



# ACADEMIC STRATEGIC PLAN 2020-2025

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## Enhance Student Success

Expand Research, Scholarship and Creative Work

Have Global Reach while enabling individuals to realize their full potential

Deliver excellence in performance

Create a positive working and learning environment

Partner with Community - be valued as a partner regionally and internationally

Maintain long-term financial stability and secure income diversity

## Actions

1. Establish admission criteria to identify students who are prepared for the programs.
2. Enhance recruitment and retention of high-achieving students.
3. Integrate civic engagement and experiential learning projects (e.g., Different classes are developed in Virtual Reality – AVR Cluster Center).
4. Expand online course offerings for all students.
5. Develop communication skills for students.
6. Promote increased faculty-student and student-student interaction.
7. Transform the scheduling of classes to effectively meet new pedagogical approaches, including service and experiential learning.
8. Establish national and international exchange programs.
9. Emphasize internships and experiential learning opportunities.
10. Implement a variety of teaching methods and student assessments, meanwhile expanding the utilization of technology applications to enhance learning.
11. Include research-based courses to fulfill general education requirements.
12. Student evaluation of the work of teachers and associates for each course of study through student surveys.
13. Analyze the results of student surveys to evaluate the work of teachers and associates, taking measures to improve the quality of work of teachers and associates.
14. Evaluate the functioning of the information system for monitoring the student success in the course of study (SMIS).
15. Enhance Student's electronic access to subjects, evaluation, library and UBT Knowledge Center.
16. Introduce new programs to meet evolving student, societal and workforce needs.
17. Provide career-focused learning.
18. Review programs with a focus on continuing to develop innovative and cross-disciplinary approaches to meet emerging labour market needs.
19. Support student innovation and entrepreneurial activities, across disciplines with a focus on supporting interdisciplinary collaboration and applied learning inside and outside the classroom.
20. Assist undergraduate and graduate.
21. Development of teaching methods that increase student pro-active participation.
22. Student support in organizing and participating in scientific and professional events.
23. Support students in their efforts for employment.
24. Increase cooperation with graduated students.
25. Offering a virtual interactive learning environment for all students.
26. Increase student training opportunities.
27. Supporting and promoting students with maximum results.
28. Differentiation of methodologies for student assessment.

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02

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1. Review the research support schemes and research management.
2. Provide financial and administrative support to faculty for sustained scholarly activities.
3. Review the Annual Research Performance and Impact.
4. Provide internal support for research.
5. External resources for supporting research.
6. Increase research activities within INSPIRE Center.
7. Generate current data and analytics within the UBT Stats Center, and foster its usage through student research and projects.
8. Foster mechanisms of technology and knowledge transfer through UBT Knowledge Center, while having focus in different areas through Research Centers.
9. Increase the visibility of research.
10. Increase research activity.
11. Support research activity.
12. Access to UBT Library services and Electronic Libraries from Campus or home.
13. Increase Master student enrolment.
14. Promote Research activities through UBT's Web-site.
15. Staff training for grant applications, in research.
16. Develop contacts with international researchers in order to establish scientific cooperation.

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## Actions

1. Encourage programs to incorporate specific global initiatives into their planning.
2. Review partnerships annually for operational effectiveness and communicate with partners to discuss potential changes.
3. Review the implementation of Regulation of the basic principles of the mobility of incoming and outgoing students, teaching, associate and non-teaching staff of the University and its constituents.
4. Promote internationalization efforts (e.g., website, campus events).
5. The Faculties actively participates in the work of international organizations the activities of which are related to higher education.
6. Expanded study abroad opportunities within graduate programs.
7. Increase the number of students and faculty who participate in exchange, short-term, and semester-long study abroad or work integrated learning, research collaboration, and international joint programs.
8. Increase international mobility opportunities for teaching, conducting research, and attending conferences.
9. Create international experiences and opportunities and expanded study abroad within all study programs.
10. Provide support to faculty applications for international scholarships.
11. Increase awareness and promote dialogue among stakeholders on the achievement of the 17 UN SDGs.



## Actions

1. Provide periodic audit and evaluation of the curriculum to ensure that it includes national and international standards.

2. Program Accreditation and Quality Assurance.

3. Development of monitoring mechanisms and measuring indicators for national and international recognition.

4. Ensure that national and international recognition is achieved and retained.

5. Review the implementation of procedures for the recognition of higher education foreign qualifications and periods of study and preparation of the Study on the new program.

6. Design and Implementation of Key Performance Indicators (KPI).

7. Learning outcomes of the study program in accordance with the learning outcomes of related faculties, labour market requirements are clearly described and assigned ECTS credits.

8. Evaluation of study programs by students and teachers.

9. Ensure quality self-evaluation reports are realised.

10. Student participation in the course and program evaluation.

11. Development of study programs based on priority fields within the country.

12. Achieve and retain the Five Star Excellence Award within European Foundation for Quality Management.

13. Ensure the achievement of recognized benchmarks.

14. Increase opportunities for students to engage in applied research and social innovation projects both within and outside curricula.

15. Representation of students in all processes for quality assurance.

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## Actions

1. Enhance resources and space of the institution.

2. Maintain faculty/student ratio as per accreditation instructions.

3. Provide competitive faculty and staff compensation.

4. Establish faculty and staff development plans, focusing on PhD studies.

5. Reinvest in a staff development program and performance management system.

6. Ensure institutional recognition and visibility at all levels of teaching and scholarship that focus on diversity, equity, and social justice.

6. Further advance and support work/life flexibility policies and practices.

7. Infrastructure Development.

8. Assist staff in learning new systems.

9. Annually assess all IT services to improve efficiency.

10. Review the Annual plan for recruitment and promotion of teachers, associates, administrative and support staff.

11. Evaluation of the internal communication platforms (intranet).

12. Evaluate the functioning of the information system for staff management (HRMIS).

13. Ensure to keep pace with technology and industry trends.

14. Develop a plan to recruit and retain an optimal number of high-calibre full-time faculty and staff.

15. Enhance operation of technological tools in support of teaching methods.

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## Actions

1. Conduct community needs assessment regarding type and number of partnerships.

2. Establish career fair to increase the marketability of graduates' internships.

3. Promote faculty appointments in local and national policy making panels.

4. Support cooperation between academic research and industry/civil society within INSPIRE Center.

5. Provide innovative and practical solutions to the community, through combined skills of Center for Urban Studies.

6. Collaborate with regional communities, partners and industry to enhance and create programs that support the development of a highly skilled workforce.

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## Actions

1. Create and encourage different revenue streams.
2. Determine realistic and sustainable enrollment goals for the next five years to aid in the strategies of maintaining or growing enrollments.
3. Apply for different research projects, industry services and EU projects.

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**UBT - Higher Education Institution**

Lagjja Kalabria, 10000 Prishtine, Kosovo

+383 38 541 400

info@ubt-uni.net

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