experience, despite the fact that can't apply it in the absence of Faculty of Agriculture.

On Friday, October 4th, 2013 we had a nice trip around Politecnico di Torino visiting Cittadella Politecnica in the Transfer Technology and Social Engagement Context.

I3P Incubator, another very interesting unit with its organizational structures and some data about its activity period, attracted us due to the good support for developing new ideas of students' community.

The last visit was SITI: SITI-Istituto Superiore sui Sistemi Territoriali per l'Innovazione. SITI research is carried out through grants to the Politecnico on three interdisciplinary research fields:

- Logistics and transport
- Environmental heritage and urban relationship
- Environmental protection

In relation with the Politecnico of Torino and other similar ones in Europe, SITI carries out researches through national and international projects in the benefit of the country.

As a conclusion we can say that this training visit was interesting and fruitful for us.

4. Training visits to Technical University of Valencia

The third and last training visit of Albanian universities partners was UPV, Polytechnic University of Valencia, Spain.

The first day, the Director of the International Affairs Office, gave us a warm welcome. He presented us an overview of UPV focusing on its mission and organization and especially in different directions with regard to third mission activities.

The presentation of CTT Centre for Innovation Research and Technology Transfer was very interesting. We learned how this Centre was organized and which were the services supporting the projects.

This center is composed by different organizational units such as: the human resources department, the financial management department, entrepreneurship unit, science park and research units. This Centre interacted with companies and funding bodies.

Our tour was completed with the visit to the Polytechnic City of Innovation, CPI scientific park with the many units of this city.

IDEAS Institute: Business incubator (TT) Cooperation-IDEAS-Society. Interesting were the activities organizing for financial support, technological innovation, political and social environment such as: Business motivation day, conferences, day of the entrepreneur in the Valencia Region. Awareness of spin-off creation, etc.

The visit to the CFP, Centre for Continuing Education was really important, one of the strongest point of UPV. This Centre has a rich variety of activities regarding the organization and development of short courses, professional university titles, courses in-company, congresses and courses for UPV workers.

This Centre organizes courses with credits. It analyses existing social demands, transferring them to the UPV structures and promoting a flexible and fast response. This Centre encourages departments, centers and internal UPV structures on creating training initiatives and projects in order to market them in social environment.

This presentation and the other similar ones on Turku University, Finland and ISBM, Turin, Italy, helped us to create a clear idea on the starting up process of applying this model to our University. In the framework of implementation of the projects goal we aim at creating the Centre of Continuing Education and LLL.

We created an idea about other centers such as: sport facilities and sport activities (SE) as well as Children Summer School Centre. Very good experience to do something even in our university. UPV had a rich activity run by CCD. The Centre for Development Cooperation linked to the Vice-rectorate for International Relations and Cooperation, is the area of the Polytechnic University of Valencia responsible for promoting solidarity attitudes in the university community. Its mission is to implement strategies for development cooperation at the university through teaching, research and university extension, promoting the joint commitment of the university with the ultimate aim of achieving sustainable human development. Since its creation in 2000, the CCD has launched various program aimed at promoting community participation in awareness activities, as well as development cooperation projects.

As a conclusion the best compliments go to the organizers and academic staff of training visits to Valencia for their professionalism and hospitality.

Annex III: University of Durres

1. General Training visits

In general, all the training visits were useful and a lot of information taken there is usable and transferable to our University.

In fact, the viability of developing cases of good practices of 3M activities is a little bit irrelevant, because we have seen the way how the activities are developed, but the conditions we are not the same with the European universities. We are not the same in two important points: budget and human resources.

But at the point we are now, we are sure we know where and how to begin developing 3rd mission activities under the circumstances we are.

Elements that could be translated are a lot. The development of continuing education office, alumni office and career development office are in fact offices that our university has opened, but not still functioning. Also the quality management service office can be translated to our University reality.

The activities can and should be applicable only in long term, because this is the only way we can develop 3rd mission activities.

2. Training visits to University of Turku

The visit to Turku was very useful in introduction and very brief presentation of continuing education and research center of University of Turku. There we took a great experience how did the staff begun to develop these kind of activities.

The office of continuing education can be greatly implemented to our university. We have this office, but not still active, just the structure. We now, have the main ideas of making this office active.

3. Training visits to Polytechnic University of Turin

The training visit to Polytechnic University of Turin was important in terms of technology transfer. Technology transfer is important, but hard to be implemented to our University. We have a lack of conditions in this term. We have problems in human resources and equipments in this term. But in this training visit we have learned how can we start implementing technology transfer step by step and in long term in our university.

4. Training visits to Technical University of Valencia

The visit to Technical University of Valencia was very useful for giving an idea of developing 3rd mission activities in Albanian universities.

The main activities we had a view are the developing of continuing education and quality assurance office. We also had experiences in third mission activities related to community related activities.

Here we were focused on also how did these activities begun to develop and this was really important. We had a real view on how we can begin to develop the activities in our universities.

In this way we can really say that the implacability of these activities is in long term.

Annex IV: Agricultural University of Tirana

1. General Training visits

The professors and lecturers showed their experience in many topics, but the most interesting, topic was the integrated role that university plays as intellectual center, as a science center and as generation of science and innovations through programs, projects and services.

Areas where we were related to:

- Experience of education and research center
- Children's university
- The career services
- Alumni
- Good connections with the city and its institutions and companies;
- High level of specialization;
- Long tradition of relationships with industry and community;
- Culture of ownership and loyalty to the universities.
- Teaching process supported by 3M activities and presented at the Lifelong Learning Center

A big attention was paid to the steps to create a research project. It was useful to know how:

- To write the aim of the project
- To find the necessary sources
- Cooperation between all the actors involved
- The writing of the proposal
- Budgeting
- How to fill the application etc.

The conclusions above are a good point of view to apply them in the Albanian University.

2. Training visits to University of Turku

The most interesting topic was the integrated role that university plays as intellectual center, as a science center and as generation of science and innovations through programs, projects and services.

A big attention was paid to the steps to create for the research project. It was useful to know how:

- To write the aim of the project
- To find the necessary sources

- Cooperation between all the actors involved
- The writing of the proposal
- Budgeting
- How to fill the application etc.

Children's university represents a key component of the university's role in the society. There are free activities made by university: university first chooses its staff; the lecturers choose a thematic and represent them in an auditorium with children as well as organizes visits, camps where parents are not allowed.

Career services had a strategic position in Turku's University. The mission of career services of the university was to support and enhance employability of the students and graduates:

- By offering labor market information and contacts with students
- By practicing students in a goal- oriented career planning and efficient job hunting
- By providing students with tools for lifelong career management

Alumni was part of university's communication talking with people, media etc. The key element for alumni is network. There is a database for students where exist their names, surnames, home address, work address, their graduation date, graduation area. The alumni network was based in three R:

- Rector
- Resources
- Register to store all the information for students to have the possibility to contact them in the future.

3. *Training visits to Polytechnic University of Turin*

The mission of the university focuses on five points: training, research, technological transfer, services for the local area and finance.

The Politecnico has a long tradition of collaboration with the industry (particularly, in the past, with FIAT), which helps their graduates find a job quicker.

ISMB operates according to the knowledge management model: this means that it plays an active role not only in devising innovative solutions, but also in their implementation and consequent developments. This approach represents a step forward with respect to technology transfer, and in this sense the evolutionary lines of European research are taken into account. Moreover, the Institute is involved in several industrial cooperation activities with both large enterprises and SMEs, as well as in various higher-education initiatives in partnership with academic institutions.

The second area visited was the I3P Business Incubator. We visited the facilities and met the staff responsible for this area. They showed us the facilities and outlined the results achieved by the Business Incubator.

This study visit helped us to establish a set of standard indicators assessing performance and quality in three different areas: Continuing Education, Technology Transfer & Innovation and Social Engagement.

4. Training visits to Technical University of Valencia

The Polytechnic University of Valencia was well organized related to facilities, equipments, buildings, green area, campus spaces, etc. In this environment were present all the elements necessary for good implementation of 3M activities.

The implementation of the development of cooperation was related to the teaching, research and social extension.

The implementation of the 3M activities was part of the strategy of the UPV and was very close to the teaching and research.

The implementation of the 3M activities need for good network, new ideas, financial support and engagement.

The teaching process was supported by 3M activities as was presented at the Lifelong Learning Center.

The protection of the environment and waste management at the UPV was well organized.

The Research and Knowledge Transfer Office at the UPV was a very impressive place and was well organized related to the structure and functioning.

Annex V: Polytechnic University of Tirana

1. General Training visits

At these training visits participated 8 different people from different managing level as: top management, academic staff engaged at university with different managing duties except teaching, administrative staff in charged with human resources.

During these training visits we saw how are structured and managed activities of university third mission at three EU Universities.

The organizations of training visits from EU partners were very good. They give us the opportunities to see in site different centers working in the area of Technology transfer, lifelong learning and social engagement. There were presentations in any session. The people were open mind and answered all questions we did. These training visits were gone with some social events.

From these training visits we concluded that the main promoter to push up and develop university 3M activities is the role of leadership: role of Ministry to improve the legal framework and financial mechanisms and role of University to put third mission activities at university developing policies and strategic plan and to improve the university managing capability and its mechanisms.

So Polytechnic University of Tirana should start with improving developing policies and changing university strategic plan. Then a plan of disseminate this experience inside and outside University. Setting up of the regional developing center will be focused to main three activities and will have three people (part time or full time) engaged in:

- a. Technology transfer
- b. Lifelong learning
- c. Social engagement

Technology transfer will be in charge with these issues: starting to create alumni database; starting to create student carrier services; created a database about the competencies of academic staff and capabilities of university laboratories; managing all the projects: local, national and international. For this reason it would have a very strong relationship with all base units (departments), main units (faculties and institute) and with the other central administrative units as legal office, financial office, research and development office, etc. Moreover we have to restructure the other administrative offices linking to regional development center. This center will be an interface between different university units and external parties. In long term, we aim to create independent units, supporting research and technology based activities.

Lifelong learning will be in charge with managing and organization of different active courses and make the market survey related the real needs of market job for training in different fields. This session will have a very strong relationship with faculties, departments and external parties.

Social engagement will be in charge to create linking between university and NGO, pre-university education institutions, and central and local government for day issues, as environmental, energy saving issues, Red Cross, transport & circulation, etc.

2. Training visits to University of Turku

On September 11th - 12th, 2013 we perform a training visit to Turku University of Turku, Finland (UTU). On the first day we visited some centers as: Business and Innovation Development (BDI) (TT), Project and Innovation Services (TT), Children University (SE), TSE– entrepreneurship research center (TT) / executive MBA and customized training programs for private and public organizations (LL), Boost Turku– (student network for young entrepreneurs and entrepreneur minded people) (TT), Alumni center (TT). On the second day we visited BRAHEA Center for Training and Development (LLL), Science Park (TT), Functional Foods Forum (TT), Turku Academic Career Services (TT), ELY - Centre for the economic, transport and environmental development (TT).

Business and Innovation Development (BID) special unit of the University of Turku *acts as a link between academic research and the business and industry. BID promotes the commercialization of university-based inventions into successful new ventures or new business opportunities for existing companies.* Bid has its origin to an idea of a person.

In practice, BID's activities take place through innovation education and pragmatic research supporting the innovation and commercialization activities. BID welcomes all ideas from academic and industrial sectors to be further developed. It has expertise to analyze if the idea has a potential for university-level research or for innovations and business. BID also assists to search for required experts and appropriate partners.

BID *aims to develop the innovation and entrepreneurship strategy of university* which intends to influence the society at large. BID conducts research in Innovation and Entrepreneurship in collaboration with the other departments of university, with other universities and industry. BID provide also *education in Innovation and Entrepreneurship and Information Technology to undergraduate and postgraduate students and external parties.*

The BID objectives are:

- enhance academic innovation potential through multidisciplinary research-create innovative knowledge;
- improve the innovation process: detect and develop business opportunities;
- new innovative degrees and training programs: basic I&E skills, hybrid masters, PhD+MBA;
- awareness of I&E: I&E research, links with international innovation Community; links with business community.

Research Support services unit is under the chief financial officer and it is under the responsibility of Vice Rector for research and Research council. The aim is to increase the amount of funding from international funding sources for research and education projects by offering centralized guidance on how to apply for this kind of fund. The unit support researchers throughout project life cycle; train, advise and raise awareness related to project drafting; and it is contact point with funding body. The unit give its supporting in three fazes: research funding opportunities and proposal; research funding agreement; project implementation. This unit offers the innovation service as well, that means commercial exploitation of research results and know-how.

Turku Science Park is a community of businesses and educational establishments in the city of Turku, focused on development of the biotechnology and IT industries in southwestern Finland. Its membership includes approximately 300 companies operating in Turku. It also works in close partnership with Universities. The project is organized as a limited liability company, with the City of Turku as its largest shareholder.

Turku Science Park promotes the utilization of university-based expertise and competitiveness of enterprises as well as generating new business, especially by offering business development and incubator services, where technology start-ups can crystallize the business idea and make the initial phase easier. Incubator provides the basis for growth and success. Science park offers the services as: services for start-up companies (assessment of an idea, pre-incubator, business incubator, incubator premises); growth and development services (help in preparing R&D projects, development programmes; internationalization services; innovation services; locating services.

Academic career services aim to support and enhance employability of the students and graduates by offering labour market information and contacts for students, by practicing students in goal-oriented career planning and efficient job hunting, by providing students with tools for lifelong career management. This unit offers services for students as: counseling and guidance; organizing and managing the trainee system of University; gives information about

employment; organizing career days and career fairs. It gives services for departments and faculties, as well as for employers and industry.

Alumni network it is part of communication unit and has relationship with all the other units. First, graduate students create their professional club. Coming back for training helped in coordinating the work and compiling the database. It is very important creating the database. Nowadays it is possible to use social network. Alumni can be used as mentor for students.

BRAHEA Center for Training and Development has a key role in the organization, production and development of learning possibilities for adults. BRAHEA Centre for Training and Development bridges scientific research and practical life for professional and human growth. It offers academic adult education, and promotes personal, organizational and regional development. Two major themes dominate these tasks in the Centre's operations: lifelong learning and international cooperation in the Baltic Sea region. The Centre offers different services for individuals and for various organizations, as: Open University, expert services and congress organizing services.

Children University is part of communication unit and aims popularizing science. It organize science lecturer for children 7-10 years and science camps for children 9-12 years.

3. Training visits to Polytechnic University of Turin

On the first day, October 3rd 2013, we visited ISBM, where was introduced the "ISMB model" in the regional and national context.

Istituto Superiore Mario Boella was founded in 2000 by "Compagnia di San Paolo" and "Politecnico di Torino". Since 2001, several other corporations such as Motorola, SKF, STMicroelectronics and Telecom Italia Lab were joined the partnership. The activities of the Institute were carried out mainly with the financial support of "Compagnia di San Paolo", the membership fee paid by the four ordinary partners, and additional contributions made by the Ministry of University Education and major public and private, national and European organizations. ISMB was organized in Research Areas focused on core sectors of ICT. Since 2010, ISBM has been extended its activities to process innovation, orienting its focus on priority themes of European agenda.

We visited different ISBM labs: Microsoft Innovation Center, Antennas and Electromagnetic Compatibility, E-Security, Photonics, Materials and Microsystems, Galileo Satellite Navigation, Networking laboratory, Services and Applications laboratory, Radio Technologies for Multimedia Applications.

ISBM play an important role as actor of continuing education. It was presented structures, activities and experiences in this area.

The second day started by visiting the Polytechnic University of Torino: “Cittadella Politecnica” and later the I3P Incubator and SITI.

The “Cittadella Politecnica” project was located on the areas of the “Former Workshops Great Repairs” close to the main campus of Polytechnic University of Turin. *The “Politecnico” Business Research Centre* located in the Cittadella, offered modular spaces for offices, laboratories and factory facilities to create a common workspace to be shared with industries.

I3P was founded in 2000, and was the main Italian university-based incubator and one of the leaders at European level. It was a non-profit joint-stock consortium funded by the “Politecnico” of Torino, the Region of Turin, the Chamber of Commerce of Torino, Finpiemonte, the City of Torino and the Torino Wireless Foundation. Its main focus was promoting and creating of new firms with high-growth potential.

The incubator was offering the following services:

- tutoring on ideas and start-ups, and support in business plan development;
- technical, managerial, administrative, legal and intellectual property consultancy;
- team building;
- support in accessing public funding and R&D;
- special relationships with banks, helping securing loans at preferential conditions;
- links with equity investors (business angels, firms, Venture Capital funds);
- networking with local enterprises and employers’ associations.

I3P was open to students, researchers, Politecnico faculty members and members of other research bodies, enterprises which plan to create spin—offs for the exploitation of research results, and anyone else interested in the creation of a knowledge-based firm and which could benefit from being located at the Politecnico and Cittadella.

After that we went to SITI where we visited the Superior Institute of Territorial Systems For Innovation: which was another case of encounter between Polytechnic University of Torino and San Paolo Foundation. In SITI we participated in some very interesting presentations regarding their projects.

4. Training visits to Technical University of Valencia

On October 23rd – 24th, 2013 we perform a training visit to Polytechnic University of Valencia (UPV). On the first day we visited the Campus and a

number of centers, as: Centre for Development Cooperation (CCD) (SE), Lifelong Learning Centre (cfp) (CE), and Polytechnic City of Innovation (CPI) (TT). On the second day we visited Alumni Office, Career and Employment Office and the Institute for the Creation and Development of Enterprises (IDEAS) (TT). Then we visited the Centre for Innovation, Research and Technology Transfer (TT), Environmental unit, Sports Centre and Children's Summer School (SE).

Technology Transfer (TT):

CTT- The research and technology transfer Office: it is a professional unit in charge of administrating the knowledge creation activities and collaboration projects supporting UPV researchers in their interrelation with their enterprise environment and participation in R&D&I programs. The main objectives of CTT are:

- To facilitate the research activities of University by providing with research management and administration services.
- To transfer the knowledge to companies and other entities for innovation purposes by providing stakeholder (companies and academics) with liaison, legal, commercial and managerial services.

CTT first was created at UPV under the Ministry of Education OTRI initiative 24 years ago. During this long way, it has been developed and has been extended its activities and now it takes equity in spin-out companies.

CTT is under the responsibility of Vice-Rector for Research, Innovation & TT. It offers the following services:

- Identification and dissemination of R&D&I programs, informing interested researchers on collaboration and funding opportunities.
- Management of subsidized activities, offering advice in proposals' preparation economic justification of research projects and scholarships' administration.
- Management of R&D&I contracts, agreements and services provision, dealing with income and expenses' administrative procedures.
- Management of technological demand, being an interface available to organizations seeking technological partners and services.
- Register, protection, promotion and commercialization of R&D&I results
- Advice and support in the planning of scientific conferences.

The human resources of CTT are mainly dedicated to supporting the management of R&D contracts and agreements and competitive funds. It needs to be focused as well to promoting or supporting the commercialization of research results.

Science Park Foundation (CPI) is under the responsibility of Vice-Rector for Coordination and Financial Planning. It is under construction at the main university campus and is extended at an area about 140.000m². The space is organized to host over 20 researches institutes and enterprises and over 1500 researchers. The major university policy aims to become the CPI an instrument for the generation of knowledge and transfer of knowledge for its capitalization.

CPI is constructed as a model of open collaboration Network, flexible configuration, which brings together public and private stakeholders who share their knowledge and resources voluntarily. The CPI network is structured into three planes of action complementary: local, involving more than 25 councils, business groups and promoters of regional; national with more than 100 partnership with public and private entities of the R&D&I system; international collaborations with more than 200 public and private research and promotion of innovation around the world.

At local level there are three main types of agents: research centers, the Antennas of Innovation and the centers for Business Innovation. The first represent the R&D&I's potential of UPV, are located in the UPV campus and integrate about 3000 researchers. The second are managed by Councils and Business Groups and whose mission is to revitalize the relationship between the various elements of network and its business. These are units of promoting business innovation at local level promoted by private or public entities. Finally, the Centers of Business Innovation are privately managing spaces intended for preferred location of technology based companies. Network management and boosting cooperation between actors is the responsibility of the INOVA Foundation, a non profit entity of private right created in 2002 which is constituted in equal parts by the University and the Valencia Enterprise Confederation (CEV). Its Board of Trustees represents the park's government and administration body.

IDEAS – Institute for creation and development of enterprises, - is under the responsibility of Vice-Rector for Employment. It is business incubator. IDEAS interact with other external agents (Regional Authority for Enterprise, Valencia Service for employment and training).

Integrated employment service (SIE) develops activities aiming to improve the UPV students and graduate's employability and their on-site training. It collaborates directly with some private and public organizations.

Alumni center tries to keep graduates in contact with university; promotes continuing education; facilitates university activities such as business practices, visits, lectures, etc; cooperates with NGO as Engineers sans Frontiers, NGO for the development, etc.

Continuing Education (CE):

The Lifelong Learning Centre (CFP), aims to serve as an interface between university and regional environment in terms of life-long learning. The mission is to help the University Community in order to offer innovative & high quality CE. CFP support and encourage departments, centers and other internal UPV structures in the creation of training initiatives and projects, helping in the marketing and dissemination in the social environment. CFP is the reference point for UPV training offers, offering information about these offers and common registration and certification processes. All training courses are non-compulsive (non regular study programs). Its clients are mainly external individuals and only about 8% are UPV students. They all seek to be trained in different areas in order to enhance their professional competencies. The cost of the courses is fully covered by the fees charged by the CFP. CFP offers postgraduate courses: Master (60 ECTS over 500 hours), University Specialist (15 ECTS over 200 hours) and Professional Specialist (30 ECTS over 400 hours); graduated courses: "Diploma de Extension Universitaria" (30 ECTS), which are long courses; and short courses, workshops, in-company courses. The other activities are: teaching services to other institutions, preparing contracts and Memorandums of Understanding, Knowledge/Competence Recognition, supports to Congress, etc. They organize online courses too. All courses are highly market demand-oriented. The CFP uses the EFQM model (European Foundation for Quality Management) as a management tool. CFP represents an important linking between the university and the enterprises. This centre has obtained a relatively high degree of autonomy.

Social Engagement (SE):

Centre for Development Cooperation, (CCD) created in year 2000, under the responsibility of Vice Rector for Social Responsibility and Cooperation, is responsible for promoting solidarity attitudes among university community. Its mission is to implement strategies for development cooperation at university through teaching, research and university extension, promoting the joint commitment of university with ultimate aim of achieving sustainable human development. CCD is aligned with the Solidarity Action Plan of the UPV Strategic Plan (2007-2014) where it is clear commitment to implement actions to promote and support the participation of the university community in *cooperation programs and development projects*. CCD has launched various programs aimed to promote community participation in awareness activities, as well as development cooperation projects. Some of programs:

- MERIDIES-Cooperation programs: scholarship program for UPV students to carry out practices or Final Year Project (PFC) in programs and projects of development cooperation in the South through different actors of international development cooperation system.

- Development cooperation program: Mobility scholarship encourages the participation of members of the UPV in programs and projects of development cooperation aimed at contributing to improving the living conditions of vulnerable and marginalized populations in poor countries.
- ADSIDEO – Cooperation Program: it is a program for researchers at UPV, who can apply for grants for research projects aimed at obtaining a positive impact on poverty reduction and human development in disadvantaged regions.
- CCD offers to member of the university community different programs and training in human development. The training program includes short courses (12h each) and long courses (50h each) related to development issues and volunteering.

Annex VI: University of Korça

1. General Training visits

In general Training visits were very useful for University of Korca. In all the meetings high-level representatives took part.

Prof.asc.dr. Gjergji Mero the rector of University, Mr. Ilir Sosoli Chancellor of the University, Mr. Ardian Cerava lecturer and Head of IRO of University and Pro.asc.dr. Nikollaq Roshanji Head of the Department of Horticulture and Agribusiness. These persons are high level decision making for the university as well as the people responsible for managing of the third mission activities at our University.

The experience taken from the training visits were very useful, at our university we had some of the structures, like Project management offices, Student Carrier office, but some of the cases of good practices that we saw where not at our University like the Business Incubators, Student Services like Boost Turku, Sport facilities like UPV, the research center of ISMB, the integrated continuing education of UT and UPV and ISMB and alumni office. Some of these structures will be implemented at our universities in the centers that will be opening.

2. Training visits to University of Turku

The best lesson learned from University of Turku was the Alumni Office, office that will be integrated at our university at the Student Carrier Center. New software is developed and is now in use for the alumni database. The second lesson was the Boost Turku, thanks to this project a place will be provided for the students so they can develop their idea being this business or social activities. All this will be done in the short term at our University.

3. Training visits to Polytechnic University of Turin

The visit at University of Turin the most interested part was the continuing education and customized courses for the industry. This will be the biggest challenge for our university in short and medium term however it will be incorporated in the University objectives in the coming year. The student services and the improvement of the International relation office is an easy goal to be achieved by this project increasing the networking and the collaboration with partner universities of this project.

4. Training visits to Technical University of Valencia

At UPV we had a good understanding how a Student Carrier office works, the Science Park, and being green as a university. We will be taking in consideration and those lessons will be implemented at our University especially for the Student Carrier Office that will be the main link between University, academic staff and Industry. This won't be easily achievable however we are positive that in medium term we will improve the relationship between university and industry. As far as excellence centers and the continuing education centers we are for sure implementing and improving them in the short term future and they should be easily achievable and realistic goals for our University.

Annex VI: University of Vlora

1. General Training visits

According to the objectives of WP3 to train academic staff in order to provide self-sustainable bodies for the regional development centres, our university sent three groups of staff members for each training visit. In these activities, they have taken enough knowledge about the experiences, methodologies, necessary activities to start up a new philosophy of University role in social and economic regional development. We have seen several models of 3M activities in University of Turku, Istituto Superiore Mario Boella and University Polytechnico di Valencia.

The agenda of training for each visit has been respected, we followed all planned activities. The organization of activities has been efficient regarding the challenges and aims in order to ensure required skills and competencies on 3M activities development in our institution.

Let's see some specific conclusions of each visit as following below:

2. Training visits to University of Turku

The first day in Turku University started with a welcome from BID's director. The presentation was an overview of BID – Business and Innovation Development activities and its organization. We learned about BID as a special unit in research and innovation that works in collaboration with departments, researchers, other universities and industry. Several research projects were presented and gave us a right way how research projects and innovative ideas implemented in business area can support big enterprises in U3M activities. This unit also provides education in innovation and information technology for all students. Actually, BID manages 83 projects and this number only for currently 2013.

The next presentation was Children University (SE) idea, how a university offers its knowledge in a simple way. We have seen children becoming students in classrooms organized by SE. These activities create bridges between university and community young people. The system of organizing summer school for children was another nice idea that includes more academic staff and children in new methodologies of teaching.

Particularly, TSE Entre/TSE exe was the next presentation of entrepreneurship research center. The slides gave an overview of main objectives of this center and the organizational design. This center provides training programs for private and public organizations in order to develop required professional competencies.

Boost Turku was another amusing center for students and young entrepreneurs. The center was designed in a particular way, using simple furnishing and creating spaces of different activities for students. This center plays an important role to create networks of students, businesses and people in general. It is a good solution on providing location for events and other activities of students. Students can meet each other and can exchange their experiences. In the same center we learned about alumni center, its role and main activities of this unit as a good opportunity of alumni to create their profile and to be present virtually as part of university.

We have visited Brahea Center for Training and Development (LLL), one of the most important aims of our visit. We learn about its startup and how this center works. The courses and credits that provides for several categories of learners.

The next presentation was made at Science Park, a big center of innovation and research in industrial area. Functional Foods Forum was another unit focused on food research and innovation.

We visited other units completing training visit according to the agenda. Our interest was focused on unit of research and innovation, and continuous education.

The organization of the training visit in Turku University was perfect and very useful. The staff of U3M project helps us since we arrived in Turku. All the time, we have felt well and we found there all the facilities of stay in Finland.

3. Training visits to Polytechnic University of Turin

According to the activities of U3M project - WP3 of training visits in partner universities, UV researcher group arrived in Turin City on 2 October 2013 and accommodated at the hotel San Paolo in the afternoon, using as guide the instructions sent by the host partner. The second day we had a presentation as a welcome in Turin activity from ISMB's director who showed an overview of ISMB- Istituto Superiore Mario Boella as a model in the regional and national context according to Technology transfer and Innovation. We found it interesting in the presentation Research areas and strategic programs divided into three concepts: Smart City, Smart Energy and Smart Health linked to Innovation department. Based on these needs translated into three concepts, they are working on Navigation Technologies, Pervasive Technologies, Information System Architectures and SW Technologies, Photonics, Multilayer Wireless Solutions and Information Management.

Their key to achieve success? Increasing the level of collaboration with SMEs and industries! After that, we visited several different ISMB labs followed

by description of products and services that these units offer in the TTI context. First, MIC Microsoft Innovation Centre Torino is a joint innovation unit of ISBM on Microsoft Technologies and ecosystem focused in embedded, mobile and computing. We were introduced a new project developed in this unit called Salt Spreaders System and we found it too interesting. Next office, we had a short presentation of autonomous navigational system.

We had the possibility to know and learn about another mission of ISBM as actor of continuing education learning organizational structures, main actions and experiences of institute in the field of CE action.

In the afternoon we transferred to Alba region in order to see a case of tripartite agricultural initiative called Ce.Pre.Vi, Alba. We saw a wonderful work that gathers and implements experiences and knowledge of university and community.

On Friday, October 4th, 2013 we had a nice trip around Politecnico di Torino visiting Cittadella politecnica in the transfer technology and Social engagement context.

I3P Incubator was an author unit very interesting as a good solution that university offers for new releases in business and new companies. Organizational structures and some data about its activity period were the main issues we perceived. We found this unit more effective and a good support for developing new ideas of student community.

The last visit was SITI: SITI-Istituto Superiore sui Sistemi Territoriali per l'Innovazione. We have learned through several presentations how can researchers can create ideas in group and how these ideas can become in international projects with a big impact in the region and all country.

We appreciate the organization of activity made by partner staff of project.

4. Training visits to Technical University of Valencia

The first day, after having a welcome encounter with the Director of the International Affairs Office, we acquired the necessary knowledge regarding the organization of UPV in different directions which support the third mission activities.

Another amusing issue was the presentation of CTT Centre for innovation research and technology transfer. We learned the organizational system of this Centre and their services supporting the projects.

This Centre is part of the extended network of universities and other similar centers in Europe. We had the chance to learn in a detailed manner the main

organizational units as: the human resources department, the financial management department, entrepreneurship unit, science park and research units. This Centre interfaced with companies and funding bodies.

Another interesting presentation was the ideas institute where we got to know the activities and the services provided by this unit.

Our tour continued to the polytechnic city of innovation CPI scientific park with the many units of this city.

The visit to the CFP (Centre for continuing education), in my opinion, was really important. This Centre has a rich variety of activities regarding the organization and development of short courses (19208), professional university titles (2246), courses in-company (1900), congresses and courses for UPV workers.

This Centre organizes courses with credits as well as prepares contracts and MoU-s. The organization model permits its existence as an interfacing unit in order to analyze existing social demands, transferring them to the UPV structures and promoting a flexible and fast response. This Centre encourages departments, centers and internal UPV structures on creating training initiatives and projects, and marketing them in social environment. This presentation was useful to create an idea on the starting up process of applying this model to the Albanian Universities.

Another visit at the Centre for the implementation of the environmental management system according to EMAS project 2006. We showed great interest in the objectives of this system such as: the improvement of the environmental condition through the university, greater consistency in the extend of system, global action to all the campus of Valencia University, etc.

We visited many other centers such as: sport facilities and sport activities (SE) as well as children summer school Centre. UPV had a rich activity run by CCD in which the volunteering was main principle supporting a vast range of international and European projects.

At the end, we congratulate the organizations of training visits in Valencia for their professionalism and hospitality.