

**UBT**

**STRATEGY**

**2022-2027**

**FACULTY OF POLITICAL SCIENCE (DEPARTMENT OF SECURITY STUDIES / PUBLIC POLICY PROGRAMS)**

November 2022

1. **INTRODUCTION**

Based on the competencies of the Dean (Law on Higher Education and UBT College Statute “Article 38, points a, b, c, d, e, and f” ) of the Faculty of Political Science at UBT, to draft a strategic plan for the Faculty of Political Science (Department of Security Studies / Public Policies and Management), the Dean of the Faculty appointed a professional commission for the development of the strategic plan of the Faculty of Political Science (Department of Security Studies / Public Policies and Management). composition:

Hajdi Xhixha (Chairperson),

Dritëro Arifi (member),

Ngadhnjim Brovina (member),

Alfred Marleku (member),

Shqipe Mjekiqi (member),

Saranda Gashi (Alumni),

Samire Sadiku (Coordinator),

Blerona Tmava (Student representative),

Elona Belaj (Student representative),

 Lulzim Peci (Industry representative).

During the development of the Faculty of Political Science's strategic plan at UBT, the Commission conducted an external assessment (Porter's Analysis) and an internal assessment (Resource-Based View Analysis), as well as studied numerous reports on the analysis of Kosovo's labor market, economic prospects, and potential growth sectors. The assessment was carried out to evaluate the Faculty of Political Science's strategic position and to formulate its strategic objectives.

As a result of the constructive recommendations of the AAK Expert Assessment Team, which evaluated the study programs of the Faculty of Political Science at UBT in July 2021, the strategic position of UBT College has also been reviewed.

As part of the process, the Commission thoroughly examined external reviews from the Kosovo Accreditation Agency's Expert Assessment Teams. The Commission highlighted the following strategic areas as a result of this:

1. Study courses
2. Personnel development
3. Scientific investigation
4. Quality control
5. Internationalization
6. Academic achievement
7. Collaboration between the private sector and the general public
8. Innovation
9. Consultancy
10. Student employment and professional development
11. Development of Transparency
12. **MISSION VISION AND VALUES**
13. Mission

Faculty of Political Science at UBT's objective is to develop qualified professionals capable of joining the labor market and effectively progressing through higher education cycles. These professionals are expected to contribute to the progress of public services, government, and democracy, security as well as sustainable development through innovation and political science research. The goal is to achieve an effective balance of learning outcomes, assessment, and teaching activities that will produce knowledgeable, skilled, and competent professionals to be future leaders and policymakers in governmental and non-governmental institutions, as well as future researchers who will be creators and open to new ideas.

* Political Science BA program

BA in Political Science is to provide excellence in learning, teaching, and research in the field of political science in a student-focused, research-oriented, as well as intellectually and academically exciting and productive environment. High-quality education in political science is crucial for society’s democratic development: it produces critical citizens, trained professionals, visionary leaders who promote democratic values and processes, skillful decision makers able to design encompassing long-term development policies, courageous policymakers to implement often difficult and painful reforms, and researchers that increase local and global knowledge of political phenomena from interdisciplinary perspectives. These dimensions contribute to a vibrant democracy, which is a priceless added value in and of itself.

-Security Studies

BA in Security Studies is to provide excellence in learning, teaching, and research in the field of security studies in a student-focused, research-oriented, as well as intellectually and academically exciting and productive environment. High-quality education in security studies is crucial for society’s security culture: it produces, the qualified professionals who contribute to the advancement of safe and secure environment, growth and sustainable development through many innovative processes, including an effective balance of learning outcomes, assessment, and learning activity as well as to encourage research in security studies and interdisciplinary facets of this field. These dimensions contribute to the overall well-being of individuals and communities.

* Public policy MA program

MA in Public Policy and Management is to provide a high and challenging education in public policy and management, preparing students to impact society positively. We aim to create an innovative learning environment dedicated to students' professional and academic development, emphasizing the values of accountability, justice, and service to the local and global community.

1. Vision

Our vision is to be one of the premier higher education institutions in Kosovo and the region in the subjects of political science studies, as well as a source of pride for the students, faculty, and community we serve.

1. Values

The following are the values of the Faculty of Political Science at UBT:

* Academic independence and integrity
* Student-centeredness
* Knowledge excellence
* Ethical behavior and responsibility
* Collaboration and collaborations
* Competence and variety
* Respect and public trust
* Equality
* Privacy
1. EXTERNAL AND INTERNAL EXAMINATION
	1. THE FIVE FORCES OF HIGHER EDUCATION IN KOSOVO: AN EXAMINATION

The higher education industry is undergoing a significant transformation. Numerous variables, such as population demographics, job demands, global rivalry, and new means of delivering higher education, are influencing this rapid transformation. Higher education is also a growing industry, which is a positive development. Leaders in the industry, whether public, private, non-profit, or for-profit, must constantly analyze the competitive scene for both good and negative structural changes. In the late 1970s, Michael Porter, a Harvard Business School professor, established an extremely influential paradigm for industry analysis.

In this context, UBT's Faculty of Political Science employed Porter's Five Forces Analysis to assess its position in a highly competitive market.

The University of Prishtina, the University of Prizren, the University of Peja, the Faculty of Islamic Studies, the University of Gjilan, the University of Ferizaj, the University of Mitrovica, the University of Gjakova, and the Academy of Kosovo for Public Safety comprise Kosovo's higher education industry (Kosovo Accreditation Agency, 2021). There are roughly 14 certified private higher education institutions at the institutional level, according to the Kosovo Accreditation Agency's (KAA, 2021) list.Recently, the majority of private and public HEIs in Kosovo have been involved in a number of international cooperation projects aimed at developing new study programs or improving teaching (for example, Tempus). Only one of the nine public higher education institutions offers political science studies at both the bachelor's and master's levels. In contrast, only three of the 14 approved private higher education institutions provide political science studies at both the bachelor's and master's degrees. Only one public institution (generally known as the police academy and closed to outside researchers) offers such studies in Security Studies. In terms of Public Policy and Management studies, we are the only national university that offers this program at the master's level.

According to a research on higher secondary education conducted by the Ministry of Education of Kosovo in 2014, there were approximately 24,898 students in grades 12 and 13 who had completed their secondary school in 2014 (school Statistics in Kosovo, 2019-2020, p. 25).

According to a 2013 study by Nikolla Baketa, the gross enrollment rate is 71.27%, making 17,820 students eligible for enrollment in the public and private higher education systems.

According to the Statistical Agency, there are around 22,000 students studying in private institutions throughout 12 private higher education institutions (colleges, institutes, and vocational schools) (Education Statistics in Kosovo 2019-2020, 2019, p. 94). Based on this, the private higher education industry's aggregate revenues were around 30 million euros.

Kosovo's higher education business has a high fixed cost ratio and is highly concentrated, making competitive rivalry unpredictable. To some extent, the benefits of having a growing industry outweigh the high level of competition. The demographics of Kosovo's young population contribute to the country's growth potential.

ENTRY BARRIERS

The entry into the higher education market does not require extremely fixed costs, as it does in other industries such as construction, telecommunications, and medicine, accreditation criteria require newcomers to demonstrate that study programs align with the needs of the job market. Furthermore, accreditation rules state that new entrants must meet a 50% faculty requirement, which means that there must be a full-time academic staff member with a doctorate in order to be accredited. Due to the scarcity of full-time doctorate-holding academic personnel for private higher education providers, this makes it difficult for new recruits. Recent state policy has concentrated on the establishment of new public universities in order to enhance access to higher education for young Kosovars. In this context, the Kosovo government boosted compensation for teaching personnel at public universities at the same time, creating a considerable barrier for new applicants. The AAK standards set in 2018 are of higher quality and more difficult to reach than in past eras, making it more difficult for new entrants to meet these levels. Around seven private higher education providers failed to meet AAK's new requirements, and so lost institutional accreditation (AAK, 2021).

In conclusion, the high fixed cost structure, as well as the curriculum's tight accreditation processes, all act as the highest hurdles to entrance into the education industry, benefiting incumbents by preserving their current market shares. Overall, these factors will lower entrance barriers to the education business in the foreseeable future.

REPLACEMENTS

At first glance, one would believe that opportunities for acquiring a college or university degree, or pursuing additional higher education, are limited by geography, income level, or cultural factors. While these limits may have been true three decades ago, they appear to be substantially less relevant in Kosovo's higher education today.

Higher education is becoming increasingly prone to imitation as transportation conditions improve in Kosovo and information technology advances exponentially. According to Walker (2004), classical economic theory, information technology is a product supplement that enhances the qualities and benefits of the provided product. Higher education clients are informed about market prospects through information technology, which lowers switching costs while also allowing imitators to replicate curricula and teaching methods and compete in the market.

On the other hand, because public colleges charge such low tuition, the threat of product or service substitution is extremely significant. Because of the government's recent decision to make all studies tuition-free, the risk of product substitution is extremely high. Furthermore, with one rival offering political science courses with competitive teachings, the product poses a somewhat to highly substitutable danger to those seeking to study in private institutions. However, this presents an opportunity for high-quality education providers since, if properly positioned in the market, they may attract students from all over the world.

PURCHASING ABILITY

There are around 100,000 students in the higher education market overall, with approximately 52,000 students in private higher education and the University of Prishtina accounting for the majority of the market. UBT and AAB are among the largest private higher education institutions. It might be concluded that the remaining buyers are dispersed and fractured across the market.

With fragmented free public higher education and hundreds of private higher education providers competing in prices and similar programs, and frequently engaged in price wars, the unexpected consequence is that purchasers have more purchasing power to pick and negotiate.

The importance of easily accessible and free information on course descriptions and university facilities reverses the information asymmetries that existed a generation earlier, providing potential students more power of choice. This modification partially compensates for the market fragmentation effect, giving purchasers a more balanced overall appraisal.

THE DEGREE OF SUPPLY POWER

Higher education suppliers can be viewed as certified academic professionals. Public policy that provides competitive salaries for professors at public universities while prohibiting private colleges from offering doctoral programs gives professors with titles and doctorates a competitive advantage over private higher education providers. As a result, the supplier power is moderate, but because of the increased competence of professors at UBT College, notably at the Faculty of Political Science, the supplier power is low to medium.

RIVALRY

In terms of political science studies, competition for bachelor's programs ranges from moderate to high, while competition for master's degrees remains moderate.

The following are the rivalries among public universities:

|  |  |
| --- | --- |
| **IAL Public** | **Political Science Studies are available BA -MA** |
| University of Hasan Prishtina Prishtina  | YES |
| University of Haxhi Zeka Pejë | NO |
| University of Prizren | NO |
| University of Isa Boletini Mitrovica | NO |
| University of Kadri Zeka Gjilan | NO |
| University of Gjakova  | NO |
| University of Applied Sciences Ferizaj | NO |
| Faculty of Islamic Studies | NO |
| Academic of Public Safety Vushtrri | NO |

The rivalry among private colleges is as follows:

|  |  |
| --- | --- |
| **IAL Private** | **Political Science Studies are available BA -MA** |
| AAB College | YES |
| RIT Kosovo | NO |
| College Biznesi | NO |
| College Dardania | YES |
| College ESLG | NO |
| Akademia Evolucion | NO |
| Heimerer College | NO |
| Rezonanca College | NO |
| ISPE College | NO |
| IBCM College | NO |
| Pjetër Budi College | NO |
| Riinvest College | NO |
| Tempulli College | NO |
| Universum College | YES |
|  |  |

The threat of rivalry from private IAL is modest.

* 1. RESOURCE-BASED VIEW ANALYSIS

Following the external industry evaluation, we do a resource-based analysis to see if the Faculty of Political Science has the resources and ability to compete in a moderately fragmented market.

The following materials are available to the Faculty of Political Science and its departments:

* Tuition and projects provide significant financial resources
* Abundant library resources
* Teaching personnel with advanced degrees from current overseas universities
* Academics with ranks ranging from Assistant Professor to Full Professor
* A highly advanced regulatory architecture that oversees every aspect of students', teachers', and other partners' work and academic lives.
* Robust monitoring systems and an audit culture.

The Faculty of Political Science, on the other hand, and its departments, have the following capabilities:

* Capability to create current curriculum based on market needs through constructive alignment of industry-suggested learning outcomes with instructional activity and evaluation:
* The opportunity to do research both locally and through partnerships with other institutions.
* Expertise in implementing one-of-a-kind study programs using the most up-to-date teaching techniques.
* Ability to apply for and acquire research funding and projects.
* The ability to provide English-language study programs.
* The flexibility to adapt to contract-based research as an emergency plan to offset the danger of decreased enrollment numbers, gradually modifying each study program offered.
* Appropriate competencies for digitizing academic processes.

The Faculty of Political Science has a significant competitive advantage over other private higher education institutions based on external industry assessment (external analysis) and resource-based analysis (internal analysis). The only way to keep this competitive edge is to position itself in the market by providing quality education in political science studies (across all departments) at the bachelor's level, using modern curriculum and teaching approaches that are centered on the student. Furthermore, delivering distinctive master's programs, including interdisciplinary and multidisciplinary approaches that match with the mission statement of the Faculty of Political Science, is critical. UBT College is a market leader, and the Faculty of Political Science's status as the most prestigious institution in Kosovo allows it to maintain a competitive edge over other colleges. The only serious competitor is the University of Prishtina's Faculty of Philosophy. The Faculty of Political Science must continue to pursue its distinct political studies markets in Kosovo and the region by providing high-quality education through innovative teaching approaches. Interdisciplinary and multidisciplinary techniques, student involvement in international research initiatives, a high level of internationalization, substantial consultancy offerings, and highly focused research on public policy perspectives are all examples of this. The Faculty of Political Science should keep its current offerings while also expanding into the following areas:

* At the master's level, UBT's unique programs in political science, interdisciplinary security studies, and public policies fully align with the university's mission statement on key competencies in innovation, digitization, engineering management, sustainable development, and current and future labor market trends in Kosovo and the region.
* Providing political science studies in English to international students.
1. **STRATEGIC GOALS AND OUTCOMES**

As a result, the Faculty of Political Science formulates the following strategic objectives and outcomes based on the external industry evaluation and the internal resource-based assessment, as well as research and reports done by various stakeholders in Kosovo.

**STRATEGIC GOAL 1**: "Continuous development of innovative master's degree programs that take interdisciplinary and multidisciplinary approaches to public policy issues and security ."

RESULT 1.1. Development and accreditation of master's level study programs in political science (security studies, public policy, and management) in response to market demands, incorporating interdisciplinary and multidisciplinary methodologies. Existing and future programs, particularly at the master's level, are developed with a research focus in mind. They are designed to foster the research-oriented teaching principle. Students in these programs are evaluated based on research proposals, scholarly literature reviews, and independent research efforts (under guidance).

RESULT 1.2. Development and accreditation of English-language study programs in the field of political science.

**STRATEGIC GOAL 2**: Develop full-time academic staff of the highest caliber in terms of teaching and research.

RESULT 2.1. Promotion of full-time academic personnel to higher academic titles based on UBT internal regulations governing academic staff selection at higher academic titles. Training sessions are attended by academic staff:

Methods of quantitative and qualitative research.

Preparation and submission of applications for local (MASHT) and international (EU) funds for scientific initiatives.

RESULT 2.2: Doctoral and postdoctoral studies for full-time teaching personnel through partner institutions;

RESULT 2.3. Providing new faculty with a strong work-life balance to support their early career growth.

RESULT 2.4: Providing assistance to mid- and late-career professors

**STRATEGIC GOAL 3**: Development of Research Capacity In The Departments And The Faculty Of Political Science;

RESULT 3.1: Participation in research projects with reputable foreign and domestic research Institutions;

RESULT 3.2: Strengthening the College's research and advisory functions;

RESULT 3.3: Establishment of the Faculty of Political Science Research Fund through research grants, commercial sector contributions, and internal money;

RESULT 3.4: Increasing Support Grants for Senior and Young Researchers;

RESULT 3.5: Creation of research initiatives in topical areas created in collaboration with industry;

RESULT 3.6. Formation of research groups for staff research collaboration;

RESULT 3.7: Creation of the Interdisciplinary Social Sciences Journal in conjunction with the Faculty of Law in order to address local challenges.

**STRATEGIC GOAL 4**: Improving the quality assurance system

RESULT 4.1. Increasing the effectiveness of the Quality Assurance Officer;

RESULT 4.2. Improvement of monitoring procedures and performance metrics for assessing the quality of teaching and learning, engaging student, employer, and alumni representatives;

RESULT 4.3. Consolidating all Faculty-level quality reviews into a single Annual Self-Assessment Report of the Faculty of Political Science, followed by a Quality Improvement Strategy and an Action Plan for Implementation;

RESULT 4.4: Strengthening the biennial monitoring tools for the Faculty of Political Science's yearly action plan implementation.

**STRATEGIC GOAL** **5**: Advancing International Cooperation

 RESULT 5.1. Increase in the number of cooperation memorandums with international universities and colleges;

 RESULT 5.2. Increased involvement in international research projects;

 RESULT 5.3. Increased staff and student mobility with partner universities

RESULT 5.4. Membership in international organizations such as the International Political Science Association - IPSA (<https://www.ipsa.org/institutional>) , the European Consortium for Political Research - ECPR (<https://ecpr.eu/AboutUs>) , the International Public Policy Association - IPPA (<https://www.ippapublicpolicy.org/>) , and the International Security Studies Section - ISSS (<https://www.isanet.org/ISA/>)

**STRATEGIC GOAL 6**: Achieving Academic Excellence

RESULT 6.1: Review of educational programs on a regular basis for ongoing improvement and resource optimization.

RESULT 6.2: Continuous improvement of teaching techniques through data collection and analysis, which is then translated into information for all staff and students.

RESULT 6.3: Alignment of course learning outcomes with instructional activities and student assessment.

RESULT 6.4: Integration of DELTA skills and behaviors (cognitive, interpersonal, self-leadership, and digital abilities) into course syllabi.

RESULT 6.5: Outperforming recognized key performance metrics and developing concrete measurement kinds.

RESULT 6.6: Promoting excellence in teaching and learning by providing opportunities for professional development

RESULT 6.7: Ensuring quality learning by developing successful, innovative, and professional teaching practices; assessing instructor effectiveness on a regular basis; and updating methods, materials, technology, equipment, and tools.

RESULT 6.8: Provide supportive services to all students, including other specific needs to assist student success and academic goal achievement.

**STRATEGIC GOAL 7**: Continued partnership with the commercial sector and the community

RESULT 7.1: An increase in the number of memorandums of cooperation with the commercial sector and other actors in relation to our study programs;

RESULT 7.2: Inclusion of private-sector representatives in Curriculum Review Committees;

RESULT 7.3: There has been an increase in internship arrangements with civil society organizations.

RESULT 7.4: Development of research projects based on business sector and community requirements;

RESULT 7.5: Implementing a staff workload policy that allows full-time academic staff to volunteer for a set amount of hours each month in the community.

RESULT 7.6: Promotion of positive community relationships and provision of services to promote economic, educational, and cultural efforts.

**STRATEGIC OBJECTIVE 8**: Consultancy and Research Contracting Development At The Faculty

RESULT 8.1: Development of a research consultancy and contracting plan for the Faculty of Political Science;

RESULT 8.2: Seeking and obtaining private money, such as grants, contractual research, and consulting services for both the commercial and public sectors.

**STRATEGIC GOAL 9**: Improving and improving the functioning and transmission mechanisms within the Faculty of Political Sciences for better organization and clearer and more facilitated communication.

RESULT 9.1: Encouraging and encouraging innovation, including the adoption of new systems and technology into curriculum and instruction, and ensuring their implementation.

**STRATEGIC GOAL** **10**: Encourage student employment and career advancement.

RESULT 10.1: Encouraging collaboration and incorporating students and alumni in the Faculty's decision-making process;

RESULT 10.2: Increasing the number of career development programs available to students and alumni in order to encourage initiative and the development of leadership abilities.

RESULT 10.3: Forming connections with other alumni to expand students' access to other advocacy groups, professional organizations, and government agencies.