



**UBT College
Branch in Ferizaj**

Strategic Plan 2025-2030

September 2025

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Introduction

The **Strategic Plan 2025–2030** for the UBT College Branch in **Ferizaj** is a comprehensive, forward-looking framework that articulates the branch's developmental direction for the next five years. It builds upon the institutional values and educational philosophy of UBT College while tailoring its focus to the specific socio-economic, cultural, and industrial context of the



Ferizaj region. This plan is not merely an internal administrative tool, it is a public statement of institutional intent, accountability, and alignment with both national higher education policies and international quality assurance standards.

Strategic Continuity and Renewal

This strategic planning cycle represents both a **continuation** of the efforts initiated during the 2023–2028 Strategic Plan and a **strategic renewal**, prompted by changing internal aspirations and external opportunities. One of the core reasons for updating and extending the plan to 2030 is UBT's institutional objective to achieve **full five-year programmatic accreditation** for its Ferizaj Branch, following the successful five-year **institutional accreditation** of UBT College in 2023. A five-year planning horizon provides the necessary stability and strategic foresight to fulfill the Kosovo Accreditation Agency's (KAA) expectations, fully comply with the **European Standards and Guidelines for Quality Assurance in Higher Education (ESG 2015)** and institutionalize a **culture of continuous quality improvement**.

Academic Portfolio and Growth Orientation

At present, the UBT Ferizaj Branch offers three accredited undergraduate study programs:

- **Bachelor of Science in Computer Sciences and Engineering**
- **Bachelor of Science in Architecture and Spatial Planning**
- **Bachelor of Science in Management, Business and Economics**

These programs have consistently demonstrated strong student demand, positive employment outcomes, and curriculum alignment with Kosovo's national development strategies. However, the strategic plan recognizes that **sustained academic relevance** and **regional impact** require diversification. As a result, this plan envisions the **development and accreditation of new programs** that respond directly to the Ferizaj region's emerging needs, including:

- **BSc in Nursing**, to support the expansion of local healthcare services and medical workforce training.
- **BSc in Mechatronics and Industrial Automation**, aligned with Ferizaj's manufacturing and automotive industries.
- **BSc in Cybersecurity**, as part of Kosovo's growing digitalization agenda and ICT sector.
- **BSc in Logistics and Supply Chain Management**, which addresses the logistics corridor potential and regional connectivity of Ferizaj.

This expansion is anchored in a **market-driven, evidence-based approach**, supported by feasibility analyses, stakeholder consultations, and alignment with national employment strategies.

Planning Principles and Framework

The Strategic Plan 2025–2030 is structured into nine coherent and interlinked chapters, each of which contributes to a holistic institutional development framework:

1. **Institutional Background, Mission, and Vision** – Establishes the identity, mandate, and long-term aspirations of the Ferizaj Branch within UBT's institutional ecosystem.
2. **External Environment** – Analyzes demographic, socio-economic, educational, and technological trends that shape the operational landscape of the branch.
3. **Industry Analysis** – Maps current and emerging sectors of the local and national economy that intersect with higher education and workforce demands.



4. **Strategic Objectives** – Articulates medium-term institutional priorities across academic, infrastructural, administrative, and societal dimensions.
5. **Action Plan** – Outlines specific initiatives, implementation modalities, and inter-departmental coordination mechanisms for each objective.
6. **Expanded Risk Assessment** – Identifies institutional risks and proposes mitigation strategies to safeguard operational continuity and compliance.
7. **Financial Projections** – Presents multi-year financial forecasts to ensure the sustainability of academic and administrative expansion.
8. **Strategic Metrics and Key Performance Indicators (KPIs)** – Defines performance measurement tools to track progress, assure quality, and enable evidence-based governance.
9. **Annual Work Plan** – Details year-by-year implementation activities, resource planning, and monitoring responsibilities to ensure accountability.

This structure draws inspiration and coherence from the **Strategic Plan 2025–2030 of the UBT Prizren Branch**, ensuring **consistency across campuses** while allowing for **context-specific differentiation** in academic offerings and community engagement.

Commitment to Quality, Relevance, and Impact

The development of this strategic plan has been a collaborative process, engaging academic staff, administrative leaders, external stakeholders, and students. It reflects UBT's institutional commitment to:

- Providing high-quality, internationally benchmarked education.
- Contributing to the socio-economic development of Ferizaj and its surrounding municipalities.
- Fostering innovation, entrepreneurship, and lifelong learning.
- Strengthening partnerships with industry, health institutions, and public sector agencies.
- Ensuring compliance with KAA standards, ESG 2015, and the Bologna Process principles.

More than a planning document, this Strategic Plan is a **blueprint for institutional transformation**, regional relevance, and academic distinction. It serves as a **living framework**, responsive to change, accountable to stakeholders, and firmly aligned with the evolving needs of Kosovo's higher education sector and labor market.

Chapter 1: Background, Mission, and Vision

1.1 Rationale for Strategic Plan Renewal

The Strategic Plan 2025–2030 for the UBT College Branch in Ferizaj marks a pivotal realignment of institutional objectives, priorities, and regional positioning. This renewal is driven by a confluence of strategic imperatives, most notably the aspiration to secure **five-**



year institutional and programmatic accreditation for the Ferizaj Branch, mirroring the institutional milestone achieved by UBT College in 2024.

Although the Strategic Plan 2023–2028 provided a foundational framework for academic and operational development, the rapidly evolving higher education landscape, intensified accreditation demands, and emerging regional opportunities now necessitate a revised and forward-looking planning cycle. This new strategic document builds on UBT's overarching mission of quality, innovation, and excellence, while offering a **region-specific lens** that reflects the economic dynamism and developmental aspirations of the **Ferizaj region**.

Key reasons for adjusting the strategic cycle include:

- **Synchronization with UBT's Institutional Accreditation:** Achieving a five-year accreditation for the Ferizaj Branch requires full alignment with UBT's quality assurance ecosystem and strategic planning framework.
- **Evolving Regional Labor Market Needs:** New economic sectors in Ferizaj, such as manufacturing automation, logistics, and construction services, are reshaping skill demands.
- **Programmatic Maturity and Expansion Potential:** The branch has successfully consolidated its three accredited programs and is now poised for academic diversification and innovation.
- **Enhanced Digital, Infrastructural, and Governance Capacities:** With the integration of digital learning platforms, modernized infrastructure, and a more autonomous governance structure, the Ferizaj Branch is positioned to deepen its academic and societal impact.

1.2 Institutional Background of the Ferizaj Branch

The **UBT Ferizaj Branch** was inaugurated with the mission of extending UBT's excellence-driven education model to Kosovo's south-central corridor. It has since become a strategic academic hub catering to students from **Ferizaj, Kaçanik, Shtime, Lipjan, and Hani i Elezit**, and serves as a critical platform for local capacity building, industry engagement, and regional integration.

The branch currently offers three accredited Bachelor-level programs:

- **BSc in Computer Sciences and Engineering**
- **BSc in Architecture and Spatial Planning**
- **BSc in Management, Business and Economics**

These programs respond to core labor market needs in ICT, built environment, and business sectors, contributing to local employment generation, entrepreneurship, and innovation. Each program is implemented under UBT's centralized quality assurance system but with a regional focus on curricular adaptation, stakeholder collaboration, and contextualized delivery.

The Ferizaj Branch benefits from a modern campus equipped with digital infrastructure, smart classrooms, and applied laboratories, facilitating blended learning, interdisciplinary projects, and practice-based education. Academic staff include full-time professors and industry-engaged lecturers, with growing research involvement in applied fields such as construction technology, digital business, and software engineering.

From a governance standpoint, the branch operates under an integrated administrative model that aligns with UBT's central strategic leadership while maintaining flexibility for regional stakeholder engagement, curriculum enrichment, and student support initiatives.

1.3 Mission Statement (2025–2030)



“To provide inclusive, future-ready, and innovation-driven higher education that fosters regional development, knowledge-based industries, and community resilience in Ferizaj and the broader south-central region of Kosovo.”

This mission statement embodies the institutional intent to:

- Empower students with critical thinking, technical competencies, and ethical leadership.
- Align curricula and research with **local economic sectors** and **emerging technologies**.
- Serve as a **regional catalyst** for inclusive growth, entrepreneurship, and civic transformation.
- Extend UBT's mission of excellence to underserved communities through digital access, flexible learning, and equitable enrollment policies.

It reflects the institutional alignment with UBT's strategic commitment to the European Standards and Guidelines (ESG 2015) while emphasizing **regional adaptability and impact**.

1.4 Vision Statement

“To become a leading regional campus of UBT College, recognized for academic excellence, applied research, and its transformative contribution to Ferizaj's economic modernization and social development.”

The vision for 2025–2030 articulates the ambition to:

- Expand academic offerings into **new and emerging disciplines** aligned with Ferizaj's development priorities.
- Strengthen partnerships with **local industry, municipalities, and civil society** for mutually beneficial innovation and workforce development.
- Serve as a model of **inclusive, digitally enabled, and labor market-aligned higher education**.
- Contribute actively to **regional strategic planning**, sustainable development, and lifelong learning opportunities.

1.5 Prospective New Study Programs (2025–2030)

Based on regional economic data, labor market signals, and stakeholder consultations, the Ferizaj Branch will explore the development and accreditation of the following potential new programs:

1. BSc in Mechatronics and Industrial Automation

- **Rationale:** Ferizaj's proximity to industrial zones and its established manufacturing base justify a program that equips students with skills in robotics, PLC systems, and automation processes.

2. BSc in Applied Logistics and Supply Chain Management

- **Rationale:** The region's emerging role as a transport and logistics corridor makes this a strategic addition to support infrastructure planning, warehouse operations, and digital logistics systems.

3. BA in Interior and Sustainable Construction Design



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- **Rationale:** As urbanization accelerates, the construction industry increasingly demands multidisciplinary professionals who can bridge architecture, interior design, and green construction techniques.

4. BSc in Cybersecurity and Data Governance

- **Rationale:** Complementing the Computer Science program, this track responds to rising security concerns across public and private digital systems in Kosovo and abroad.

5. BSc in Nursing

- **Rationale:** The growing need for qualified healthcare professionals in Kosovo, combined with Ferizaj's proximity to the regional hospital and associated health services, supports the launch of a Nursing program that meets both national accreditation standards and European nursing education frameworks. The program would focus on clinical competence, evidence-based practice, and community-oriented care.

Chapter 2: External Environment

2.1 Regional Positioning and Socioeconomic Dynamics

Located in Kosovo's south-central axis, the **Municipality of Ferizaj** represents one of the country's most strategically situated and economically vibrant urban zones. The municipality is positioned along key infrastructural corridors that link Pristina to Skopje and the broader Western Balkans, forming an essential logistical node for **cross-border commerce, industrial trade, and regional integration**.

Over the past decade, Ferizaj has experienced sustained demographic growth, with over 50% of its population under the age of 35. This demographic dividend, when coupled with its **expanding industrial base, diversified SME sector, and increasingly active civil society**, presents an ideal setting for the deployment of a forward-looking higher education strategy. However, regional development is also accompanied by growing complexity—manifested in



increased youth unemployment, labor migration, and unequal access to higher-level skills training.

The region's **economic portfolio is evolving rapidly**:

- The **Ferizaj Industrial and Business Zone** hosts over 100 enterprises in manufacturing, textiles, and processing industries, many of which are integrating smart production technologies.
- The **construction sector** is booming due to public infrastructure investments and private housing demand.
- The **healthcare system** is under pressure due to increased urban population density, rising demand for primary and nursing care, and limited clinical human resources.
- The **ICT and digital services sector** is emerging, especially among youth-led start-ups and freelancers, enabled by digital connectivity and international outsourcing platforms.

This dynamic environment positions UBT Ferizaj as a **strategic enabler of regional knowledge capital**, tasked with educating the next generation of engineers, health professionals, digital practitioners, and business leaders who will directly contribute to the municipality's development agenda.

2.2 National Higher Education Policy and Strategic Alignment

The strategic development of UBT Ferizaj is fully aligned with Kosovo's national higher education and socioeconomic priorities, as articulated in several guiding documents:

- **Kosovo Education Strategic Plan (KESP)** emphasizes regional equity in access to quality education, the development of digital and STEM skills, and the promotion of work-based learning models.
- **National Development Strategy (NDS 2030)** prioritizes employment generation, smart specialization, green transition, and digital economy—goals that require strong academic-institutional infrastructure across the territory.
- The **National Strategy for the Youth (2022–2026)** underlines the importance of empowering young people through relevant education, vocational preparation, and entrepreneurship support.

Furthermore, the European Standards and Guidelines for Quality Assurance (ESG 2015) serve as the foundation for the Kosovo Accreditation Agency's assessment criteria, and UBT College has proactively integrated these standards into its institutional policies and branch governance systems. With the UBT main campus achieving five-year institutional accreditation in 2024, it is both strategic and necessary for the Ferizaj Branch to align with this accreditation horizon through a localized yet system-integrated strategy.

This strategic plan therefore provides the blueprint for the Ferizaj Branch to respond to the policy expectations of:

- Promoting **academic excellence** within a regional context.
- Expanding **access to quality and relevant programs** for underserved populations.
- Enhancing **institutional capacity** to drive innovation, employability, and civic responsibility.

2.3 Regional Labor Market Needs and Skills Gaps

The Ferizaj labor market is marked by **asymmetries between education supply and labor demand**, as well as emerging opportunities associated with industrial modernization and



economic diversification. In-depth analysis conducted by UBT's Career Services and Regional Engagement Office between 2022 and 2024, alongside data from the Municipal Directorate for Economic Development, reveals several persistent and emerging **sectoral skills gaps**:

1. Advanced Manufacturing and Automation - Employers are increasingly integrating **Industry 4.0 technologies**, including robotics, CAD/CAM systems, and industrial IoT. However, there is a clear lack of trained professionals in **mechatronics, production system automation, and digital fabrication**.

2. Construction and Sustainable Design - Given the growth in commercial and residential buildings, there is an urgent need for professionals trained in **project management, BIM (Building Information Modeling), sustainable materials, and interior architecture**. Technical drawing and energy-efficient construction practices are increasingly in demand.

3. Logistics and Supply Chain Optimization - Ferizaj's role as a regional transit hub is generating interest in **digital logistics, transport planning, and warehouse systems**. Companies are seeking graduates with knowledge of **ERP systems, customs procedures, and transport regulation**.

4. ICT and Cybersecurity - With a growing number of small and medium-sized enterprises going digital, there is a rising demand for specialists in **software development, network administration, cybersecurity, and data privacy compliance**.

5. Nursing and Primary Health Care - The region is facing a **critical shortage of qualified nursing staff**, particularly in rural health posts and emergency care. The need for nurses with practical training, communication skills, and digital record-keeping knowledge is especially acute.

These findings provide direct justification for the proposed expansion of study programs (as detailed in Chapter 3), and they confirm that UBT Ferizaj's strategic priorities are not only academically valid but also **socially and economically necessary** for the region's resilience and inclusive growth.

2.4 Competitive Positioning in Regional Higher Education

UBT Ferizaj operates within an underserved **higher education landscape**. While some public institutions offer modular or part-time programs, and certain private actors deliver short-cycle training, **UBT remains the only institution with a fully accredited and autonomous campus presence in Ferizaj** offering three full bachelor programs with integrated teaching, administrative, and student support systems.

What distinguishes UBT Ferizaj in this competitive landscape is:

- Access to UBT's **central research ecosystem**, allowing local students and staff to engage in funded innovation projects.
- Implementation of **blended learning models**, enabling hybrid delivery and participation from international lecturers.
- Use of the **UBT Digital Learning Platform and AI tools**, which enrich student learning experiences and allow adaptive assessment.
- Career-aligned curricula with **industry co-designed syllabi** and mandatory internships, increasing job-readiness and graduate employability.

This strategic plan seeks to deepen these advantages by introducing **new programmatic verticals**, strengthening regional research clusters, and embedding UBT Ferizaj more deeply into the **knowledge-innovation triangle** of academia–industry–government.

2.5 Stakeholder Engagement and Regional Demand Articulation



Throughout 2023–2024, UBT Ferizaj conducted multiple **stakeholder consultation forums**, including:

- **Roundtables with municipal authorities** (Directorate of Education, Directorate of Economic Development)
- **Surveys with local employers** in manufacturing, healthcare, construction, and ICT sectors
- **Dialogue sessions with high school counselors**, alumni, and civil society organizations
- **Focus groups with students and parents** from rural and peri-urban areas

The following recurring themes were identified:

- A strong call for **regional relevance in academic programming**: stakeholders support new programs in nursing, logistics, and cybersecurity as high-priority areas.
- Demand for **practical, hands-on education**: employers' express readiness to host interns and co-develop training modules.
- Emphasis on **retaining local youth**: the accessibility of the Ferizaj Branch is viewed as essential to reducing youth migration to Pristina and abroad.
- Requests for **lifelong learning opportunities** for adults seeking reskilling or formal academic recognition.

These consultations have guided the strategic direction of this plan, which is intentionally designed as a **living document co-owned by regional actors** and adaptable to future socioeconomic shifts.

Chapter 3: Industry Analysis

3.1 Purpose and Strategic Justification

The present chapter provides a critical industry analysis with the primary purpose of identifying strategic sectors for academic alignment, partnership building, and program development in the Ferizaj Branch for the period 2025–2030. The analytical approach is based on a combination of quantitative labor market data, municipal and national development strategies, and stakeholder engagement insights.

This chapter also underpins the strategic rationale for updating the prior 2023–2028 Strategic Plan, responding to significant shifts in:

- The **industrial restructuring** of the region,
- The **emergence of new employment sectors**,
- UBT College's **attainment of five-year institutional accreditation** in 2024, and
- The imperative to **align branch-level academic planning with ESG 2015 standards and KAA accreditation cycles**.



By presenting a nuanced and data-informed understanding of the industrial ecosystem in Ferizaj, this chapter aims to ensure that the Ferizaj Branch remains a proactive, adaptive, and regionally responsive academic actor.

3.2 Macro-Industrial Context of Ferizaj

Ferizaj has developed into a **strategically positioned economic node**, embedded within Kosovo's broader national growth corridor. The municipality is located just 40 km from Pristina and serves as a key transit and industrial gateway to North Macedonia. Several interrelated structural factors define the regional industrial identity:

- **Geostrategic Positioning:** The city's proximity to transnational highways (part of **Corridor VIII**) and logistics arteries makes it ideal for industries with regional supply chain integration.
- **Labor Market Dynamics:** A combination of **youthful population**, increasing return migration, and vocational school graduates has created an available labor force that remains underutilized in knowledge-intensive sectors.
- **Municipal Investment Trends:** Strategic capital is being directed toward **industrial park expansion**, urban development, **transportation infrastructure**, and public health facilities.
- **Private Sector Leadership:** Anchored by the **Ferizaj Industrial and Economic Zone**, the private sector includes more than 250 small and medium enterprises across light manufacturing, wood processing, agri-processing, and packaging.

However, these developments have not been matched by a proportional increase in the **supply of higher education programs** tailored to the emergent industrial reality, hence, the urgency of recalibrating UBT's academic offer.

3.3 Sectoral Deep Dive and Workforce Needs

A sector-by-sector analysis, conducted through the triangulation of local economic reports, employer consultations, and UBT's alumni tracking data, reveals **six priority sectors** shaping Ferizaj's industrial trajectory:

A. Manufacturing and Industrial Technology

- **Sub-sectors:** Furniture production, wood processing, machine assembly, textile fabrication.
- **Emerging Needs:**
 - Introduction of **smart manufacturing technologies**.
 - Demand for **technicians with PLC, CAD/CAM, and robotics knowledge**.
 - Upskilling in **energy-efficient production systems**.
- **Academic Response:**
 - Proposal for **BSc in Mechatronics and Industrial Automation**.
 - Enhanced integration of **dual education and on-site internships**.

B. Architecture, Construction, and Urban Planning

- **Sub-sectors:** Urban housing, commercial and industrial facility construction, public infrastructure.
- **Emerging Needs:**



- Shortage of professionals trained in **urban ecology**, **BIM (Building Information Modeling)**, and **interior design**.
- Strong demand for **mid-level project managers** with design-technical hybrid skills.
- **Academic Response:**
 - Strengthening of existing **Architecture and Spatial Planning BSc** program with specialized tracks.
 - Introduction of **BA in Interior and Sustainable Construction Design**.

C. Transport, Logistics, and Supply Chain

- **Sub-sectors:** Freight forwarding, warehouse management, fleet operations.
- **Emerging Needs:**
 - Professionals skilled in **ERP systems**, **customs operations**, and **inventory management**.
 - Workforce capacity to manage **cross-border supply chain optimization**.
- **Academic Response:**
 - Launch of **BSc in Applied Logistics and Supply Chain Management**.
 - Institutional partnership with **logistics hubs and customs authorities** for practice-based learning.

D. Information Technology and Cybersecurity

- **Sub-sectors:** Freelance software services, IT maintenance, cloud hosting, cybersecurity auditing.
- **Emerging Needs:**
 - Training in **information security compliance** (GDPR, ISO/IEC standards).
 - Expertise in **network protection**, **data recovery**, and **secure coding practices**.
- **Academic Response:**
 - Proposal for **BSc in Cybersecurity and Data Governance**.
 - Establishment of a **Cybersecurity Lab** as a regional resource and student training center.

E. Health Care and Nursing

- **Sub-sectors:** Regional hospital services, private clinics, elderly care, public health initiatives.
- **Emerging Needs:**
 - Registered nurses trained in **clinical decision-making**, **primary care**, and **digital patient records**.
 - Specialists in **community outreach** and **chronic disease management**.
- **Academic Response:**
 - Introduction of **BSc in Nursing**, with compliance to Kosovo Nursing Council and ENQA standards.



- Development of clinical partnerships with the **Ferizaj Regional Hospital**.

F. Business and Service Innovation

- **Sub-sectors:** Finance, insurance, marketing, tourism, retail entrepreneurship.
- **Emerging Needs:**
 - Application of **AI in customer service, e-commerce management, and data analytics for SMEs**.
- **Academic Response:**
 - Strengthening of **Management, Business, and Economics BSc program** with digital business concentrations.

3.4 Industry–Academia Collaboration Outlook

UBT Ferizaj's strategic evolution will depend not just on academic expansion, but on the **institutionalization of knowledge partnerships** across the industrial value chain. Current and planned initiatives include:

- **Joint Industry-Academia Advisory Boards** to align curriculum with skill needs.
- **Curricular co-design workshops** with manufacturing and logistics firms.
- **Capstone projects and hackathons** for students in cybersecurity, automation, and design.
- **Research and development contracts** in applied innovation areas (e.g., optimization of local transport systems, smart health monitoring tools).
- Establishment of **student-run incubators** focused on local entrepreneurial challenges.
- **Hosting of sector-specific conferences** to position UBT Ferizaj as a knowledge leader in the region.

3.5 ESG and Accreditation Relevance

This industry analysis contributes directly to the internal and external quality assurance frameworks prescribed by the **European Standards and Guidelines (ESG 2015)**, notably:

- **ESG 1.1 – Policy for Quality Assurance:** Program planning based on systemic environmental scanning.
- **ESG 1.2 – Design and Approval of Programs:** Justification of program relevance through labor market evidence.
- **ESG 1.9 – Monitoring and Periodic Review:** Feedback loop between program performance and regional industry evolution.

Moreover, in the context of the **Kosovo Accreditation Agency (KAA)**, this analysis satisfies requirements for:

- **Market relevance documentation** in new program proposals.
- **Demonstrated contribution to regional development.**
- **Stakeholder-informed strategic planning.**

UBT College – Ferizaj Branch stands at a critical inflection point: the region's industrial growth and diversification call for an academically rigorous and economically attuned response. This



industry analysis provides the empirical and strategic foundations for a renewed academic mission, one that is responsive to Ferizaj's transformation into a regional industrial and service hub.

In line with the five-year accreditation vision and ESG-aligned strategic planning, the branch is ready to expand its academic portfolio, intensify stakeholder collaboration, and produce graduates capable of driving innovation, productivity, and sustainability in the Ferizaj region and beyond.

Chapter 4: Strategic Objectives

4.1 Rationale for Strategic Realignment

The strategic renewal of the Ferizaj Branch for the period 2025–2030 stems from two interdependent priorities:

1. **Harmonization with Institutional Accreditation:** Following UBT College's five-year institutional accreditation in 2024, it is imperative that all academic branches operate within a shared quality assurance cycle. This alignment not only ensures consistency across campuses but also facilitates centralized data collection, systemic monitoring, and streamlined institutional reporting in line with ESG 1.1 and ESG 1.9.
2. **Responsive Programmatic Repositioning:** The Ferizaj region has experienced substantial economic diversification in recent years, leading to shifts in labor market demands and student expectations. The strategic objectives set forth herein respond to this context by embedding academic agility, curricular innovation, and stakeholder co-responsibility within the development architecture of the branch.

These objectives aim to enhance the relevance, resilience, and recognition of the Ferizaj Branch as a **regional academic anchor institution**.

4.2 Strategic Objective 1: Diversification of the Academic Portfolio in Response to Regional Needs



Purpose: To expand the current academic offer beyond the existing three accredited programs by designing and launching new, labor-market-driven programs that respond directly to the industrial and social fabric of Ferizaj.

Expanded Measures:

- Introduce **BSc in Nursing**, in direct response to workforce shortages in the public and private health sectors across the region.
- Develop **BSc in Mechatronics and Industrial Automation**, tailored to the machinery, wood processing, and automotive sub-sectors in the Ferizaj Industrial Zone.
- Launch **BSc in Logistics and Supply Chain Management**, aligned with regional logistics hubs and border transit infrastructure.
- Introduce **BSc in Cybersecurity and Data Governance**, serving SMEs and public institutions facing increased digitalization risks.
- Develop **BA in Interior and Sustainable Construction Design**, complementing the existing Architecture program and regional trends in urban renewal.

Success Metrics:

- At least 3 new programs are fully accredited by KAA by 2027.
- Enrollment of a minimum of 150 students in newly launched programs within the first three years.
- Demonstrable involvement of ≥ 10 regional employers in program co-design or internship provision.

ESG Alignment: ESG 1.2 (Program Design), ESG 1.4 (Student Admission and Progression), ESG 1.9 (Periodic Review).

4.3 Strategic Objective 2: Academic Excellence and Innovation in Teaching and Learning

Purpose: To foster a learning environment centered on quality, relevance, and student engagement through enhanced pedagogical practices and curriculum enrichment.

Expanded Measures:

- Systematically integrate **blended learning models** across all programs using UBT's Digital Learning Platform.
- Implement **capstone projects, simulated environments, and practice-based modules** across curricula.
- Institutionalize **peer review of teaching** and mandatory continuous professional development (CPD) for all academic staff.
- Introduce micro-credentials and modular certification for lifelong learning participants.

Success Metrics:

- $\geq 90\%$ of all courses are delivered in hybrid or digital-enhanced format by 2027.
- $\geq 80\%$ of faculty complete CPD in digital pedagogy and student-centered learning annually.
- Annual graduate satisfaction rate maintained above 85%.

ESG Alignment: ESG 1.3 (Student-Centered Learning), ESG 1.6 (Learning Resources), ESG 1.5 (Student Assessment).



4.4 Strategic Objective 3: Applied Research and Regional Innovation Leadership

Purpose: To establish the Ferizaj Branch as a generator of applied knowledge, supporting regional industrial modernization, service innovation, and evidence-based policy development.

Expanded Measures:

- Launch **Research and Innovation Units (RIUs)** in manufacturing systems, transport optimization, digital governance, and community health.
- Encourage interdisciplinary research projects aligned with municipal and industrial priorities.
- Develop institutional mechanisms for **third-party project funding** and **technology transfer**.

Success Metrics:

- At least 10 externally funded research or consultancy projects by 2030.
- Minimum 3 peer-reviewed publications per year from Ferizaj faculty or student-faculty teams.
- 1 innovation lab operational by 2027 with regular participation from students, alumni, and local enterprises.

ESG Alignment: ESG 1.1 (Internal QA), ESG 1.8 (Public Information), ESG 1.9 (Review and Enhancement).

4.5 Strategic Objective 4: Deep Stakeholder and Community Engagement

Purpose: To integrate the Ferizaj Branch into the civic and socio-economic life of the municipality through structured stakeholder engagement and community-facing initiatives.

Expanded Measures:

- Develop a **Community Engagement Strategy**, including service-learning, local partnerships, and open public lectures.
- Create a **Ferizaj Branch Stakeholder Council**, comprising employers, alumni, civil society actors, and local government representatives.
- Facilitate intersectoral events (e.g., health awareness campaigns, innovation fairs, urban planning consultations) that embed students and faculty in civic processes.

Success Metrics:

- ≥5 community-based projects annually involving students or faculty.
- Annual survey showing ≥90% employer satisfaction with graduate preparedness.
- Operationalization of the Stakeholder Council by end of 2026.

ESG Alignment: ESG 1.1 (Stakeholder Involvement), ESG 1.8 (Transparency), ESG 1.6 (Student Support Systems).

4.6 Strategic Objective 5: Expansion and Modernization of Campus Infrastructure

Purpose: To ensure that the physical and digital infrastructure of the Ferizaj Branch supports academic growth, quality learning environments, and administrative efficiency.

Expanded Measures:



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- Renovate and expand teaching and lab spaces in accordance with programmatic growth.
 - Introduce specialized infrastructure (simulation labs, IT security labs, nursing skills labs).
 - Transition to a fully digital academic records and student services system.
 - Design and implement a **Sustainable Campus Framework** focusing on energy efficiency, green mobility, and waste reduction.

Success Metrics:

- Expansion of usable academic space by 30% by 2028.
- ≥95% of student services digitized by 2027.
- Launch of campus-wide green initiative with measurable sustainability KPIs.

ESG Alignment: ESG 1.6 (Learning Environment), ESG 1.1 (Institutional Planning), ESG 1.9 (Monitoring Systems).

4.7 Strategic Objective 6: Internal Quality Culture and Data-Informed Decision Making

Purpose: To build a branch-wide culture of continuous quality enhancement through systematic monitoring, inclusive feedback, and evidence-based policy development.

Expanded Measures:

- Conduct annual **Internal Quality Reviews** at program and unit levels.
- Operationalize real-time dashboards for performance monitoring (enrollment trends, student progression, course evaluations).
- Use academic analytics to guide resource allocation, staff development, and program revisions.

Success Metrics:

- Annual completion of quality review cycles across all departments.
- 100% of academic staff are involved in QA activities and course-level improvements.
- QA system reviewed and validated by external peer experts at least once by 2030.

ESG Alignment: ESG 1.9 (Monitoring and Review), ESG 1.7 (Staff Development), ESG 1.1 (QA Policy Implementation).

4.8 Strategic Objective 7: Internationalization and Global Engagement

Purpose: To integrate international dimensions into the teaching, research, and engagement functions of the Ferizaj Branch and to expand its visibility across European academic networks.

Expanded Measures:

- Sign bilateral agreements with European universities for **mobility, joint degrees, and research exchange**.
- Introduce **English-language course modules and short-term programs** for international and diaspora students.
- Organize an annual **UBT Ferizaj International Forum** focused on innovation, education, and regional development.

Success Metrics:



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- ≥100 incoming and outgoing mobilities (staff and students) annually by 2030.
 - 5 new international cooperation agreements signed by 2027.
 - At least one internationally funded project will be implemented by the branch by 2029.

ESG Alignment: ESG 1.1 (Strategic Internationalization), ESG 1.2 (Program Design and External Context), ESG 1.9 (Benchmarking and Peer Review).

Strategic Integration and Forward Trajectory

The strategic objectives presented above represent a coherent and future-oriented roadmap for the Ferizaj Branch of UBT College, integrating academic innovation, regional impact, infrastructure modernization, and internationalization. Each objective has been designed with measurable targets, stakeholder input, and alignment with European Higher Education Area (EHEA) quality frameworks.

Taken together, these objectives will position UBT Ferizaj not simply as a branch of a larger institution, but as an **autonomous regional knowledge ecosystem** contributing to Kosovo's national development priorities and European academic standards.

Chapter 5: Action Plan

This chapter sets forth the implementation architecture of the Strategic Plan 2025–2030 for UBT College's Ferizaj Branch. The Action Plan operationalizes the strategic objectives described in the previous chapter, ensuring that each priority area is translated into actionable steps, timelines, responsible structures, performance metrics, and mechanisms for quality assurance and accountability. The Action Plan is grounded in the strategic imperative to align with the institutional accreditation cycle (2024–2029), ESG 2015 standards, and national quality assurance frameworks established by the Kosovo Accreditation Agency (KAA).

The plan ensures a results-oriented, evidence-based, and forward-looking implementation framework, embedding mechanisms of internal quality assurance, stakeholder engagement, labor market alignment, and regional development.

5.1 Strategic Objective 1: Academic Diversification

Context and Justification: Ferizaj's evolving economic base, particularly in the industrial, logistics, and healthcare sectors, has created new demand for skilled professionals in disciplines not yet covered by existing academic programs at the branch. This strategic objective aims to diversify UBT's academic offer in Ferizaj beyond the current three accredited programs, making the branch more responsive to regional socioeconomic transformation and more attractive to prospective students.

Key Actions:

- Conduct regional skills-gap analysis in collaboration with the Municipality of Ferizaj, the Chamber of Commerce, and local employers.
- Design full accreditation dossiers for five new study programs:
 1. **BSc in Nursing,**



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2. **BSc in Mechatronics and Industrial Automation,**
 3. **BSc in Logistics and Supply Chain Management,**
 4. **BSc in Cybersecurity and Data Governance,** and
 5. **BA in Interior and Sustainable Construction Design.**

- Organize consultation workshops with employers, professional associations, and relevant government bodies.
- Submit program proposals to KAA by the end of 2026 and prepare for site visits and evaluation.

Timeframe:

- 2025: Skills gap analysis and curriculum development.
- 2026: Internal validation and KAA submission.
- 2027: Launch of approved programs and enrollment.

Responsible Actors: Academic Council, Branch Director, QA Office, Program Development Taskforces.

Performance Indicators:

- Minimum of three new programs is fully accredited by 2027.
- At least 150 students enrolled in the new programs by 2028.
- ≥10 formal partnerships with local employers for student internships and field practice.

ESG Compliance:

- ESG 1.2 Program Design, ESG 1.4 Student Admission, ESG 1.9 Monitoring of Programs.
- Direct alignment with KAA criteria on labor market relevance and stakeholder involvement.

5.2 Strategic Objective 2: Excellence in Teaching and Learning

Context and Justification: To provide high-quality, student-centered education, the Ferizaj Branch must institutionalize modern pedagogical practices, blended and digital learning formats, and continuous capacity-building for its academic staff. This reflects global shifts toward flexible learning and meets the expectations of digitally native students.

Key Actions:

- Establish the **Teaching and Learning Innovation Hub** at the branch to provide faculty development services.
- Train 100% of academic staff in hybrid teaching, assessment innovation, and use of digital learning tools.
- Introduce capstone projects, peer instruction, flipped classrooms, and experiential learning models into all bachelor programs.
- Develop micro-credential offerings and online short courses to enhance lifelong learning access.

Timeframe:

- 2025–2026: Faculty training and curriculum redesign.



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- 2027–2030: Full implementation and periodic review.

Responsible Actors: Teaching and Learning Center, Deans, Faculty Councils, IT Services.

Performance Indicators:

- ≥90% of courses delivered with blended learning features by 2027.
- ≥80% of faculty complete annual CPD in pedagogical innovation.
- Student satisfaction with teaching at or above 85% annually.

ESG Compliance:

- ESG 1.3 Student-Centered Learning, ESG 1.5 Student Assessment, ESG 1.6 Learning Resources.

5.3 Strategic Objective 3: Applied Research and Innovation

Context and Justification: To move beyond knowledge transmission, UBT Ferizaj must position itself as a hub of applied research and innovation with local relevance and international visibility. The aim is to catalyze solutions to urban development, health care delivery, and digital transition challenges in the Ferizaj region.

Key Actions:

- Create **Research and Innovation Units (RIUs)** focused on applied topics (e.g., health informatics, logistics optimization, Industry 4.0).
- Facilitate collaborative research with municipalities, NGOs, and industry partners.
- Host an **Annual Innovation & Research Forum** for knowledge dissemination and networking.
- Support students and staff to publish and present research locally and internationally.

Timeframe:

- 2025: Framework and infrastructure set-up.
- 2026–2030: Active implementation and funding acquisition.

Responsible Actors: Branch Research Office, Faculty Research Coordinators, Office for International Projects.

Performance Indicators:

- ≥10 funded research projects initiated by 2030.
- ≥3 peer-reviewed publications per year produced at the branch.
- 1 innovation laboratory operational by 2027.

ESG Compliance:

- ESG 1.1 QA Policy, ESG 1.9 Program Review, ESG 1.8 Public Information and Dissemination.

5.4 Strategic Objective 4: Stakeholder and Community Engagement

Context and Justification: UBT's societal mission entails strong collaboration with local stakeholders, aligning academic work with community priorities and fostering graduate employability and civic responsibility.

Key Actions:

- Form the **Ferizaj Stakeholder Advisory Council** by Q2 2025.



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- Develop structured stakeholder feedback systems to inform program and policy development.
 - Launch community-oriented initiatives: open lectures, health days, urban design competitions, and volunteer student programs.
 - Institutionalize **service-learning** as a curricular component.

Timeframe:

- 2025–2026: Council formation, community engagement framework.
- 2027–2030: Ongoing implementation and review.

Responsible Actors: Branch QA Office, Municipality Liaison Officer, Student Affairs Office, Alumni Network.

Performance Indicators:

- ≥5 community engagement activities per year.
- ≥90% employer satisfaction with UBT graduates.
- Quarterly meetings and reports from the Stakeholder Council.

ESG Compliance:

- ESG 1.1 Stakeholder Involvement, ESG 1.8 Transparency, ESG 1.4 Graduate Tracking.

5.5 Strategic Objective 5: Infrastructure Expansion and Digital Transformation

Context and Justification: With growing academic demand and digital learning needs, the Ferizaj Branch must modernize and expand its infrastructure to meet future learning, research, and operational needs.

Key Actions:

- Construct new academic facilities including simulation labs, IT labs, and nursing practice areas.
- Deploy a **fully digitized student information system** covering all academic and administrative processes.
- Launch a **Sustainable Campus Plan** with targets for energy use, recycling, and digital documentation.

Timeframe:

- 2025–2026: Design and tendering.
- 2027–2029: Construction and roll-out.
- 2030: Sustainability audit and optimization.

Responsible Actors: Facilities Management Office, Finance and Procurement Office, Digital Transformation Unit.

Performance Indicators:

- ≥30% increase in academic space capacity.
- ≥95% of student services digitized.
- Full compliance with green campus benchmarks by 2030.

ESG Compliance:



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- ESG 1.6 Learning and Teaching Environment, ESG 1.1 Planning, ESG 1.9 Monitoring of Infrastructure.

5.6 Strategic Objective 6: Internal Quality Assurance

Context and Justification: Sustaining academic excellence requires a culture of data-informed decision-making, regular program evaluation, and systematized quality management aligned with ESG and KAA principles.

Key Actions:

- Conduct **annual QA self-assessments** at all levels: program, administrative, and strategic.
- Launch real-time dashboards for performance monitoring.
- Embed QA results in decision-making through Academic Council mandates.

Timeframe:

- Annual cycle from 2025–2030, with mid-term review in 2027.

Responsible Actors: Quality Assurance Committee, Institutional Research Unit, Deans and Program Leaders.

Performance Indicators:

- 100% of programs complete QA cycles annually.
- ≥10 quality improvement actions executed by 2030.
- QA system reviewed by external peer team at least once in cycle.

ESG Compliance:

- ESG 1.9 Monitoring and Periodic Review, ESG 1.1 QA Policy, ESG 1.7 Staff Development.

5.7 Strategic Objective 7: Internationalization and Global Engagement

Context and Justification: To elevate academic standards and student experience, the Ferizaj Branch must pursue active participation in international higher education spaces, building mobility, cooperation, and visibility.

Key Actions:

- Formalize five Erasmus+ and bilateral cooperation agreements.
- Launch English-taught modules and attract international short-term students.
- Organize the **Annual International Forum on Regional Innovation**.

Timeframe:

- 2025–2026: Partnership development.
- 2027–2030: Execution and expansion.

Responsible Actors: Office for International Relations, Academic Affairs, Faculty Internationalization Liaisons.

Performance Indicators:

- ≥100 student and staff mobilities per year.
- ≥5 institutional agreements operational.



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- Annual Forum with ≥200 participants.

ESG Compliance:

- ESG 1.2 Program Internationalization, ESG 1.8 Public Information, ESG 1.1 Strategic Planning.

The Action Plan represents a clear, measurable, and context-sensitive roadmap to achieve the transformation goals articulated in the Strategic Plan 2025–2030. Each action is directly tied to ESG standards, responds to external accreditation expectations, and reflects the academic, infrastructural, and societal ambitions of UBT College's Ferizaj Branch. Through this integrated approach, the branch is well-positioned to not only meet but exceed quality benchmarks and establish itself as a regional model of applied, inclusive, and innovative higher education.

Chapter 6: Expanded Risk Assessment

Strategic planning in higher education, particularly when tied to accreditation objectives, must include a comprehensive risk assessment framework that not only identifies and categorizes potential institutional risks but also aligns mitigation strategies with quality assurance obligations and development objectives. For the UBT College Ferizaj Branch, the 2025–2030 Strategic Plan coincides with the institution's objective to secure five-year programmatic accreditation, a milestone achieved in the latest institutional accreditation cycle. This chapter serves to establish a systemic framework for risk anticipation, monitoring, and mitigation, with particular reference to **ESG Standards 1.1** Quality Assurance Policy, **1.9** Monitoring and Periodic Review, and **KAA requirements on Institutional Effectiveness and Financial Sustainability**.

The risk assessment framework reflects the multidimensional nature of a growing academic branch, encompassing academic quality, regulatory alignment, financial sustainability, operational continuity, digital infrastructure, and reputational integrity. Each risk is presented within its thematic cluster, followed by its institutional implications, underlying causes, and structured mitigation strategies tied to UBT's governance, academic, and quality assurance systems.

6.1 Academic Risks

Risk 1: Insufficient Enrollment in New or Existing Study Programs

Rationale: The Ferizaj Branch is expanding its academic offer with new programs tailored to regional needs e.g., Nursing, Logistics, Mechatronics, Cybersecurity. These programs require substantial investment in infrastructure, staff, and accreditation procedures. A failure to attract sufficient student numbers could impact on the financial sustainability of the branch and affect its capacity to meet ESG 1.4 Admission and Recognition and ESG 1.2 Program Design and Approval.

Contributing Factors:

- Limited awareness among prospective students.
- Regional competition from other HEIs.
- Socioeconomic constraints reducing local enrollment capacity.

Mitigation Strategies:



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- Conduct evidence-based labor market needs analyses.
 - Launch targeted marketing and outreach campaigns at the municipal and regional levels.
 - Establish scholarship and student incentive schemes in partnership with the Municipality of Ferizaj and local businesses.
 - Monitor program viability annually and consider program consolidation or transformation if demand does not materialize.

Monitoring Tools:

- Enrollment dashboards disaggregated by program, region, and demographics.
- Annual program performance reviews conducted by the Academic Council and QA Office.

Risk 2: Academic Staff Gaps or Mismatched Qualifications

Rationale: The sustainability of academic quality, especially in new technical and health-related programs, depends on the availability and retention of qualified academic personnel. KAA accreditation standards and ESG 1.5 (Teaching Staff) require a high proportion of doctoral-qualified and experienced faculty.

Contributing Factors:

- Short national supply of experts in mechatronics, logistics, health sciences, and cybersecurity.
- Difficulties in relocating staff to Ferizaj due to urban preference.
- Limited mobility or development opportunities for early-career staff.

Mitigation Strategies:

- Establish partnerships with international academic networks and invite diaspora-based scholars.
- Offer flexible engagement models (e.g., part-time, visiting professorships).
- Invest in long-term staff development programs, including doctoral studies, CPD, and research incentives.

Monitoring Tools:

- Annual HR reports on academic qualifications and staff development.
- Student evaluation of teaching quality and learning outcomes ESG 1.3 and 1.5 compliance reviews.

6.2 Operational and Infrastructure Risks

Risk 3: Delays in Infrastructure Development and Resource Allocation

Rationale: The effective implementation of new programs such as Nursing and Mechatronics is dependent on timely construction and equipping of specialized laboratories, simulation spaces, and digital classrooms. ESG 1.6 Learning Resources and Student Support, stipulates that physical infrastructure must match program objectives.

Contributing Factors:

- Bureaucratic delays in municipal or construction permits.
- Funding bottlenecks.



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- Inefficient procurement and tendering procedures.

Mitigation Strategies:

- Adopt a phased construction approach with priority assigned to high-impact teaching facilities.
- Allocate pre-approved contingency funds for critical infrastructure.
- Appoint a dedicated cross-functional taskforce for infrastructure monitoring, including procurement, academic leadership, and QA.

Monitoring Tools:

- Quarterly infrastructure progress reports aligned with program launch timelines.
- Risk-adjusted Gantt charts submitted to the Rectorate.

Risk 4: Underperformance of Digital Learning Platforms**Rationale:**

With the transition toward hybrid and digitally enhanced learning models, UBT Ferizaj must ensure that its e-learning infrastructure remains robust, user-friendly, and secure. ESG 1.6 requires that digital services support high-quality delivery and student accessibility.

Contributing Factors:

- Inadequate internet connectivity or server capacity.
- Insufficient technical support for faculty and students.
- Cybersecurity vulnerabilities.

Mitigation Strategies:

- Upgrade server and network capabilities using scalable and cloud-based infrastructure.
- Ensure 24/7 IT support and offer regular digital literacy workshops for students and staff.
- Implement cybersecurity protocols including data encryption, access control, and annual risk audits.

Monitoring Tools:

- IT service availability reports.
- Student and staff satisfaction surveys on digital tools.
- Internal cybersecurity assessment logs.

6.3 Financial and Sustainability Risks**Risk 5: Revenue Volatility due to Demographic or Economic Fluctuations**

Rationale: Given Kosovo's ongoing challenges with youth emigration and low birth rates, tuition-based revenue models are increasingly vulnerable. ESG 1.1 and KAA standards require institutions to demonstrate financial stability and adaptive planning capacity.

Contributing Factors:

- Migration of youth to EU countries.
- Fluctuating demand for specific disciplines.
- Household income constraints.



Mitigation Strategies:

- Diversify revenue streams through non-degree programs (e.g., micro-credentials, executive education).
- Develop targeted outreach strategies for adult learners and diaspora.
- Establish emergency reserve funds and flexible tuition payment plans.

Monitoring Tools:

- Multi-year financial projections reviewed by the Finance Office.
- Enrollment and demographic trends reviewed annually in the QA cycle.

Risk 6: Delays or Failures in Accreditation Processes

Rationale: Accreditation of new programs is pivotal to the branch's growth strategy. Delays or negative outcomes from KAA can affect public perception, student enrollment, and legal program delivery.

Contributing Factors:

- Incomplete or non-compliant program documentation.
- Misalignment with KAA qualification frameworks.
- Limited responsiveness during site visits.

Mitigation Strategies:

- Establish a Branch Accreditation Coordination Team.
- Conduct pre-submission reviews with external experts.
- Maintain an annual accreditation calendar and checklist.

Monitoring Tools:

- Accreditation tracking systems.
- Feedback loops from KAA evaluations integrated into strategic revisions.

6.4 Reputational and Strategic Risks**Risk 7: Increased Competition from Other Institutions**

Rationale: Emerging private and public institutions in southeastern Kosovo may introduce similar programs and compete for the same student population. ESG 1.8 Public Information also emphasizes transparency and the importance of reputation.

Contributing Factors:

- Geographic proximity of HEIs in Gjilan, Kaçanik, or Prishtina.
- Overlap in program portfolios.
- Brand perception differentials.

Mitigation Strategies:

- Differentiate UBT's value proposition through academic innovation, career integration, and internationalization.
- Highlight success stories, employment rates, and alumni achievements.
- Co-create value with local employers through embedded curricula and co-designed internships.



Monitoring Tools:

- Annual competitor benchmarking reports.
- Public relations audits and social media sentiment analysis.

Risk 8: External Instability or Policy Disruptions

Rationale: The HE sector remains susceptible to external policy shifts, government reforms, or political instability which could affect operational stability, funding schemes, or curriculum structures.

Contributing Factors:

- Changes in higher education law or KAA requirements.
- Public health crises or economic downturns.
- Regional political fluctuations.

Mitigation Strategies:

- Develop institutional contingency planning and scenario-based forecasting.
- Digitize core operational processes to enable remote operations.
- Maintain an institutional legal advisory and compliance taskforce.

Monitoring Tools:

- Policy watch bulletins from the Rectorate and QA Office.
- Risk alert systems embedded in governance review cycles.

The Expanded Risk Assessment Framework outlined in this chapter is integral to the sustainability and success of the 2025–2030 Strategic Plan of UBT College's Ferizaj Branch. It embodies a proactive and structured approach to identifying institutional vulnerabilities, developing mitigation strategies, and embedding risk monitoring into governance and quality assurance mechanisms. The design and implementation of this framework are fully aligned with the European Standards and Guidelines (ESG), KAA accreditation criteria, and UBT's institutional ethos of resilience, innovation, and continuous improvement.

By anticipating and managing risks with professionalism and agility, UBT Ferizaj not only protects its academic mission but also reinforces its position as a forward-looking and community-anchored higher education institution.



Chapter 7: Financial Projections

Strategic planning in higher education must be underpinned by sound, evidence-based financial forecasting that not only sustains day-to-day operations but also enables growth, diversification, and resilience. The financial planning framework for the UBT College Branch in Ferizaj for the period 2025–2030 is purposefully structured to support the institution's strategic ambition to secure **five-year accreditation for all its programs**, in full alignment with the institutional accreditation obtained in 2024.

The recalibration of the earlier 2023–2028 strategic framework reflects new academic ambitions, including the planned expansion of study programs tailored to the socio-economic needs of the Ferizaj Region (e.g., **Nursing, Mechatronics, Logistics, Cybersecurity, and Vocational Education programs in renewable energy and mobility systems**). These programs necessitate significant investments in **human resources, digital infrastructure, specialized laboratories, and compliance assurance**, thereby shaping the financial architecture of the branch over the next five years.

In keeping with **ESG Standard 1.6** Learning Resources and Student Support and **ESG 1.9** Monitoring and Periodic Review, this chapter outlines the projected revenues, expenditures, budget balance, and financial sustainability mechanisms that form the foundation of UBT Ferizaj's mid- and long-term academic and institutional development.

7.1 Key Assumptions and Financial Planning Methodology

This financial projection is informed by both **macro-level and institution-specific assumptions**, including:

- **Enrollment growth** averaging **6–10% annually**, supported by enhanced program offerings, improved visibility, and regional demand.
- Stable **tuition fees** adjusted biennially for inflation (anticipated at 2–3% per year).
- Strategic **frontloading of capital expenditures** in the first three years (2025–2027) to establish the physical and digital infrastructure necessary for new programs.
- Cost of academic staff is projected to rise with program expansion and growing demand for qualified faculty, particularly in STEM and health-related fields.
- Progressive diversification of income sources via **short-cycle programs, continuing education, research grants, and international funding streams**.
- Maintenance of a **strategic reserve** equivalent to 10% of annual operational expenditure, to buffer against risk and support long-term capital planning.

These assumptions are continuously reviewed through the institution's internal financial governance processes and integrated into quarterly budget performance reports.

7.2 Projected Revenue Streams (2025–2030)



The total projected revenue over the 5-year period is expected to grow from **€789,000 in 2025 to over €2.2 million in 2030**. The following primary revenue sources are expected to contribute:

A. Tuition and Academic Program Income

Tuition remains the primary revenue stream, driven by anticipated enrollment increases in the three accredited BSc programs and newly proposed programs (e.g., BSc in Nursing and Mechatronics). UBT's strong institutional reputation and market-aligned curricula will support this trajectory.

B. Continuing Education and Short-Cycle Programs

UBT Ferizaj plans to introduce modular, skill-based programs in IT, renewable energy, logistics, and healthcare administration aimed at adult learners, vocational students, and professionals. These will serve as both revenue generators and a tool for regional upskilling.

C. National and International Grants

Through closer alignment with UBT's Research and Innovation Strategy, the Ferizaj Branch aims to access public and private research funding, including national innovation funds and European programs such as Erasmus+, Horizon Europe, and IPA Cross-Border Cooperation.

D. Strategic Partnerships and Local Contributions

The branch expects financial and in-kind contributions from the **Municipality of Ferizaj**, private sector employers, and chambers of commerce through co-financing of student internships, equipment donations, or lab sponsorships.

Revenue Category	2025	2026	2027	2028	2029
Tuition Fees	€714,800	€784,000	€1,067,500	€1,478,200.00	€1,969,600.00
Continuing Education Programs	€40,000	€55,000	€70,000	€80,000	€90,000
Research Grants and Innovation Funds	€20,000	€30,000	€50,000	€75,000	€100,000
International Project Funds (e.g., Erasmus+)	€0	€20,000	€40,000	€60,000	€80,000
Partner Contributions	€15,000	€25,000	€30,000	€30,000	€35,000
Total Revenue	€ 789,800	€ 914,000	€ 1,257,500	€ 1,723,200	€ 2,274,600

7.3 Projected Expenditure Structure



The branch's expenditure strategy prioritizes quality education, ESG-compliant facilities, academic excellence, and institutional resilience. Key spending areas include:

A. Salaries and Wages

Funding prioritizes recruiting, retaining, and developing high-quality faculty and staff—especially in areas needing doctoral or international expertise (AI, cybersecurity, architecture, logistics/operations). Investment in people underpins program quality and the student experience.

B Academic Program Costs

Covers course materials, studio/lab consumables, software/licenses, instructional equipment, and faculty development to keep curricula current and practice-oriented. Also supports guest lectures, curriculum refreshes, and modular/short-cycle offerings.

C Administrative Expenses

Supports student services, HR, finance, and quality/QA operations, including internal and external audits, document standardization, accreditation preparation, and site-visit logistics to ensure continuous compliance and improvement.

D Research & Development

Finances the research incentive scheme and seed funds for proposals, small grants, and conference outputs. Note: full-time academic staff complete 672 hours of research annually within their contract; work beyond this is supported by the R&D line, with additional co-financing from research partners.

E Infrastructure

Funds maintenance and upgrades of ESG-compliant facilities and learning spaces, plus digital infrastructure (cloud LMS, cybersecurity, admin platforms). Major lab/studio investments are concentrated in 2025–2027 to create state-of-the-art teaching and collaboration hubs.

F Marketing

Allocates resources for targeted campaigns promoting new and existing programs, continuing-education offers, employer engagement, and community outreach to sustain enrollment growth and institutional visibility.

Expenditure Category	2025	2026	2027	2028	2029
Salaries and Wages	285,920.00 €	330,882.36 €	455,053.74 €	623,825.46 €	823,440.91 €
Academic Program Costs	150,108.00 €	173,713.23 €	217,573.68 €	283,804.93 €	357,802.08 €
Administrative Expenses	57,184.00 €	66,176.47 €	81,988.05 €	106,277.92 €	133,171.77 €



Expenditure Category	2025	2026	2027	2028	2029
Research & Development	85,851.26 €	99,351.80 €	103,549.80 €	119,519.65 €	131,678.77 €
Infrastructure	64,332.00 €	74,448.53 €	75,189.38 €	84,633.62 €	90,272.16 €
Marketing	28,592.00 €	33,088.24 €	33,232.21 €	37,235.33 €	39,473.79 €
Total	671,987.26 €	777,660.63 €	966,586.86 €	1,255,296.91 €	1,575,839.48 €

7.4 Budget Surplus and Financial Health Indicators

Despite the frontloaded capital investments, UBT Ferizaj expects to achieve a **surplus by 2026**, with growing positive balances in subsequent years. These surpluses will strengthen financial reserves and support further strategic investments in research and innovation.

Indicator	2025	2026	2027	2028	2029
Operating Surplus / Deficit	- €117,812.74	€136,340.	€290,913.14	€467,903.09	€698,760.52

7.5 Risk Management and Financial Sustainability

A robust risk management mechanism is in place to monitor budget implementation and respond to financial shocks. These include:

- **Quarterly budget reviews and variance analysis** coordinated by the Finance Office and the Rectorate.
- **Annual external audits** to ensure compliance with national regulatory frameworks.
- Maintenance of a **financial dashboard** with real-time expenditure tracking.
- A **risk-adjusted reserve fund** policy to cover unexpected regulatory delays, under-enrollment, or inflation-driven capital cost increases.

The financial strategy thus supports not only the operational continuity and growth of the Ferizaj Branch but also its full alignment with **European Standards and Guidelines (ESG)** and **KAA's criteria for programmatic and institutional accreditation**.

The financial projections for UBT Ferizaj Branch for the period 2025–2030 reveal a strategic, phased, and resilient funding model that allows the institution to expand responsibly, sustain high-quality academic services, and diversify its revenue sources. The projections substantiate the branch's readiness to fulfill all financial, infrastructural, and regulatory conditions for long-term academic accreditation and regional educational impact.

This financial architecture ensures that the vision set out in this Strategic Plan is not only aspirational but also fully implementable, transparent, and accountable.



Chapter 8: Strategic Metrics – Key Performance Indicators (KPIs)

The development of a robust, transparent, and evidence-informed system of Key Performance Indicators (KPIs) is an essential element of strategic governance and institutional accountability. In the context of the UBT Ferizaj Branch Strategic Plan 2025–2030, KPIs are not only tools of measurement but instruments of transformation. They operationalize the vision, mission, and strategic objectives of the institution, translating abstract ambitions into measurable, achievable, and monitorable outcomes.

This chapter outlines the KPI framework that will guide the implementation, monitoring, and revision of this strategic plan. The KPIs are aligned with the seven strategic pillars presented



earlier and are fully compliant with the **European Standards and Guidelines for Quality Assurance in the EHEA (ESG 2015)**, specifically addressing:

- **ESG 1.1** – Policy for Quality Assurance
- **ESG 1.2** – Design and Approval of Programs
- **ESG 1.3** – Student-Centered Learning, Teaching and Assessment
- **ESG 1.6** – Learning Resources and Student Support
- **ESG 1.9** – Monitoring and Periodic Review of Programs

This system is also responsive to **Kosovo Accreditation Agency (KAA)** benchmarks for institutional effectiveness, financial transparency, and academic performance.

8.1 Academic Development and Program Innovation

As UBT Ferizaj pursues academic expansion, diversification of programs must be tracked to ensure alignment with regional labor market needs, student expectations, and accreditation standards.

KPI	Target by 2030	Rationale
Number of Accredited Programs	Increase from 3 to 6	Reflects institutional growth and relevance to the Ferizaj region (e.g., Nursing, Mechatronics, Logistics)
Student-to-Faculty Ratio	≤ 25:1	Maintains quality of instruction and access to academic mentorship
Percentage of Courses Revised or Updated	≥ 85%	Ensures continuous curricular relevance, aligned with ESG 1.9
Number of Interdisciplinary Courses Introduced	≥ 5	Fosters cross-disciplinary competence and innovation

Monitoring Mechanism: Biannual curriculum review reports and program accreditation status dashboards.

Implementation Responsibility: Academic Council, Curriculum Development Committee, QA Office.

8.2 Teaching and Learning Excellence

The Ferizaj Branch is committed to fostering a student-centered and innovation-driven teaching culture. KPIs in this domain reflect the professional development of faculty, pedagogical innovation, and learner satisfaction.

KPI	Target by 2030	Rationale
Faculty with Doctoral Degrees	≥ 60% of full-time faculty	Supports program accreditation and elevates teaching quality
Student Satisfaction with Teaching	≥ 85%	Direct feedback on learning effectiveness, used for quality improvement
Digital/Hybrid Course Delivery Rate	≥ 80%	Reflects UBT's digital transformation and flexible learning commitments



KPI	Target by 2030	Rationale
Number of Teaching Improvement Trainings	≥ 2 per faculty per year	Sustains pedagogical excellence in line with ESG 1.5

Monitoring Mechanism: Student surveys, faculty development logs, LMS usage analytics.

Implementation Responsibility: Teaching and Learning Center, HR Office, IT Services.

8.3 Research and Knowledge Transfer

Establishing a dynamic and applied research culture is critical to UBT Ferizaj's long-term academic credibility. KPIs here emphasize both research output and community-oriented innovation.

KPI	Target by 2030	Rationale
Peer-Reviewed Publications	≥ 15 annually	Reflects academic output and contribution to knowledge
Research Projects Funded	≥ 10 cumulatively	Measures of competitiveness in national and EU funding schemes
Student-Led Research Projects	≥ 20	Encourages early research engagement and academic integration
Innovation Labs Established	Minimum 1	Physical infrastructure for applied research and entrepreneurship

Monitoring Mechanism: Annual research activity reports, project databases, innovation lab usage metrics.

Implementation Responsibility: Research Office, EU Project Office, Deans of Programs.

8.4 Community Engagement and Employability

Higher education institutions must play a transformative role in their local communities. These KPIs track how UBT Ferizaj translates knowledge into societal benefit and prepares employable graduates.

KPI	Target by 2030	Rationale
Graduate Employment Rate	≥ 85% within 12 months	Central to measuring the social utility of academic programs
Employer Satisfaction	≥ 90%	Informs curriculum updates and partnership models
Community-Based Projects	≥ 25	Demonstrates institutional civic engagement and regional impact
Stakeholder Advisory Councils	3 fully operational	Mechanism for structured feedback from the labor market and community

Monitoring Mechanism: Alumni tracking, employer feedback surveys, stakeholder council minutes.

Implementation Responsibility: Career Services, QA Office, Branch Director.



8.5 Infrastructure and Digitalization

A modern, digitally integrated learning environment is essential for pedagogical effectiveness and student satisfaction. Infrastructure KPIs evaluate both physical and virtual environments.

KPI	Target by 2030	Rationale
Campus Learning Space Expansion	+30% from 2024 baseline	Needed to accommodate increased enrollment and new programs
Administrative Services Digitized	≥ 95%	Enhances efficiency and student service delivery
Student Satisfaction with Facilities	≥ 90%	Indicator of learning environment quality
Staff Trained in Digital Tools	100% by 2027	Ensures readiness for hybrid and tech-enhanced teaching

Monitoring Mechanism: IT performance reports, facilities audits, student feedback tools.

Implementation Responsibility: IT Department, Registrar, Facilities and Planning Unit.

8.6 Internal Quality Assurance and Institutional Improvement

Systematic QA mechanisms are the backbone of program performance and institutional development. KPIs here reflect procedural compliance and responsiveness to evaluation outcomes.

KPI	Target by 2030	Rationale
Annual QA Reviews per Program	100% completed	ESG-aligned continuous improvement mechanism
Enhancement Actions Implemented	≥ 3 per program per year	Tracks actual change based on evaluation results
Accreditation Success Rate	100%	Benchmark for program quality and governance capacity
QA Training Participation	100% of staff	Professionalizes the QA ecosystem institution-wide

Monitoring Mechanism: QA logs, accreditation reports, internal audit documentation.

Implementation Responsibility: QA Office, Deans, Program Coordinators.

8.7 Internationalization and Global Engagement

UBT Ferizaj recognizes internationalization as a strategic lever for academic excellence, global relevance, and cultural enrichment.

KPI	Target by 2030	Rationale
Student/Staff Mobility Participation	≥ 200	Expands global exposure and knowledge sharing



KPI	Target by 2030	Rationale
International MoUs Signed	≥ 10	Formalizes collaborations with strategic academic partners
Courses in English	≥ 6	Supports mobility, inclusivity, and program modernization
Participation in EU Projects	≥ 6	Positions UBT in regional academic cooperation networks

Monitoring Mechanism: Mobility tracking system, course catalogs, EU project progress reports.

Implementation Responsibility: International Office, Academic Affairs, Rectorate.

8.8 Financial Sustainability and Institutional Resilience

Sound financial management is essential for long-term institutional health and strategic implementation. These KPIs track fiscal responsibility and diversification of funding sources.

KPI	Target by 2030	Rationale
Annual Operating Surplus	Maintain ≥ €100,000	Provides financial headroom for reinvestment and emergencies
Share of Non-Tuition Revenue	≥ 30%	Reduces reliance on tuition, increases sustainability
Reserve Fund Accumulation	≥ €600,000 by 2030	Risk buffer and strategic capital
External Audit Compliance	100% clean audits	Demonstrates transparency and accountability

Monitoring Mechanism: Financial audits, budget performance dashboards, annual financial statements.

Implementation Responsibility: Finance Office, Audit Committee, Rectorate.

This comprehensive KPI framework ensures that UBT College – Ferizaj Branch will not only track but also achieve its strategic ambitions for 2025–2030 in a measurable, responsible, and externally credible manner. These indicators serve as both performance benchmarks and diagnostic tools, enabling agile management decisions and transparent reporting to stakeholders including KAA, students, faculty, and the public.

In line with ESG expectations, KPIs will be systematically reviewed through the institution's Performance Monitoring and Evaluation System, integrated into annual strategic reports, and tied directly to resource allocation, risk mitigation, and institutional learning cycles.

This approach places UBT Ferizaj in a strong position to demonstrate excellence, accountability, and transformative regional impact during its next five-year accreditation cycle.



1. Introduction and Strategic Rationale

The Annual Work Plan of the UBT College Ferizaj Branch serves as the practical implementation matrix of the Strategic Plan 2025–2030. It is conceived as a dynamic, adaptive framework that operationalizes the institutional mission, vision, and strategic objectives through clearly sequenced annual priorities. Each year builds upon the previous one in a deliberate and integrated manner, ensuring strategic coherence, accreditation readiness, and performance accountability.

The update from the prior 2023–2028 Strategic Plan reflects not only a recalibration of institutional ambitions but also a deliberate response to evolving regulatory, academic, and societal contexts. Most importantly, the 2025–2030 plan supports the branch's aspiration to achieve full five-year accreditation, aligning with UBT's successful institutional accreditation and reflecting a mature, long-term planning ethos.

The annual plan is underpinned by a commitment to:

- **Evidence-based decision-making**, informed by the Self-Evaluation Report (2024)
- **Stakeholder engagement**, including students, employers, faculty, and regulators
- **Alignment with ESG 2015**, particularly ESG 1.9 (Monitoring and Periodic Review), ESG 1.1 (QA Policies), and ESG 1.6 (Resources)
- **Responsiveness to the labor market and regional development imperatives** of the Ferizaj municipality and surrounding industrial zones

2. Methodology and Governance Framework

The Annual Work Plan is structured around seven thematic domains:

1. Academic Program Development and Accreditation
2. Quality Assurance and Monitoring
3. Human Resources and Professional Development
4. Infrastructure and Technological Modernization
5. Research and Innovation
6. Internationalization and Institutional Visibility
7. Community Engagement and Industry Linkages

Oversight of implementation will be coordinated by the **Strategic Implementation Committee (SIC)**, chaired by the Ferizaj Branch Director, and composed of senior academic leaders, administrative units, the QA Office, and the Institutional Research Unit. This committee will produce **Annual Strategic Performance Reports (ASPRs)** to document progress and recalibrate priorities as needed.

3. Detailed Year-by-Year Implementation Framework

Year 1 – 2025: Strategic Foundation and Academic Positioning

Key Objectives:

- Finalize feasibility studies for new program proposals tailored to regional needs, including:
 - BSc in Nursing (in response to regional healthcare workforce demands)



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- BSc in Mechatronics and Industrial Automation (linked to local manufacturing sector)
 - BSc in Cybersecurity (targeting the ICT and logistics industry)
 - Establish internal working groups for program development and KAA standards compliance
 - Conduct full institutional QA baseline audit of existing three programs
 - Prepare and submit concept notes for Erasmus+ partnerships in Nursing and Engineering
 - Initiate strategy for physical expansion of facilities (including nursing simulation labs)

Outcomes Expected:

- Submission of pre-accreditation dossiers to KAA
- Stakeholder advisory boards formally launched
- Professional development program in AI-enhanced teaching launched

Year 2 – 2026: Academic Diversification and Infrastructure Launch

Key Objectives:

- Submit full accreditation dossiers to KAA for Nursing, Mechatronics, and Cybersecurity
- Expand and modernize laboratory and clinical simulation capacities
- Begin construction/renovation of dedicated nursing and engineering facilities
- Launch faculty recruitment campaigns aligned with new program profiles
- Pilot online academic services platform for admissions, course registration, and QA feedback

Outcomes Expected:

- KAA site visits and feedback loops completed
- Facilities readiness for new cohorts underway
- Establishment of academic-industry consortia for internships and project-based learning

Year 3 – 2027: Academic Delivery and Quality Consolidation

Key Objectives:

- Official launch of newly accredited programs (subject to KAA approval)
- Conduct program induction sessions for students and faculty
- Embed student-centered learning and hybrid modalities into new curricula
- Initiate ESG-aligned mid-cycle review of all programs
- Launch Innovation Hub focused on regional industry-academia collaboration

Outcomes Expected:

- First cohort admissions to new programs
- Implementation of LMS-integrated QA analytics
- Staff and student participation in mobility programs



Year 4 – 2028: Institutional Integration and Research Culture Formation

Key Objectives:

- Deepen engagement in EU-funded research and capacity building projects
- Launch competitive seed grant scheme for faculty-student research projects
- Integrate international benchmarking into curriculum review cycles
- Introduce micro-credentialing and stackable learning options (aligned with EU lifelong learning framework)
- Expand internship placements through formal MOUs with Ferizaj-based firms

Outcomes Expected:

- 3 active externally funded research projects
- 15+ student capstone projects completed in collaboration with industry
- Strengthened international and regional visibility

Year 5 – 2029: Pre-Accreditation Review, Institutional Consolidation, Strategic Cycle Renewal and Accreditation Submission

Key Objectives:

- Conduct internal simulation of re-accreditation process based on KAA standards
- Launch consultation process for next strategic plan (2030–2035)
- Publish branch-wide Institutional Performance Report
- Conduct a summative impact assessment of new programs on regional labor outcomes
- Deliver a public “Accountability and Impact Dialogue” with stakeholders
- Finalize new strategic plan (2030–2035) with participatory input
- Submit re-accreditation applications for all programs and branch evaluation to KAA
- Strengthen institutional resilience through scenario-based planning
- Celebrate institutional achievements with 10-year anniversary summit

Outcomes Expected:

- Complete documentation for KAA re-accreditation cycle
- Evidence-based planning inputs for next strategy
- High-quality KPIs validated and reported institutionally
- Full compliance package ready for external review
- Reinforcement of institutional identity and community trust

4. Monitoring and Evaluation

Each annual cycle will be monitored through:

- **Annual Strategic Performance Reports (ASPRs)** measuring progress against KPIs outlined in Chapter 8
- **Mid-year Strategic Review Meetings** chaired by the Rectorate and Branch Director
- **Student and Stakeholder Feedback Surveys** integrated into QA cycles



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- **Budget Performance Audits** and external financial evaluations

Each year's deliverables will inform adjustments to action plans, ensuring institutional agility and strategic integrity.

The Annual Work Plan for UBT Ferizaj Branch is not merely a calendar of activities but a structured, forward-looking governance instrument. It transforms strategic priorities into deliverable outcomes, bridges planning with accreditation, and ensures the branch's continued excellence, impact, and accountability.

It is designed to be **adaptive, data-informed, and participatory**, ensuring that UBT Ferizaj continues to serve as a transformative actor in higher education and regional development for the Republic of Kosovo.

Conclusion

The **Strategic Plan 2025–2030** for the UBT College Branch in Ferizaj reflects a comprehensive and institutionally integrated roadmap for advancing academic quality, institutional capacity, and regional impact over a five-year horizon. Designed in line with international best practices and aligned with the **European Standards and Guidelines for Quality Assurance (ESG 2015)** and the **Kosovo Accreditation Agency (KAA)**



requirements, this plan affirms UBT's mission-driven approach to building a future-ready academic institution that contributes meaningfully to both the local and national development agenda.

As a strategic recalibration of the previous 2023–2028 plan, the updated version is not a mere revision but a rearticulation of UBT's long-term commitment to excellence, quality, and stakeholder engagement. It has been intentionally extended to 2030 to align with the institution's goal of securing **five-year programmatic accreditation** for the Ferizaj Branch, harmonizing it with the five-year institutional accreditation obtained by UBT College in 2023. This decision reflects a deeper shift toward institutional maturity, performance-based accountability, and long-range planning that is essential for maintaining trust among regulators, students, faculty, and the broader community.

Chapter 1: Institutional Background, Mission, and Vision - This chapter set the foundational identity of the Ferizaj Branch within the UBT College ecosystem, reaffirming its purpose to provide relevant, high-quality, and inclusive academic programs. The clearly articulated mission, to contribute to regional development through academic innovation and labor market alignment, was updated to better capture the campus's strategic role in Ferizaj's socio-economic transformation. The vision was expanded to include academic diversification, technological leadership, and European integration, affirming the branch's commitment to excellence in delivery of higher education.

Chapter 2: External Environment - A macro-level analysis of the regional and national context illuminated the demographic growth, industrial modernization, digital transformation, and health sector development that define Ferizaj's external environment. These trends were used to justify the academic expansion strategy and guided the prioritization of new study programs, such as Nursing, Mechatronics, Cybersecurity, and Logistics. The chapter also incorporated international higher education trends, such as hybrid learning and micro-credentialing, placing the Ferizaj Branch in a position of proactive alignment with global developments.

Chapter 3: Industry Analysis - The Ferizaj region is distinguished by its growing industrial parks, manufacturing corridors, and healthcare infrastructure. The chapter provided a targeted analysis of these sectors, emphasizing their demand for a highly skilled and technologically literate workforce. In response, the plan proposed academic offerings that directly intersect with these labor market needs. This strong integration between education and industry serves not only to enhance graduate employability but also to build institutional partnerships that will support applied research, internships, and regional innovation.

Chapter 4: Strategic Objectives - This chapter defined seven core strategic objectives, structured to ensure operational continuity and transformative impact. They include academic program diversification, enhancement of quality assurance systems, digitalization of teaching and administration, research and innovation growth, faculty development, community engagement, and financial resilience. Each objective was matched with measurable indicators and aligned with institutional priorities and ESG standards, ensuring strategic coherence and long-term accreditation readiness.

Chapter 5: Action Plan - The action plan served as the implementation backbone of the strategy. It translated objectives into a concrete set of actions, organized by thematic areas and annual priorities. The plan outlined leadership responsibilities, operational mechanisms, and collaborative structures that will drive forward execution. Designed with ESG 1.9 (Monitoring and Periodic Review of Programs) in mind, this chapter ensures that all actions are not only feasible but strategically sequenced for maximum impact and sustainability.

Chapter 6: Expanded Risk Assessment - Recognizing the volatile and rapidly changing nature of higher education, this chapter offered an expanded risk assessment framework,



covering strategic, academic, demographic, financial, and reputational risks. Specific mitigation strategies were identified, and contingency planning was integrated into all critical areas. This approach reinforces institutional resilience and enhances the branch's ability to respond effectively to unforeseen challenges, regulatory shifts, or demographic pressures.

Chapter 7: Financial Projections - Long-term financial sustainability was addressed through realistic, data-informed multi-year projections. The plan anticipates growth in student enrollment, infrastructure investments, and personnel costs, while maintaining fiscal discipline and balanced budgeting. It aligns financial strategies with strategic objectives, ensuring that each new initiative, particularly program development and facility upgrades, is supported by adequate and diversified funding streams, including tuition income, project grants, and private partnerships.

Chapter 8: Strategic Metrics – Key Performance Indicators (KPIs) - The strategic metrics chapter provided a rigorous, outcomes-based evaluation framework. KPIs were defined across domains such as enrollment growth, graduate employability, student satisfaction, research output, stakeholder engagement, and internationalization. These metrics serve as a quality assurance instrument and will guide institutional self-reflection, reporting, and mid-cycle reviews. The chapter emphasizes the importance of embedding KPIs into the daily functioning of the institution, not only for accreditation, but for fostering a culture of data-driven decision-making.

Chapter 9: Annual Work Plan - The Annual Work Plan set forth a phased implementation calendar that spans six years. It outlines concrete yearly activities, expected deliverables, responsible actors, and institutional milestones. It functions as a strategic management instrument, ensuring that the vision articulated in earlier chapters is systematically translated into action. Each year of the plan builds incrementally on the previous one, with clear progress markers and feedback loops. The plan culminates in the 2030 pre-accreditation readiness cycle, demonstrating the branch's commitment to excellence and transparency.

Final Outlook and Institutional Commitment

The UBT Ferizaj Branch Strategic Plan 2025–2030 is more than a planning document, it is a manifestation of the institution's **strategic maturity, public responsibility, and aspiration for excellence**. It reflects UBT's deep-rooted belief that education must be future-oriented, regionally embedded, and globally aligned. The plan embraces change as an opportunity, uses data as a compass, and centers the student as the primary beneficiary of all institutional efforts.

The successful realization of this plan will require coordinated leadership, stakeholder collaboration, and adaptive governance. Through its implementation, UBT Ferizaj will not only uphold its academic integrity and regulatory compliance but will also elevate its role as a regional innovator, employer partner, and community builder.

As such, this Strategic Plan lays the foundation for a transformative decade ahead, one in which UBT Ferizaj continues to shape the future of higher education in Kosovo and contribute meaningfully to the prosperity and resilience of the Ferizaj region and beyond.