

ACTION PLAN FOR IMPLEMENTATION OF STRATEGY OF UBT LAW FACULTY 2021-2026

UBT Law Faculty intends to use the following action plan to implement the strategic outcomes and measure its progress in achieving those strategic outcomes:

Strategic Goals	Strategic Outcomes	Performance metric	Actions	Target	Timeframe
STRATEGIC GOAL 1: DEVELOP UNIQUE STUDY PROGRAMS AT THE MASTER LEVEL WITH INTERDISCIPLINARY AND MULTIDISCIPLINARY APPROACH TO LEGAL PROBLEMS.	OUTCOME 1.1. Develop and accredit study programs in the field of legal studies at master level in conformity with market needs including interdisciplinary and multidisciplinary approach.	Number of successful accreditations in the area of interdisciplinary legal studies	Accreditation	3 programs	2021-2026
	OUTCOME 1.2. Develop and accredit study programs in the field of legal studies in English language.	Number of successful accreditations of legal studies in English language	Accreditation	2 master programs	2021-2026
STRATEGIC GOAL 2: DEVELOP FULL-TIME ACADEMIC STAFF OF THE HIGHEST QUALITY IN	OUTCOME 2.1. Advance full-time academic staff to higher academic titles based on internal Regulation of	Percentage of advancement of full-time faculty according to UBT Regulation on	Support each full-time faculty by sponsoring	80 % of staff promoted to	2021-2026

TEACHING AND RESEARCH	UBT on standards for election of academic staff into higher academic titles.	Standards of Election into Academic Titles	their research in order to meet the quantitative and qualitative criteria for promotion	Assistant Professor; 30 % to Associate Professor 10 % to Full Professor	
	OUTCOME 2.2. Sponsor the doctorate and post-doctorate studies of full-time teaching staff through partner institutions;	Number of sponsorships of full-time faculty	Sponsor PhDs and post-doctorate studies of full-time hired faculty	5	2021-2026
	OUTCOME 2.3. Offer strong life-work balances for junior faculties to enable their early career development.	Number of early career professors supported to achieve research requirements and complete their PhD	Offer more research workload and less teaching workload for supported staff	5	2021-2026
	OUTCOME 2.4 Offer support for mid-career professors and late-career professors;	Number of mid-career and late-career professors in publication	Offer more research workload to selected top	5	2021-2026

		of monographies and high class research	faculty to enable high class research and publication of books in foreign publishing companies		
STRATEGIC GOAL 3: DEVELOP RESEARCH CAPACITY AT UBT LAW FACULTY	OUTCOME 3.1. Participate in research projects with serious foreign and domestic research institutions;	Value in EUR of research projects	Apply and win research grants funded by foreign governments and other local institutions	1 million EUR	2021-2026
	OUTCOME 3.2. Strengthen the contract research and consulting arm of the College;	Value in EUR of contract research and consulting services	10 contract research and consulting services	500,000 EUR	2021-2026
	OUTCOME 3.3. Establish Research Fund of UBT Law Faculty from research grants, private sector and own funds;	Value of Research Fund	Apply for research grants, raise funds with private sector	500,000 EUR	2021-2026

			and provide own funds		
	OUTCOME 3.4. Strengthen the Lead Scholar and Young Scholar Research Support Grants;	Number of mid-career and early-career staff supported	Open the internal call for applications March 2022	5 –lead scholars supported 5-young scholars supported	2021-2026
	OUTCOME 3.5. Develop research projects in thematic areas developed in consultation with the industry;	Research projects in thematic areas generated by industry	Co-finance with industry smaller research projects in thematic areas generated by industry;	1 research project per annum	2021-2026
	OUTCOME 3.6. Develop group research clusters for research cooperation of staff;	Research clusters established in new thematic areas that are in compliance with newest trends in the global literature	Conduct careful analysis of global literature to establish the newest scientific	10 group researches per annum	2021-2026

			trends in legal and interdisciplinary fields and conduct group research		
	OUTCOME 3.7. Develop Journal of Interdisciplinary Social Sciences in cooperation with Faculty of Political Sciences to address local issues	Journal of Interdisciplinary Social Sciences running and indexed	Establish, run volumes and issues and index it	Indexing in EBSCO	2021-2026
STRATEGIC GOAL 4: ADVANCING THE QUALITY ASSURANCE SYSTEM	OUTCOME 4.1. Empower the Quality Assurance Officer of Faculty;	Thorough analysis run by QA Officer in Law Faculty	The QA Officer given more power to decide on various QA issues	New performance metrics added	2022

	<p>OUTCOME 4.2. Strengthen the monitoring mechanisms and performance indicators for gauging the teaching and learning quality, which include representatives of students, employers and alumni;</p>	<p>Number of internal evaluations and average overall grade of teaching quality and number of student representative, employers and alumni</p>	<p>Encourage all the staff in the College to perform more frequent internal quality reviews;</p>	<p>1 per year; Higher than 4.0 in the range from 1.0 to 5.0; 2 student representatives, 1 employer representative from each field of study and one from alumni association</p>	<p>2021-2026</p>
	<p>OUTCOME 4.3. Simplify all quality reviews done at the Faculty level to a single Annual Internal Self Evaluation Report of the Faculty of Law followed by Quality Improvement Strategy and Action Plan for Implementation;</p>	<p>All internal quality reviews included in a single Annual Self Evaluation Report followed by Quality Improvement Strategy and Action Plan for Implementation</p>	<p>Perform Internal Self-Evaluation every year followed by strategy, action plan, and monitorisation report</p>	<p>1 annual comprehensive report followed by Quality Improvement Strategy, Action Plan and bi-annual</p>	<p>2021-2026</p>

				monitorisati on report;	
	OUTCOME 4.4. Strengthen the bi-annual monitoring mechanisms for the realization of annual action plan of the Faculty of Law;	The bi-annual monitoring mechanism supported with staff and resources	1 person assigned for monitoring	1 position	2021-2022
	OUTCOME 5.1. Increase the number of memoranda of cooperation with international universities and colleges;	Number of memoranda of cooperation	Memoranda of cooperation with universities signed by Rector of UBT for Law Faculty	5	2021-2026
	OUTCOME 5.2. Increase the participation in international research projects	Number of research projects	Upon signing the memoranda of cooperation encourage consortia of applicants for research	2 serious projects;	2021-2026

			grants in respective countries		
	OUTCOME 5.3. Increase the staff and student mobility with partner institutions;	Number of ERASMUS+ agreements and percentage of incoming and outgoing visiting professorships and number of students incoming and outgoing	Allocate funds for outgoing visiting professorships	3 agreements; 75 % of full-time faculty participating at least once in visiting professorship with partner institutions; 5 students (incoming and outgoing) per memoranda of cooperation	2021-2026
STRATEGIC GOAL 6: ACHIEVING ACADEMIC EXCELLENCE	OUTCOME 6.1: Periodical review of educational programs for a continuous	Periodical review of educational programs irrespective of accreditation	Review every three years	2 reviews	2021-2026

	improvement and resource optimization				
	OUTCOME 6.2: Continuous to improvement of the quality of educational practices through converting data collection and analysis into information for all staff and students;	Writing a brief quantitative and quality report on the quality of educational practices available for students and staff	1 comprehensive review	1 report	2021-2026
	OUTCOME 6.3: Constructive alignment of course learning outcomes with teaching activity and student assessment;	Conducting alignment review and curriculum mapping every three years	All syllabi are reviewed twice once in 2021 and once in 2024	2 reviews for all study programs	2021-2026
	OUTCOME 6.4: Inclusion of DELTA skills and behavior in course syllabi (cognitive, inter-personal, self-leadership and digital skills);	Conducting of review of all syllabi to include the teaching activity and assessment methods that develop DELTA skills in students	Review every two years	2 reviews	2021-2026

	<p>OUTCOME 6.5: Exceed best-known key performance indicators and creating concrete types of measurement;</p>	<p>Exceeding KPIs and inventing other challenging and innovative KPIs</p>	<p>Conduct measurement of KPIs achievement and hold brainstorming workshops to innovate other KPIs for Faculty</p>	<p>Review every year for all Faculty</p> <p>At least 80 % of KPIs are exceeded</p>	<p>2021-2026</p>
	<p>OUTCOME 6.6: Ensuring excellence in teaching and learning by providing prospects for professional growth;</p>	<p>Providing prospects for growth through professional development training in pedagogy and andragogy</p>	<p>Two trainings per year</p>	<p>80 % of staff undergo staff training</p>	<p>2021-2026</p>
	<p>OUTCOME 6.7: Assuring quality instruction by establishing effective, innovative, and professional teaching practices; by frequent evaluation of instructor effectiveness; and by updating methods,</p>	<p>Performanse appraisal of quality of instruction, teaching methods, materials, and technology</p>	<p>Conduct comprehensive review of teaching methods effectiveness by conducting a</p>	<p>Two reviews at Faculty level</p>	<p>2021-2026</p>

	materials, technology, equipment, and facilities.		survey with students and conducting a review on updating of technology and materials		
	OUTCOME 6.8: Providing support services for all students, including other special needs to support student success and completion of academic goals.	Student satisfaction on support services for academic success	Conduct student satisfaction survey on student support services at Faculty level followed by an improvement plan	2 comprehensive reviews	2021-2026
STRATEGIC GOAL 7: FURTHERING COOPERATION WITH PRIVATE SECTOR AND COMMUNITY	OUTCOME 7.1. Increase the number of memoranda of cooperation with private sector and other stakeholders related to our study programs;	Number of memoranda of cooperation with serious firms and institutions related to each field of study	Assign a Professor as a Relations Liasion Officer with Private Sector	3 private sector companies related to the field of study; 3 civil society	2021-2026

				organization s; and 3 law firms	
	OUTCOME 7.2. Including private sector representatives in Curriculum Review Committees;	Number of representatives of private sector and stakeholders in Curriculum Review Committees	Encourage decision-makers of private sector companies and other stakeholders to send their representatives in the meetings of Curriculum Review Committees to provide suggestions in curriculum design	2 members included in the Curriculum Design and Review Committee per program;	2021-2026
	OUTCOME 7.3. Increasing the internship agreements with civil society organizations;	Number of internship agreements	Encourage private sector firms and public institutions with whom	2 for each field of study	2021-2026

			Law Faculty has memoranda of cooperation to extend this cooperation also in the field of provision of internship opportunities for Law Students		
	OUTCOME 7.4. Develop research projects based on the needs of private sector and community;	Number of research projects developed in partnership with private sector representatives	Encourage private sector representatives through their representing associations to develop at least one joint research project with UBT Law Faculty	At least one interdisciplinary research project developed with each Association representing the interests of private sector (noteries,	2021-2026

				attorney offices, Judges Association etc).	
	<p>OUTCOME 7.5. Develop a staff workload policy through which full time academic staff is enabled to contribute to community a certain number of hours per month;</p>	<p>Staff Workload Policy developed at faculty level requiring at least one dedicated community service per academic year</p>	<p>Develop the Workload Policy and include academic staff in community service engagements</p>	<p>At least one engagement with community per staff per academic year</p>	<p>2021-2026</p>
	<p>OUTCOME 7.6. Creating the center for free legal aid with the support of the student's team and professors to give legal advices.</p>	<p>Number of free legal aid advises provided to people in need</p>	<p>Conduct a plan and thematic areas of competency in which Law Faculty can provide free legal aid and promotion of such activity</p>	<p>5 cases of free legal aid per annum</p>	<p>2021-2026</p>

	OUTCOME 7.7. Promoting positive relationships with the community and provides services that support economic, educational, and cultural efforts.	Number of activities and services that support economic, educational, and cultural efforts.	Plan several events that support economic, educational and cultural efforts at faculty level	1 per year	2021-2026
STRATEGIC GOAL 8: DEVELOPMENT OF CONSULTING AND CONTRACT RESEARCH ARM OF THE FACULTY	OUTCOME 8.1: Development of the consultancy and contract research plan for the Faculty of Law;	Development of plan for consultancy and contract research plan	Adopt a plan for consultancy services and contract research	Plan adopted by 2022	2021-2026
	OUTCOME 8.2: Pursue private funding, including grants, contract research and consultancy services for the private and public sector;	Assignment of persons responsible to follow-up on such a plan and follow-up grants	Assign professors responsible to follow-up	A team of 7 professors assigned to iron out the details of follow up and 3 research contracts and consultancy services completed	2021-2026

STRATEGIC GOAL 9: STRENGTHENING THE FUNCTIONALITY AND STREAMING PROCESSES	OUTCOME 9.1: Encouraging and fostering innovation, including the integration of new systems and technologies and their incorporation in curriculum and teaching	Number of innovative systems such as EoN Virtual reality incorporated in teaching	Include where possible EON Virtual Reality	In different courses where applicable	2021-2026
STRATEGIC GOAL 10: FOSTERING STUDENT EMPLOYMENT AND FURTHER CAREER DEVELOPMENT	OUTCOME 10.1: Nurturing partnership and involvement of students and alumni in Faculty decision-making;	Number of decisions in which students and alumni are included	Involve students and alumni in all major strategic decisions	80 % of decisions include students and alumni	2021-2026
	OUTCOME 10.2: Expanding the career developing programs to ensure students and alumni take initiatives and develop leadership;	Number of career development mentoring programs	Develop career development mentoring program	1 program	2021-2026
	OUTCOME 10.3: Developing alliances with other alumni to increase access of students to bar	Number of networks developed with various professional organizations	Develop networks with professional organizations	70 % of major professional organizations covered by	2021-2026

	associations, professional organizations and agencies;			alliances established	
	OUTCOME 10.4: Development of skills for passage of bar exams through Bar Exam Simulation Trainings;	Number of trainings for students that simulates the Bar exam	Organize a training for 4 year students of Law and master students	1 training per year	2021-2026