

**UBT COLLEGE
BRANCH PEJA**

**STRATEGY
OF
UBT COLLEGE PEJA BRANCH
2024-2027**

September 2023

TABLE OF CONTENTS

1. Introduction.....	2
2. Mission, vision and values.....	3
3. External and internal analysis.....	4
3.1. Porter analysis.....	4
3.2. Resource Based View Analysis.....	8
4. Strategic position of Peja Branch.....	10
5. Strategic goals and outcomes.....	12
6. Action Plan.....	17

1. INTRODUCTION

Pursuant to the Law on Higher Education and the Statute of UBT College on the competencies of the Peja Branch to draft a strategic plan of UBT College Peja Branch, the Academic Council, at the meeting held on 20.09.2023, appointed a professional commission for drafting the strategic plan of UBT College Peja Branch in the following composition: Visar Hoxha (Chairperson), Arta Mulliqi (member), Gonxhe Beqiri (member), Egzonë Osmanaj (member), and Kastriot Gjocaj (member).

While drafting the strategic plan of UBT College Peja Branch, the Commission conducted an external assesment (Porter Analysis) and internal assesment (Resource Based View Analysis) and studied many reports on labor market analysis of Kosovo, economic prospects and potential growth sectors in Kosovo. The assesment was conducted for the purpose of defining the strategic position of UBT College Peja Branch and formulate the strategic goals of UBT College Peja Branch.

As part of the process, the Commission identified the following strategic areas:

2. Achieving Academic Excellence.
3. Focus on Students.
4. Developing Research, Innovation, and Social Responsibility.
5. Creating a Positive Working and Learning Environment for All Types of Students.
6. Maintaining and Increasing Internationalization and Regional Partnerships.
7. Partnering with the Community.

MISSION, VISION AND VALUES

The Mission

UBT College Peja Branch stands as a dynamic and innovative academic institution, dedicated to offering a supportive and challenging environment for students, faculty, and staff. We are committed to enhancing our role as an active community member, driven by our core pillars of teaching, **innovative pedagogy**, research, and community service. Our mission is to be a center of intellectual and cultural activity, contributing to the improvement of the region's quality of life through the skills, knowledge, and engagement of our community. **Emphasizing practical skills development, industry collaboration, continuous professional development, and community-driven initiatives,** we focus on developing high-level professional competencies through **creative and adaptable** interactive learning, pioneering research, particularly in SMEs and service sectors, and actively meeting the demands of the industry and public sector for a qualified workforce. As we strive to be a beacon of knowledge and progress, our goal is to enrich the educational landscape and foster societal advancement in Kosovo and beyond **and ensure proactive communication and operational efficiency in all our endeavors.**

The Vision

The UBT Peja Branch will be a modern and leading higher education institution in Kosovo, committed to apply excellence in teaching, learning and research within an inclusive student-centered environment through applying a multi-disciplinary approach that will contribute to the economic, social and cultural development of the region, Kosovo, and beyond.

Values

The values of UBT College Peja Branch are as follows:

Dynamic environment that promotes personal and professional development

UBT College Peja Branch fosters a dynamic environment that is dedicated to nurturing both personal and professional growth, underpinning its commitment to excellence in education and research. By prioritizing an atmosphere that encourages development, the branch meets and exceeds the expectations of investing parents as well as the broader Kosovo and regional educational landscapes. This dedication to creating an enriching setting not only aligns with the college's mission but also ensures that students and faculty are equipped with the opportunities and support necessary to thrive in their academic and future professional endeavors.

Reference point that disseminates international best practices and quality standards to regional communities

UBT College Peja Branch serves as a pivotal reference point, disseminating international best practices and quality standards to regional communities. Through its commitment to excellence, the branch actively imports and integrates globally recognized educational methodologies and standards, ensuring that the local and regional academic environments are enriched with cutting-edge practices. This role not only positions UBT College Peja Branch as a leader in elevating educational quality across the region but also as a catalyst for fostering an ecosystem where communities benefit from international insights and innovations, thereby enhancing the overall educational landscape.

Centre that rewards excellence in learning, teaching, research and innovation

UBT College Peja Branch distinguishes itself as a center that rewards excellence in learning, teaching, research, and innovation. This commitment manifests in creating an environment where outstanding achievements in these areas are recognized and celebrated. By fostering a culture that values and incentivizes high standards, the branch ensures that faculty, students, and researchers are motivated to pursue excellence. This approach not only enhances the academic and innovative output of the institution but also positions UBT College Peja Branch

as a beacon of excellence within the educational community, inspiring continuous improvement and setting benchmarks for success in academic and practical endeavors.

Actions driven by the agreed benefits of all our stakeholders and community

UBT College Peja Branch operates with a steadfast commitment to actions driven by the agreed benefits of all stakeholders and the community. This guiding principle ensures that decision-making processes and initiatives are aligned with the collective interests and well-being of students, faculty, parents, and the wider community. By prioritizing a collaborative approach that seeks consensus and mutual advantage, the branch fosters a sense of shared purpose and responsibility. Such a strategy not only strengthens the institution's impact on regional development but also builds a robust foundation for sustainable educational practices, ensuring that the college's endeavors contribute positively to the social and economic fabric of the surrounding community.

3. EXTERNAL AND INTERNAL ANALYSIS

3.1. PORTER FIVE FORCES ANALYSIS OF HIGHER EDUCATION IN KOSOVO

The higher education industry is changing at a dramatic pace. Numerous trends are at work influencing this rapid change such as, population demographics, work force requirements, global competition and new higher education delivery methods. One additional and fortunate trend is that higher education is a growing industry. Industry incumbents, whether public, private, non-profit, or for-profit must constantly scan the competitive horizon for positive as well as negative structural changes to the industry. Michael Porter, a professor from the Harvard Business School, developed a very powerful industry analysis framework in the late 1970s and the key principles are introduced.

In this regard, UBT College Peja Branch used Porter Fiver Forces Analysis to determine its position in a very competitive market.

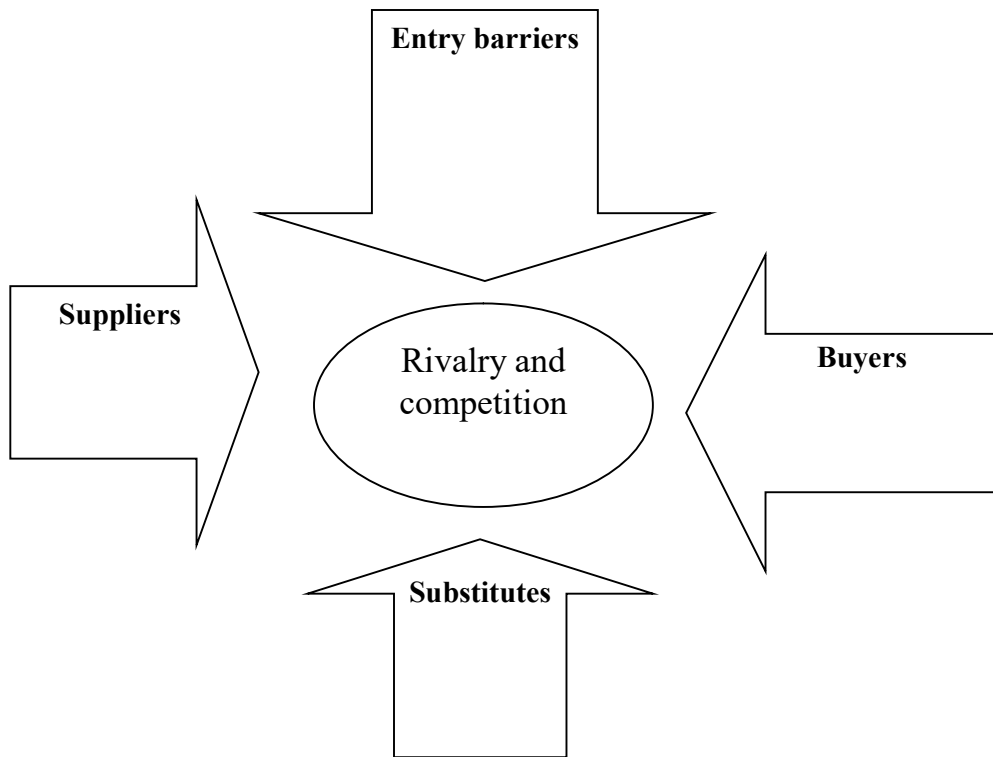


Fig 1. Five Porter Forces

The Kosovo higher education industry includes 7 public universities: University of Prishtina, University of Prizren, University of Peja, Faculty of Islamic Studies, University of Gjilan, University of Ferizaj, and University of Gjakova (Kosovo Accreditation Agency, 2020). According to the list of Kosovo Accreditation Agency (KAA, 2020) there are around 11 private higher education institutions. Finally, most of the private and public HEIs in Kosovo are involved in a number of international cooperation projects supporting establishment of new study programs or improvement of teaching (e.g. Tempus).

According to the study of Ministry of Education of Kosovo on the upper secondary education in 2014 there were around 24,898 students in grade 12 and 13 of secondary education expeting to graduate in 2014 (Statistics of Education in Kosovo, 2019-2020, pp. 25).

According to the study performed by Nikola Baketa in 2013, the gross enrollment ratio is 71.27 %, which makes 17, 820 students eligible for enrollment in the public and private higher education system.

According to the study of Agency of Statistics the number of students studying in private institutions is around 12 private higher education institutions (colleges, institutes and higher professional schools) gathered 22,000 students (Education Statistics in Kosovo 2019-2020, 2019, pp. 94). Based on this, the private higher education industry's combined revenue was approximately EUR 30 million

The higher education industry in Kosovo has a high fixed cost ratio and is effectively concentrated, which makes competitive rivalry predictably high. To some extent, the benefits of being a growth industry offset the high degree of rivalry. The growth potential originates from demographics of young population in Kosovo.

There is only one public university in Peja called Haxhi Zeka University as a main competitor of UBT College Peja Branch

Entry barriers

Since the higher education market does not require tremendous fixed costs to enter the market such as other industries including construction, telecommunications and medicine, however, on the other hand the accreditation criteria require that new entrants in the higher education market must demonstrate that the study programs must be tailored to the labor market needs. On the other hand, the accreditation criteria require that new entrants must fulfill 50 % full time faculty criterion in order to be accredited making it more difficult for new entrants because of limited supply of academic staff with PhD who would work full-time for private bearers of higher education. The public policy in recent years has been to open new public universities in order to increase the access of young Kosovars to higher education. In this regard, in parallel the Government of Kosovo increased the salaries of teaching staff in public universities making it a high barrier for new entrants. The established standards of KAA in 2018 are of higher quality and are more difficult to be achieved than in previous periods, making it more difficult for new entrants to achieve these standards. Around 10 private bearers of higher education have not achieved to fulfill the new KAA criteria, thereby losing the institutional accreditation.

In conclusion, high fixed cost structure, restrictive curriculum accrediting processes, enormous economies of scale and, all act as higher barriers to entry and serve the incumbent schools well by protecting their current market shares. All being said, this makes entry barriers moderate to high in the near future.

Substitutes

At first, one may think that the options or alternatives related to earning a college or university degree or obtaining additional higher education would be constrained by location, level of income or possibly cultural influences. Although possibly true 3 decades ago, these limitations to higher education are significantly less relevant today in Kosovo.

Better transportation conditions in Kosovo and exponential advances in information technology make the higher education more susceptible to imitation. Classic economic theory recognizes information technology as product compliment, because the existence of the product or service augments the features and benefits of an incumbent's product offering (Walker, 2004). Information technology makes customers of higher education better informed about the opportunities in the market and switching costs lower and also makes it easier for the imitators to imitate the curriculum, teaching methods and be competitive on the market.

On the other hand, public universities charge very tuition rates making the threat of product or service substitute as high. Nevertheless, this serves as an opportunity to quality providers of higher education because if positioned properly on the market, they can attract students beyond borders.

Buyer power

With roughly 100,000 students in the higher education market in general and around 52,000 students in the private higher education and with University of Prishtina holding the biggest market share and Kolegji AAB and Kolegji UBT the biggest from the private higher education sector, one can conclude that the remainder of buyers are fragmented and diffused across the market.

With free fragmented public higher education and with dozen remaining private bearers of higher education competing with prices and similar programs and oftentimes engaging in price war, the unintended consequence is that this gives buyers more generous power to choose their options and negotiate.

The role of freely available and instantaneous information relating to course descriptions and university and college amenities shifts the information asymmetries of a generation ago, giving potential students more power of choice. This shift, to a degree, offsets the effect of market fragmentation and consequently gives buyer power an overall neutral assessment.

Degree of supplier power

The suppliers in the higher education can be considered qualified academic staff. With public policy offering highly competitive packages to professors in public universities and on the other hand limiting private colleges the opportunity to offer PhD programs, makes the professors with titles and PhD having more supplier power over the private bearers of higher education. Thus, one can conclude that the degree of supplier power is moderate.

Rivalry and competition

Within the dynamic landscape of Kosovo's higher education sector, UBT College Peja Branch navigates a highly competitive environment, marked by the presence of notable institutions like Haxhi Zeka University in Peja. This public university, offering diverse faculties such as Business, Law, Tourism and Hotel Management, Agribusiness, and Arts, stands as a principal competitor. The rivalry is further intensified by the broader industry context, characterized by rapid changes in demographic trends, workforce requirements, global competition, and the advent of novel educational delivery methods.

Leveraging Michael Porter's Five Forces Analysis, UBT College Peja Branch has strategically assessed its competitive standing, considering the influence of existing competitors, potential new entrants, substitute products, bargaining power of suppliers, and bargaining power of customers. This comprehensive analysis reveals the intricate dynamics at play within Kosovo's higher education landscape, which is compounded by the growth of both public and private institutions, alongside an expanding student population eligible for higher education.

The growth of the higher education industry in Kosovo, driven by a young demographic and the establishment of new study programs through international cooperation, presents both challenges and opportunities for UBT College Peja Branch. Despite the high fixed costs and concentrated market structure that elevate competitive rivalry, the potential for industry growth offers a counterbalance. In response, UBT College Peja Branch has developed a focused academic offering, including business management and economy, professional bachelor degrees in computer science and software engineering, and visual arts programs, positioning itself as a competitive alternative within the Peja region.

This backdrop of rivalry and competition necessitates continuous innovation and strategic planning for UBT College Peja Branch to maintain and enhance its appeal to prospective students, ensuring it remains a compelling choice amidst the vibrant and evolving higher education market in Kosovo.

3.2. RESOURCE BASED VIEW ANALYSIS

Following external industry assessment, we perform the resource based view analysis to determine whether UBT College Peja Branch has the necessary resources and capabilities to make it compete in a fragmented market.

UBT College Peja Branch has the following resources:

- Moderate financial resources from grants, projects, contract research, and tuition;
- High library resources through access to UBT libraries;
- Very qualified teaching staff;
- Academic staff with strong academic titles from Assistant Professor to Full Professor;
- Highly advanced regulatory infrastructure that regulates every field of academic work and life of both students, professors, and other associates ;
- Strong quality assurance system with very high internal quality assurance standards and modern Quality Assurance Manual;

On the other hand UBT College Peja Branch has the following capabilities:

- Ability to design modern curricula based on market needs with the help of partner institutions;
- The **capacity for research** through knowledge transfer from partner foreign institutions, enriching the academic environment;
- The **implementation of competitively advantageous study programs** utilizing modern best teaching practices, distinguishing its offerings in the market;
- The **capability to offer study programs in the English language**, broadening its appeal to a wider regional student demographic;
- **Flexibility in conducting contract research** as a strategic response to fluctuating enrollment numbers, providing financial stability and diversity in academic engagement;
- A commitment to **academic rigor and continuous improvement**, ensuring the institution never becomes complacent;
- **Adaptability to e-governance and digitalization** of academic processes, streamlining operations and enhancing the learning experience.

Reflecting the extensive analysis of both the external industry and internal capabilities, UBT College Peja Branch distinguishes itself as a leading force within the academic landscape, outperforming not only private competitors but also the notable public institution, Haxhi Zeka University. In its pursuit to maintain and expand its competitive advantage, the branch is deeply committed to upholding its mission of academic excellence and delivering superior

educational quality. Moving beyond traditional competition tactics with public and other private universities, UBT College Peja Branch aims to further solidify and expand its unique position within both the local Kosovo and the wider regional educational spheres.

This ambition is in perfect harmony with the branch's mission to provide a dynamic and innovative learning environment that supports and challenges students, faculty, and staff. Dedicated to enhancing its active contribution to the community, the branch leverages its foundational pillars of innovative pedagogy, research, and community service to foster an intellectual and cultural hub. By integrating state-of-the-art study programs, leveraging modern teaching methodologies, and promoting research and community engagement, UBT College Peja Branch is on course to enhance its educational offerings significantly.

Furthermore, the branch's commitment to broadening its international and regional partnerships and engaging deeply with the local community epitomizes its mission to improve the region's quality of life through the development of professional competencies and active industry and public sector engagement. With a focus on being a beacon of knowledge and progress, UBT College Peja Branch is dedicated to enriching Kosovo's educational and societal fabric, emphasizing practical skills, industry collaboration, and community initiatives to prepare students for the challenges and opportunities of the 21st century. Through these concerted efforts, UBT College Peja Branch not only aims to elevate its status within the educational sector but also to contribute profoundly to societal advancement in Kosovo and beyond, aligning its strategic goals with its mission to foster a transformative impact on the educational landscape.

4. STRATEGIC POSITION OF UBT PEJA BRANCH

The strategic introduction of the Management Business and Economy BSc, Bachelor Professional in Computer and Software Engineering, and Visual Arts BA programs at UBT College Peja Branch is designed to leverage and enhance the institution's competitive advantage over its primary competitor, Haxhi Zeka University. Each program is meticulously crafted to align with the unique entrepreneurial ecosystem and the burgeoning digital media landscape of the Peja region, known for its robust small and medium enterprises (SMEs) and a strong culture of entrepreneurship.

UBT Peja Branch has in its strategic plan to offer these programs for the three year period:

- Management Business and Economy BSc;
- Bachelor Professional in Computer and Software Engineering
- Visual Arts BA with a Focus on Digital Media

The Business and Management program directly caters to the entrepreneurial spirit of the Peja region by equipping students with the necessary skills and knowledge to thrive in SMEs and start their ventures. The curriculum is designed to provide a deep understanding of business operations, economic principles, and strategic management tactics essential for navigating the complexities of today's business world. By focusing on practical skills, case studies, and local industry collaborations, graduates are prepared to contribute to and drive the region's economic development. This not only meets the immediate needs of the local business community but also positions UBT College Peja Branch as a vital contributor to the region's entrepreneurial and economic landscape, distinguishing it from the offerings of Haxhi Zeka University.

In response to the global demand for technology professionals and the growing tech startup scene in Kosovo, this program offers cutting-edge education in software development, systems engineering, and digital innovation. By providing students with hands-on experience in coding, software development, and project management, alongside opportunities for internships with local and regional tech companies, UBT College Peja Branch prepares graduates who are industry-ready. This aligns with the region's needs for digital transformation and supports the growth of tech-based entrepreneurship, further establishing the branch's role as an incubator for tech talent and innovation, thereby creating a unique niche that complements the traditional focus areas of Haxhi Zeka University.

Recognizing the global shift towards digital content and the increasing importance of digital media across sectors, this program is tailored to equip students with skills in digital arts, graphic design, animation, and multimedia production. The focus on digital media is particularly relevant given the rising digital marketing needs of local SMEs and the burgeoning digital entertainment sector. By fostering creativity, technical skills, and digital literacy, the program prepares graduates to lead in the digital transformation of the region's cultural and business landscapes. This not only meets a critical market demand but also propels UBT College Peja Branch to the forefront of contemporary arts and digital media education, offering a distinct advantage over more traditional programs at Haxhi Zeka University.

Through these strategically designed programs, UBT College Peja Branch not only responds to the immediate needs of the Peja region's economy and cultural sector but also anticipates future trends in business, technology, and the arts. By aligning its educational offerings with the entrepreneurial culture and digital media landscape of the region, the branch ensures its graduates are well-prepared to contribute to and lead in their respective fields. This foresight, coupled with a commitment to quality education and community engagement, solidifies UBT College Peja Branch's competitive advantage, making it a preferred choice for students and an essential partner to the local business and cultural communities.

3. STRATEGIC GOALS

The strategic goals of UBT College Peja Branch are:

Achieving Academic Excellence

Aligned with the mission of UBT College Peja Branch to offer a dynamic and innovative academic environment, the institution is dedicated to maintaining excellent quality standards and consistent active learning approaches. This commitment involves the continuous development and assessment of effective coursework across major disciplines and general education, designed to impart knowledge, skills, and perspectives essential for nurturing productive 21st Century global citizens. The Branch prioritizes employing cutting-edge technologies in the teaching and learning process, fostering the development of critical thinking, information literacy, computer competency, as well as enhancing writing, reading, and communication skills.

By increasing new faculty positions and focusing on recruiting and retaining faculty members who exhibit excellent and innovative teaching skills, the institution strengthens its academic core. This approach is in harmony with the mission to foster intellectual growth and professional development. Supporting collaborations that bridge academic knowledge with practical experiences reinforces the institution's goal to offer interactive learning experiences. Additionally, encouraging experimentation and risk-taking in teaching methodologies aligns with the Branch's commitment to fostering an inspiring and values-based learning environment.

Providing faculty development programs that enhance teaching skills and celebrate best practices in teaching is a critical part of this goal, directly supporting the Branch's mission to cultivate a supportive and challenging environment for faculty and staff. These efforts collectively contribute to realizing the vision of enriching the educational and cultural landscape of Kosovo and beyond, in line with the UBT College Peja Branch's mission.

Focus on Students

The strategic goal of focusing on students at UBT College Peja Branch is a fundamental aspect that aligns closely with the institution's mission to provide a supportive and challenging environment for learning and development. This goal emphasizes the importance of student-centered learning experiences and the cultivation of an academic environment that prioritizes student needs and aspirations.

Central to this goal is the creation of interactive learning experiences that not only impart knowledge but also foster critical thinking, creativity, and problem-solving skills. This

approach resonates with the mission's emphasis on developing high-level professional competencies, ensuring that students are well-equipped for the challenges of the 21st century.

The Branch's commitment to providing a supportive educational setting involves offering a range of services and resources that cater to the diverse needs of its student body. This includes academic counseling, career guidance, and mental health support, ensuring that students have the necessary support to excel in their academic and personal lives.

Recognizing the importance of real-world exposure and experiential learning, UBT College Peja Branch focuses on facilitating internships, industry projects, and community engagement opportunities. These experiences enable students to apply their theoretical knowledge in practical settings, enhancing their employability and readiness for the workforce.

The institution's dedication to inclusivity and diversity is reflected in its efforts to create an environment where all students, regardless of their background, have equal access to learning opportunities. This aligns with the mission's goal of contributing to the region's quality of life through the skills and knowledge imparted to its students.

Additionally, the Branch emphasizes the development of global competencies among students by encouraging international exchange programs and cross-cultural interactions. This is in line with the mission's objective of fostering intellectual and cultural activity and preparing students to be global citizens.

Developing Research, Innovation and Social Responsibility

To cultivate student leadership and community involvement, the Branch focuses on team building and active community participation. This aligns with the mission to actively meet the demands of the industry and public sector for a qualified workforce. The provision of spaces for group and collaborative study, including technologically advanced group meeting rooms, supports the mission of creating a supportive and challenging learning environment.

The UBT research strategy is a cornerstone in building a knowledge society, particularly in Kosovo. By collaborating with firms and public sector agents, the Branch aims to establish unique centers of research, development, and innovation. This initiative is essential for attracting both local and international resources, contributing to the region's intellectual and cultural activity.

Fostering research clusters, and building partnerships with industry, academia, and the public sector are vital for increasing research capacity and enhancing commercialization processes. These efforts are in line with the mission to provide learning opportunities driven by research excellence.

The establishment of the UBT Knowledge and Technology Transfer Centre is a critical step in facilitating technology and knowledge transfer, furthering the institution's commitment to innovation. The creation of an integrated research and studies quality assurance framework ensures compliance with international best practices, enhancing the institution's reputation and reach.

Supporting programs that deliver on the research element and strengthening the link between research and teaching underpin the mission of developing high-level professional competencies. Encouraging interdisciplinarity and transdisciplinarity, and exploring external funding and commercialization opportunities, are in harmony with the goal of fostering societal advancement in Kosovo and beyond.

Creating a Positive Working and Learning Environment

This strategic goal is achieved through:

- The transformation of information and data centers into modern libraries symbolizes the Branch's commitment to staying at the forefront of technological advancements. This initiative not only enhances the learning experience but also creates a hub that benefits students, faculty, and the community, resonating with the mission's focus on intellectual and cultural activity.
- Expanding the collection of resources and databases to encompass regional, national, and international interests supports the mission's aim of being a center for intellectual and cultural activity, ensuring students and faculty have access to a diverse range of knowledge.
- Regular maintenance and updating of learning materials ensure that the educational offerings remain current and relevant, directly contributing to the mission's goal of developing high-level professional competencies.

Maintaining and Increasing Internationalization and Regional Partnerships

This strategic goal is achieved through:

- Developing international opportunities and forming new higher education alliances enhance the Branch's global reach and impact, fostering a connected and culturally responsive institution that reflects the mission's emphasis on being a beacon of knowledge and progress.
- Embedding international themes in program curricula, including sustainability and global citizenship, aligns with the mission's goal to contribute to the quality of life in the region through knowledge and engagement.

- Offering students international experiences and prioritizing the quality of international activities over quantity ensures the delivery of a global perspective in education, furthering the mission's aim of intellectual and cultural contribution.
- A focus on establishing partnerships and student recruitment in key areas, particularly the Western Balkan and Europe Area, enhances the Branch's international presence, directly supporting the mission's goal of fostering intellectual independence and promoting global citizenship.

Partnering with the Community

The strategic goal of partnering with the community at UBT College Peja Branch is intrinsically tied to the mission's focus on enhancing the role as an active community member and contributing to the region's improvement in quality of life. This goal supports the mission by fostering deep and mutually beneficial relationships with the broader society, which is crucial for the Branch's aim of societal advancement in Kosovo and beyond.

- The Branch's efforts to expand its role as a leading regional center for educational, social, economic, political, environmental, and cultural advancement directly support its mission to be a beacon of knowledge and progress. This initiative ensures that the institution remains a vital contributor to regional development.
- Developing a central hub for Peja region to advance partnership development between the UBT and the communities it serves reflects the mission's commitment to being an active community member. This fosters collaboration and engagement, which are vital for intellectual and cultural activities.
- Building new opportunities and expanding collaborations for faculty, staff, and students to contribute to community advancement align with the mission's aim to actively meet the demands of the industry and public sector. This includes addressing economic, social, and cultural issues, which are integral to the mission's community service pillar.
- Programs that address lifelong learning needs and engaging communities in the life and mission of UBT demonstrate the Branch's commitment to enriching the educational landscape. This aligns with the mission's focus on developing high-level professional competencies and fostering societal advancement.
- Involving community audiences in assessing regional needs and increasing the involvement of alumni, retirees, and community leaders in UBT through various engagements reflects the mission's focus on interactive learning and intellectual interaction.
- Promoting community and UBT relationships through events and fostering collaborations with local schools and school districts enhances the Branch's cultural and educational impact, resonating with the mission's objective to improve the quality of life in the region.

4. SHORT AND MEDIUM STRATEGIC TARGETS

For each strategic objective, UBT College Peja Branch formulates the following strategic short and medium targets

1. Achieving Academic Excellence

- Short-term: Implement new teaching methodologies and integrate technology in 30% of courses by the end of the first academic year. Increase faculty development programs by 20%. Implement teaching methodologies that nurture deep learning among students.
- Medium-term: Achieve a 50% increase in courses employing innovative teaching methods and technology integration within three years. Establish at least two new academic partnerships for joint research and exchange programs.

2. Focus on Students

- Short-term: Introduce mentorship programs for 50% of students and increase student involvement in extracurricular activities by 20% within the first year.
- Medium-term: Ensure 100% of students have access to mentorship and career guidance programs within three years. Achieve a 40% participation rate in international student exchange programs.

3. Developing Research, Innovation, and Social Responsibility

- Short-term: Initiate at least three new research projects and two community engagement programs in the first year.
- Medium-term: Double the number of research projects and community engagement programs within three years. Secure funding for at least two major research initiatives.

4. Creating a Positive Working and Learning Environment

- Short-term: Upgrade 25% of campus facilities to enhance the learning environment within the first year. Implement a comprehensive staff and student well-being program

5. Maintaining and Increasing Internationalization and Regional Partnerships

- Short-term: Establish at least two new international partnerships and participate in one international academic conference within the first year. Begin development of a global alumni network.
- Medium-term: Increase international partnerships by 50% within three years. Launch at least one joint academic program with an international partner. Host an international academic conference at the campus.

6. Partnering with the Community

- Short-term: Initiate two community service projects involving students and faculty and establish one new industry partnership within the first year. Conduct a series of public lectures or workshops involving community members.
- Medium-term: Double the number of community service projects and industry partnerships within three years. Develop a sustained community engagement program, including regular events, workshops, and collaborative projects.

5. ACTION PLAN FOR IMPLEMENTATION OF STRATEGY

UBT College Peja Branch 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
Achieving Academic Excellence	Integrate innovative teaching and technology in programs.	Percentage of courses with new teaching methodologies and technology integration.	Implement new teaching methodologies and integrate technology in courses, focusing on Management Business and Economy BSc, Computer and Software Engineering, and Visual Arts BA.	30% of courses by the end of 2024; 50% by 2027.	Short-term: 2024; Medium-term: 2024-2027.
	Attract and host international academics.	Number of visiting professors and international faculty.	Host international academics specializing in strategic areas and establish faculty exchange programs.	5 regular professors with foreign nationality and 20 visiting professors by 2028.	Attract and host international academics.
Focus on Students	Enhance student support and international exposure.	Number of students in mentorship programs and participation in international exchanges.	Introduce mentorship programs and increase opportunities for international student exchanges, particularly in areas relevant to the strategic study programs.	50% of students in mentorship programs by the end of 2024; 40% participation in exchanges by 2027.	Short-term: 2024; Medium-term: 2024-2027.
	Enhance international exposure in study offerings.	Number of joint study programs and courses in English.	Offer 1 joint study program and 4 course offerings in English; develop student exchange programs.	1 joint study program; 3 student exchange programs; 2	2024-2027

				ERASMUS+ partnerships by 2028.	
Developing Research, Innovation, and Social Responsibility	Increase research projects and community engagement aligned with strategic programs.	Number of research projects and community programs initiated.	Initiate SMEs, digital technologies, and sustainable design research projects linked to the Management Business and Economy BSc, Computer and Software Engineering, and Visual Arts BA programs. Engage in community programs that leverage the expertise within these areas.	3 research projects and 2 community programs by the end of 2024; Double by 2027.	Short-term: 2024; Medium-term: 2024-2027.
	Internationalize academic research.	Value of international research projects; Number of international research partnerships.	Develop joint research projects with international universities; support participation in international conferences.	550,000 EUR in project value; 2 international research partnerships by 2028.	2024-2027
Creating a Positive Working and Learning Environment	Upgrade campus facilities and implement well-being programs.	Percentage of campus facilities upgraded; Implementation of well-being program.	Upgrade facilities conducive to the study programs offered and implement a comprehensive well-being program for staff and students.	Upgrade 25% of facilities and implement well-being program by	Short-term: 2024

				the end of 2024.	
	Enhance English proficiency among staff.	Percentage of academic and administrative staff proficient in English.	Strengthen English proficiency of all staff; hire administrative staff with high English proficiency.	80% academic staff proficient in English; hire 2 administrative staff with high English proficiency by 2028.	2024-2027
Maintaining and Increasing Internationalization and Regional Partnerships	Expand international and regional collaborations.	Number of international partnerships and academic conferences.	Establish new international partnerships focusing on the fields of business, technology, and digital media. Participate in and host international academic conferences.	2 new partnerships and participation in 1 conference by the end of 2024; 50% increase in partnerships and host a conference by 2027.	Short-term: 2024; Medium-term: 2024-2027.
Partnering with the Community	Enhance community service and industry collaboration.	Number of community service projects and industry partnerships.	Initiate community service projects and establish industry partnerships that align with the vocational relevance of the strategic study programs.	2 community projects and 1 industry partnership by the end of 2024; Double both by 2027.	Short-term: 2024; Medium-term: 2024-2027.

	Leverage strategic partnerships for community and student benefit.	Number of internships and projects with international businesses.	Partner with international businesses operating in Peja for internships and research collaboration.	Initiate partnerships leading to internships and collaborative projects by 2028.	2024-2027
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