



ACADEMIC STRATEGIC PLAN 2020 - 2025



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About the Academic Strategic Plan

This plan provides strategic direction and goals that affect to the evolution of UBT. This plan is meant to guide our work, focus our priorities, and inspire us to move forward in new directions.

This Academic Strategy provides a framework to support and guide our UBT in shaping our curriculum offering. Within UBT College there is a great synergy between teaching, research and innovation that offers a unique educational experience and wide learning. UBT aims to listen, learn and engage with social concerns, such as diversity, ethics, social responsibility, sustainability and wellbeing.

UBT aims to enhance and strengthen long-standing connections with stakeholders and alumni, in order to provide greater opportunities for innovation for our students and staff.

Our strategy is based on involving extensive consultation and engagement with our whole University community: students, colleagues, alumni and external stakeholders. Input has been sought through surveys, meetings and discussions, both formal and informal.

Academy

UBT College will be the institution of first choice for students. We focus on innovation and interdisciplinary learning. The institution aspires excellent quality standards and consistent active learning approaches which offer inspiring, values-based learning environment and diversity. Our aim is to create an environment where all stakeholders are incorporated.

Focusing on this, UBT's Management team have created a flexible communication within the institution - which enables teams to achieve all the results with responsibility using all systems. Management, Faculty members and all the other department teams cooperate in order to achieve all goals and objectives.

This way, we have shaped operations, targets and objectives that correspond to our strategy.

We aim to create a learning environment based on innovation. We must be the leaders in new integrative approaches to teaching and continue to reach new partnerships within society.





Goals

Main Strategic structure depends on: Academic Excellence, Research, Global Reach, Excellence, Learning Environment, Partnerships, and Finance.

UBT's main goals stand on:

01

Enhance Student
Success

02

Expand Research,
Scholarship and
Creative Work

03

Have Global Reach while
enabling individuals to
realize their full poten-
tial

04

Deliver excellence in
performance

05

Create a positive
working and learning
environment

06

Partner with Community
- be valued as a partner
regionally and interna-
tionally

07

Maintain long-term
financial stability and
secure income diversity

Enhance Student Success

UBT pursues excellence through having a current and updated education. We aim to keep curriculum updated, guarantee conditions for learning and teaching, focus on learning-centered approaches and research. We provide students with optimal conditions, in order to achieve critical thinking, effective communication, problem solving and complex learning.

UBT has student success in focus and the aim is to achieve it through, among others, our research institutes, laboratories, community partnership centers, and flexible learning. With our flexible and innovative approach, competitive environment, advances technology (such as Augmented Virtual Reality), we aim to constantly improve student success.

Research based teaching – UBT constantly engages students in research activity to promote research-based learning. This type of teaching provides students with interdisciplinary activities so they will benefit from this research, across all disciplines.

Sustainability – UBT aims to connect the social and environmental aspects and help create a society that meets the needs of different generations. We aim to integrate sustainability teaching across the curriculum.

Inter and transdisciplinary – Inter and transdisciplinary learning experiences aim to engage students within different disciplines. We integrate this learning experience in order to bring information and tools from different disciplines of knowledge.



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Strategic Aims

1

Review existing programs and identify opportunities and potential changes.

2

Incorporate student in research practices.

3

Expand pedagogical approaches focused on engaging students in learning across the curriculum.

4

Incorporate peer-review approaches to review curriculum.

5

Foster excellence and innovation in learning and teaching.

6

Significantly expand opportunities for experiential learning within all majors.

7

Implement new learning pedagogies and expand modes of course delivery and assessment.

8

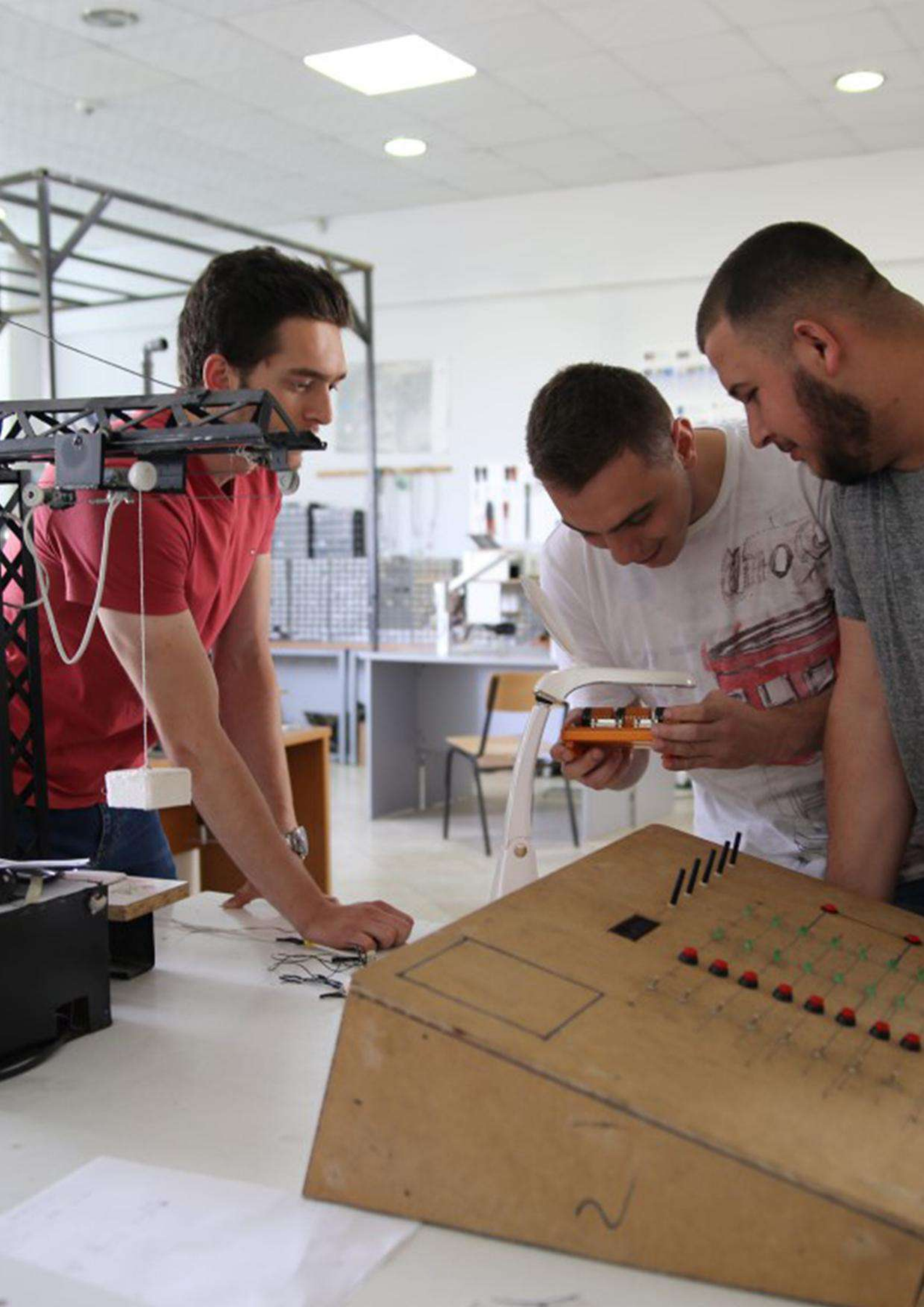
Provide a comprehensive faculty development program and expanded digital initiatives within the UBT Libraries.

9

Improve credit and degree completion rates for all undergraduate and graduate students.

10

Continue to develop courses in the Virtual Reality Learning Environment.



Expand Research, Scholarship and Creative Work

Achieve high-impact, translational, and innovative research, scholarship, and creative work that addresses state, regional, and world challenges to improve health, environmental sustainability, economic development, and the human experience.

UBT pursues excellence through its research institutes and libraries, by providing students with easy access to learning.

We aim to have the best people who constantly pursue their research interests. This is why UBT supports its students and staff with Augmented Virtual Reality classrooms, research and practical laboratories. UBT offers a rewarding research environment and research-led learning experience.

With our research we aim to contribute to economic and social development, technology and innovation.



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Strategic Aims

1 Ensure interdisciplinary Research and Knowledge, and build greater connections across disciplines and academic units.

2 Target research initiatives that impact economic and workforce development.

3 Involve students in varied research, creative projects and other opportunities through Research Centers, while fostering UBT Knowledge Center.

4 Ensure that UBT Stats is updated with current national and international data.

5 Ensure that UBT Libraries are updated with up-to-date materials.

6 Encourage the research activities within INSPIRE Center.

7 Develop high-performance research with initiatives to facilitate research and advance big data analyses in different disciplines.



Have a Global Reach

One of main UBT's goals is to have a regional and global reach through our programs of study. This way we incorporate diversity in learning spaces, offer opportunities for students to study abroad or engage in an international work placement, and provide different exchange programs. Advance the internationalization of the UBT, develop students as engaged global citizens, and create meaningful international strategic partnerships.

UBT's collaboration does not stop within our community, because many of our students and alumni move in the region or start their new life within European countries. During all these years of operation, UBT has increased its partnerships with almost every country in the world, with many University Campuses and companies.

We focus on working to increase access to international networks to undertake our research and collaborate with suitable partners. We constantly seek to improve mobility opportunities for students, support the role of our staff and students, and increase the impact of our research and teaching internationally.



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Strategic Aims

1

Develop global and regional networks with different universities.

2

Articulate and prioritize internationalization of institution's strategic plans.

3

Support and develop student engagement in all aspects of the student experience.

4

Achieve student satisfaction with Learning and Teaching.

5

Provide opportunities to study abroad, engage in international work placement and provide exchange programs.

6

Promote and coordinate the globalization efforts of the UBT.

7

Provide faculty with opportunities to develop global competence and maximize the impact of student global experiences on learning outcomes.

8

Create opportunities for the internationalization of the curriculum.

9

Increase numbers of domestic students engaging in international education experiences.

10

Achieve a sustainable development through according with UN 17 Sustainable Development Goals (SDGs).



Deliver excellence in performance

UBT aims to deliver excellent services for students, staff, local community, national and international partners. With this in mind, it is important that we compare our key performance results with industry and international benchmarks. Regular performance assessments are reviewed in order to positively affect growth.

Each faculty goes through performance evaluation; therefore, all courses are reviewed. In order to meet all stakeholder's needs, we come with conclusions regarding program's future developments. We use these results to direct the actions needed for improvement.

UBT's education, research and professional activities are offered at the highest standards, with the main aim in being the best we can be. Our Excellence Department have reinforce standards and made excellence a priority.

Except of being part of national evaluations, we sign up for additional European excellence benchmarks in order to have a continuous improvement.

UBT's environment makes sure that our students and staff can excel professionally and personally.



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Strategic Aims

1

Achieve national and international recognition for excellence and innovation.

2

Ensure the achievement of recognized benchmarks.

3

Achieve optimal standards for efficiency, sustainability and innovation.

4

Deliver Excellence in Performance.

5

Develop Quality Assurance mechanisms through continuous monitoring of the management, evaluation, development and improvement of quality.

6

Achieve a sustainable development through according with 17 Sustainable Development Goals (SDGs).



Create a positive working and learning environment

Ensure a professional work culture that is characterized by flexible, effective, and efficient processes and by trust, support, and recognition towards greater institutional effectiveness. Inspire an enlightened work environment that is characterized by cultural diversity, embraces difference, and is built upon a learning environment that fosters respect and understanding; and that rejects prejudice and intolerance.

UBT aims to put its people to the center of the work, having all processes focused toward people. Whether in research, teaching or professional activities, UBT constantly contributes to the working and learning environment.

Since we are a people-oriented University, we increase our capacities yearly and provide students and staff with a fulfilling working and study environment that supports their development.

With our skilled and representative leadership we ensure the community involvement and increase efficiency in the workload. Our Students' Union is a key to our decision-making system.

In order to create a better working environment we focus on investing in staff development and providing training opportunities.



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Strategic Aims

1

Meet the strategic needs through efficient recruitment.

2

Achieve a supportive and collaborative working environment.

3

Ensure staff is supported and promoted.

4

Ensure staff is well-trained and given opportunities to advance.

5

Develop new strategic and supportive human resource and payroll administrative processes within all divisions of the UBT that enable efficiency and effectiveness in hiring and retaining excellent employees.

6

Improve research administrative processes at all levels and within all units.

7

Prioritize and improve information technology to better meet future technology-related needs of the institution.

8

Ensure that long-range space planning reflects institutional priorities and is conducted in broad collaboration with the community.



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

Having community engagement incorporated within curriculum attributes students to develop social responsibility. We seek to prepare our students to constantly contribute to society. This way, we are in close cooperation with different community matters that require transdisciplinary thinking and learning spaces. This way of learning enriches student learning experience and increases the impact on society.

Relationship with the community is a central focus of UBT and is a focal point for networking and knowledge sharing. UBT collaborates with partners in order to positively impact society, culture, environment and economy of our community. We engage with our community starting from staff volunteering for local causes, providing projects that support community development, offering our infrastructure to the community for research and different projects.

UBT's aim is to invest in the increase of collaborative activities with businesses, industry and other external organisations, and provide support for start-ups. We believe that it is important that UBT provides help to local citizens. We believe that public engagement supports research and society and this way our researchers aim to inspire, consult and collaborate with the public.



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Strategic Aims

1 Support innovation through research in multi-disciplinary fields and collaborate with society.

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

3 Engender UBT culture of philanthropy through strong partnerships.

4 Develop and support UBT's national and international partners.

5 Maximize the effective working partnerships with community, alumni and industry.

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

7 Communicate efficiently and effectively with learners, alumni, employers, staff, stakeholders and the wider population using the most appropriate media.

8 Increase the support provided to local society, through projects and research related work.

9 Enhance partnerships with community through UBT Technology Transfer Center.

10 Expand the UBT's role as a leading regional center with a proactive agenda for educational, social, economic, political, environmental, and cultural advancement.



Maintain a long - term financial stability and secure a diversity of income

The financial stability is a key factor within UBT, which always is monitored in order to help with the other fields. UBT has diversified its funding through enhanced capacities in research projects, industry services and EU projects, and this has ensured the long-term financial stability in response to external economic impact. This stability has ensured that UBT invests on the campus development, capacity building and resources that advantage student's learning experience.

UBT aims to to increase the amount of its financial operating surplus in order to generate sufficient funds to meet its goals.



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Strategic Aims

1

Achieve a balanced resource return.

2

Expand the diversity of income to achieve targets.

3

Develop UBT's campus to support continuity, growth and value.



Key Terms

Virtual Reality

UBT will be providing the home for the region's first AVR Cluster Center and thus become the area's hub for AVR technology. The establishment of a world-class AVR hub will provide exclusive technological access and opportunities for both students and companies in the region. EON Reality Inc., the world leader in Augmented and Virtual Reality-based knowledge transfer for industry and education, together with University for Business and Technology (UBT), announces the first Augmented and Virtual Reality (AVR) Cluster Center in the Republic of Kosovo and in Balkan's Region.

UBT Knowledge Center

UBT Knowledge Center furthers awareness and usage of existing knowledge by sharing and creation of more knowledge. Online 'anytime, anyplace' access to local and global knowledge collections enables UBT researchers to harvest the best ideas available from core academic publisher databases and a curated UBT digital repository.

Knowledge Center consists of three essential parts:

a digital environment to advance local knowledge visibility.

an organizational environment to enhance boundary crossing collaboration.

a digital academic library environment to enable discovery of and access to published academic scholarship.

UBT STATS

UBT Stats works within the competence of the center for Statistics, Analysis and Forecasting. UBT STATS deals with the collection, organization and publication of statistical data. It emerged from the need to having a structured statistical database, consistent with international statistical practices, easily convertible for quantitative, economic analysis, forecasting as well as modeling that will ease the process of making the macroeconomic decisions. The purpose of UBT STATS is to establish a statistical database for Kosovo and provide structured and comparable statistical data for all parties. Also, UBT students for their work and projects may refer to these data since they are organized in a clear and easily understandable

INSPIRE Center

INSPIRE (Innovations for Social Problems Inspired by Research Ecosystems) Center aims to address unmet social needs with innovations developed through inspired research activities. INSPIRE aims to create shared value for communities by merging academic knowledge and know-how with unparalleled capacities in skills based training, to enhance the problem-solving process by fostering inspired innovations through academic research and industry/civil society participation. As a facility, it utilizes leading approaches to children, youth and adolescent development whilst providing education in creative thinking, social innovation, and entrepreneurship. for undergraduate and postgraduate students of the University for Business and Technology and other academic institutions in Kosovo and surrounding Balkan states.

Technological Transfer Center

The UBT Technology Transfer Centre (TTC) supports staff and students of UBT with protecting homegrown intellectual property, industry engagement and the commercialization of in UBT generated research. The office reaches out to industry and the business community to develop partnerships which enable industry to benefit from the world leading teaching, research and infrastructure within UBT. The Centre supports and enables the research community at UBT to translate innovative research excellence into outputs for maximum societal and economic impact.

Research Centers

Every Research Center at UBT has an office that experts of the disciplines work in collaboration within the center. These offices being aware of the importance of the multidisciplinary approach also works in accordance with the other offices as well.

The Research Centers are as follows:

1. Information Systems Research Center
2. Mechatronics Research Center
3. Business Administration Research Center
4. Economics and Strategy Research Center
5. Health Sciences Research Center (Medical School: Medicine, Pharmacy, Nursing, Psychology, Food Science and Stomatology)
6. Energy Engineering Research Center
7. Architecture and Civil Engineering Research Center.
8. Law and Justice Research Center
9. Global and European Studies Research Center
10. Media and Communication Sciences Research Center

Center for Urban Studies

Center for Urban Studies focuses on multi-disciplinary perspectives to understand the transformational dynamics of urban / social life and the relations that these dynamics have created with the environment we live in. Center for Urban Studies in cooperation with civil society partners, politics, economics and science, explores urban challenges in the era of digitization, linking technical issues with social and cultural developments. It intends to analyze and predict how current dynamics (and technology) are changing the way of life and the implications of these changes on the urban scale.

Interdisciplinary Projects

Interdisciplinary refers to the combination of two or more academic disciplines. Interdisciplinary projects are designed to allow students to combine skills and knowledge from more than one academic discipline. This way, students can seek more complex and comprehensive solutions to real world problems and make connections between their different courses of study without the artificial separation of the classroom.

Project-Based Learning

Project-based learning is a teaching method in which students gain knowledge and skills by working for an extended period of time to investigate and respond to a complex question, problem, or challenge. These problems tend to assist students in making connections between classroom learning and life outside the academic institution.

EFQM

The EFQM Model is a globally-recognised management framework which allows organisations to achieve success by measuring where they are on the path towards transformation, helping them understand the gaps and possible solutions available, and empowering them to progress and significantly improve their organisation's performance.

European Foundation for Quality Management (EFQM), confirmed that UBT is certified and evaluated with the Five Star Excellence Award. With this assessment, which is a continuation of the previous assessment, gained in 2014, of the organizational level of excellence, UBT enters among the many prestigious universities from all over the world that are rated with excellence in higher education.



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