



UBT
FACULTY OF LAW

STRATEGIC PLAN OF THE FACULTY OF LAW 2026–2031

December, 2025

Content

1. INTRODUCTION.....	3
2. MISSION, VISION AND VALUES	5
2.1 Mission.....	5
2.2 Vision.....	5
2.3 Values	5
3. EXTERNAL AND INTERNAL ANALYSIS	7
3.1 EXTERNAL ANALYSIS – PORTER FIVE FORCES	7
3.1.2. Public Universities	8
3.1.3. Private Colleges	8
3.1.4. The position of UBT's LLB in Law Program in the market	8
3.2 INTERNAL ANALYSIS – RESOURCE BASED VIEW (RBV)	9
4. STRATEGIC GOALS.....	10
4.1 Key Performance Indicators (KPI) for Strategic Goals 2026–2031	15
4.2 Matrix of Results (Outputs-Outcomes-Impact)	18
4.3 Action Plan 2026–2031.....	19
4.4 Strategic Risk Register (Risk Register)	19
4.5 Executive Summary of Chapter 4	20
5. IMPLEMENTATION OF THE 2026–2031 STRATEGY	20
5.1. Implementation Governance Structure	22
5.2. Implementation Process	22
6. CONCLUSIONS.....	23

1. INTRODUCTION

The Strategy of the Faculty of Law of the University for Business and Technology (UBT) for the period 2026–2031 represents the principal guiding document for the academic, institutional, and research development of the Faculty over the next five years. This document builds upon the experience gained from the implementation of the previous strategy, the analyses conducted at both institutional and sectoral levels, and the strategic orientations of UBT as a leading institution in private higher education in Kosovo. The Strategy aims to strengthen the role of the Faculty of Law as a center of academic excellence, innovation in legal education, and a significant contributor to the social, economic, and legal developments of the country and the region.

The process of drafting the 2026–2031 Strategy was inclusive, transparent, and evidence-based. The Dean of the Faculty appointed a Commission composed of academic staff with expertise in law, quality assurance experts, student representatives, alumni, and representatives of the justice sector, including both private and public stakeholders. The Commission carefully analyzed internal institutional developments, accreditation reports, labor market trends, international standards of legal education, and recommendations from relevant partners.

The strategic plan of the Faculty of Law was also revised as a result of the constructive recommendations of the Expert Evaluation Team of the Kosovo Accreditation Agency (KAA), which evaluated the Law (LLB) program in July 2023.

Their recommendations directly influenced the reshaping of the Faculty's strategic focus, the updating of institutional priorities, and the formulation of new measurable objectives for the period 2026–2031.

As part of the strategy development process, the Commission conducted a detailed analysis of external evaluations carried out by the Expert Evaluation Teams of the Kosovo Accreditation Agency. This in-depth analysis served as a basis for identifying and consolidating the Faculty's strategic areas for the upcoming five-year period. Based on this process, the Commission defined the following strategic areas, which constitute the thematic backbone of the Strategy:

1. Study programs
2. Development of academic and professional staff
3. Scientific research and research capacities
4. Quality assurance and enhancement of academic standards
5. Internationalization and global partnerships
6. Academic excellence and innovation in teaching
7. Cooperation with the private sector and the community
8. Consultancy and professional services
9. Innovation and digital transformation
10. Student employability and career development

These strategic areas are aligned with contemporary trends in legal education, the priorities of justice system reforms in Kosovo, and European orientations toward the modernization of higher education.

The Strategy is built upon data collected from:

1. External analysis of the higher education industry in Kosovo (including a Porter Five Forces analysis)
2. Internal analysis (Resource-Based View – RBV) of the Faculty's resources, capacities, and competitive advantages
3. Internal quality assurance reports from recent years
4. Labor market studies, demographic trends, and institutional transformations within the judicial system
5. Consultations with students, professors, judges, prosecutors, lawyers, and public policy experts

In this context, the 2026–2031 Strategy aims to:

- Develop advanced academic programs with an interdisciplinary, European-oriented, and market-driven approach.
- Enhance the quality of teaching and learning by integrating modern pedagogical methodologies and digital technology.
- Expand research capacities and scientific impact by institutionalizing research centers and increasing participation in international projects.
- Strengthen academic staff through support for postdoctoral research, academic titles, and continuous professional development.
- Promote internationalization through English-taught programs, mobility opportunities, and new international partnerships.
- Engage with industry and the wider community by building strong bridges between academia and legal practice.
- Increase student employability and career development through internships, career services, and preparatory programs for the bar examination.

At its core, the 2026–2031 Strategy aims to create a dynamic, competitive, international, research-oriented, and innovative faculty with a direct societal impact. It lays the foundations for the long-term development of the Faculty of Law by providing a clear and achievable vision for its role within an increasingly complex academic and professional environment.

2. MISSION, VISION, AND VALUES

2.1 Mission

The mission of the UBT Faculty of Law is to educate legal professionals equipped with advanced legal knowledge, practical competencies, and high-level analytical skills, who contribute to strengthening the rule of law, promoting democratic development, and supporting the socio-economic progress of society. The Faculty aims to provide high-quality legal education based on contemporary teaching methods, an interdisciplinary approach, academic integrity, and continuous engagement in research that addresses real challenges in the justice sector in Kosovo, the region, and beyond.

In fulfilling its mission, the Faculty of Law:

- Offers study programs aligned with European standards and harmonized with contemporary legal developments;
- Develops students' professional and practical competencies through legal clinics, professional internships, and legal simulations;
- Promotes critical thinking, legal ethics, and civic responsibility;
- Conducts research focused on legal reforms, human rights, digitalization of justice, and the challenges of the modern era;
- Strengthens international cooperation and integrates students and staff into global academic networks;

Provides professional expertise to the public and private sectors as well as to the wider community. The mission of the UBT Faculty of Law aligns with the overall mission of UBT as a leading institution in innovation, technology, and contemporary education, aiming to prepare lawyers capable of responding to future challenges and serving as positive agents of change within the legal system and society.

2.2 Vision

The vision of the UBT Faculty of Law is to become one of the most recognized and influential law faculties in the region, transforming into a center of academic excellence, pedagogical innovation, and highly relevant scientific research.

By 2031, the Faculty aims to:

- Be recognized as the leading institution for legal education in Kosovo and among the best in the Western Balkans;
- Develop unique interdisciplinary programs in harmony with global developments in law, technology, and society;
- Create an innovative learning environment where technology, artificial intelligence, and practical approaches are seamlessly integrated into the academic process;

- Achieve international standards of quality in legal education and be known for producing successful, employable graduates who are highly valued in both local and international markets;
- Foster an active research culture, producing scientific knowledge valuable for justice reform and European integration processes;
- Become a reference center for legal consultancy, public policy, and professional expertise for justice institutions and the private sector.

The Faculty aims to establish a clear modern, innovative, international, research-oriented, and public-service-focused profile, preparing legal professionals who not only master knowledge but also actively contribute to the development of the legal system and society.

2.3 Core Values

The values represent the foundation upon which the Faculty of Law builds its academic culture, institutional environment, and strategic directions. For the period 2026–2031, the Faculty of Law identifies and embraces the following core values:

1. Academic Integrity and Professional Ethics

The Faculty upholds the highest standards of academic honesty, transparency, impartiality, and ethical conduct in all its activities. Integrity is indispensable both for legal education and for the legal profession.

2. Student-Centered Approach and Support for Personal Development

The student is at the center of the academic process. The Faculty provides comprehensive support for students' academic, professional, ethical, and personal development, ensuring an inclusive and motivating environment.

3. Academic Excellence and Quality in Teaching

The Faculty is committed to high academic standards, continuous improvement of programs, and the use of advanced pedagogical methods. The goal is to develop competent, critical, and well-prepared legal professionals capable of facing future challenges.

4. Scientific Research and Innovation

The Faculty promotes an active research culture, creativity, and innovation in legal approaches. Evidence-based research is a prerequisite for sustainable reform and development.

5. Collaboration and Strategic Partnerships

The Faculty values partnerships with justice institutions, businesses, civil society organizations, and international universities. Strong collaborations are key to enhancing quality and societal impact.

6. Diversity, Inclusion, and Equality

The Faculty fosters an open and inclusive environment where cultural diversity, critical thinking, and equal opportunities for all students and staff are respected.

7. Social Responsibility and Public Service

The Faculty engages in public-interest projects, provides legal assistance to the community, and contributes to improving public policies and the functioning of the justice system.

8. Digital Innovation and Technological Transformation

Following modern trends, the Faculty integrates technology and digital tools into teaching, research, and administration, creating a learning environment for the future of legal education.

9. Preparation for the Global Labor Market

The Faculty prepares students not only for the local market but also for the European and international job markets, equipping them with professional, linguistic, and technological competencies.

3. EXTERNAL AND INTERNAL ANALYSIS

The external and internal analysis serves as a fundamental basis for determining the strategic position of the Faculty of Law and for identifying opportunities, challenges, competitive advantages, and areas requiring improvement. For the 2026–2031 Strategy, two main strategic analysis methodologies were employed:

- Porter Five Forces Analysis-to analyze the external environment and the legal education industry in Kosovo.
- Resource-Based View (RBV)-to analyze the Faculty's internal resources, capacities, competencies, and competitive advantages.

These analyses were conducted in full compliance with the requirements of the Kosovo Accreditation Agency (KAA), the recommendations of accreditation experts (2023), global trends in legal education, and UBT's institutional objectives.

3.1 EXTERNAL ANALYSIS – PORTER FIVE FORCES

The legal education industry in Kosovo is characterized by strong competition, an increasing variety of educational alternatives, and new demand dynamics. For this reason, the UBT Faculty of Law must position itself clearly in the market and offer differentiated programs that meet the needs of students and the justice sector.

Competitive Rivalry

Legal education in Kosovo is offered by public universities and private colleges, creating a wide range of options for young people aspiring to a career in law. LLB programs are accredited by the Kosovo Accreditation Agency (KAA) and serve as the foundation for preparing professional legal practitioners.

3.1.2. Public Universities

Public universities constitute the largest segment of the market in terms of admission capacity, tradition, and low cost.

Table 1: Public Universities Offering LAW (LLB) Programs in Kosovo

University	Program	Quota	Accreditation Expiry
University of Prishtina	Law (LLB)	600	2028
“Ukshin Hoti” University of Prizren	General Law (LLB)	180	2027
“Haxhi Zeka” University of Peja	General Law (LLB)	100	2026
“Isa Boletini” University of Mitrovica	Law (LLB)	80	2027

Source: Kosovo Accreditation Agency, 2025

Public universities remain the main competitors due to their high admission quotas, low tuition fees, and the traditional appeal they hold for students.

3.1.3. Kolegjet Private

Private colleges offer contemporary programs, advanced pedagogical methods, a practical approach, and a combined academic-professional staff.

Table 2: Private Colleges Offering LAW (LLB) Programs in Kosovo

Kolegji	Program	Quota	Accreditation Expiry
UBT College – Prizren	Law (LLB)	50	2026
UBT College – Prishtina	Law (LLB)	70	2026
AAB College	General Law (LLB)	250	2030
Universum College	Law (LLB)	100	2027
Business College	Law (LLB)	50	2028
FAMA College	Law (LLB)	50	2028

Source: Kosovo Accreditation Agency, 2025

Private colleges compete on quality, methodology, technology, professional practice, and international orientation.

3.1.4. Market Position of the UBT Law (LLB) Program

The UBT Law (LLB) program (Prishtina and Prizren) is among the most established programs in the private sector. Key positioning points include:

1. Graduate Performance

- Over 80% of graduates are employed in the legal sector.

- Their positions range from legal officers, legal advisors, lawyers, notaries, to roles in governmental institutions.

2. Modern Teaching Methodology

- Court simulations (Moot Court, Mock Trials)
- Legal clinics
- Professional internships in courts, prosecutor offices, police, and companies
- Case-based learning
- Mentoring by legal sector professionals

3. Academic Quality and Professional Assessment

- Highest standards of academic integrity
- Use of modern assessment methods
- Continuous quality monitoring and internal academic audits

4. High Market Demand

- The program has consistently filled all admission quotas every year since its accreditation.

Strategic Recommendation: Increase the admission quota to 100 students in Prishtina while maintaining quality standards and expanding access to high-quality legal education.

Table 3: Summary of Porter's Analysis

Force	Level	Comments
Competitive Rivalry	Very High	Public institutions dominate numerically; private sector competes on quality
Substitutes	High	Online and international education options
Student Power	High	Numerous alternatives available in the market
Staff Power	Medium–High	Qualified staff with high demand
New Entrants	Medium	KAA standards increase the entry barrier

3.2 INTERNAL ANALYSIS – RESOURCE-BASED VIEW (RBV)

Following the external assessment of the legal education industry in Kosovo, the UBT Faculty of Law conducted an analysis of its internal resources and capacities (Resource-Based View – RBV) with the aim of identifying its competitive advantages and assessing its ability to operate successfully in a moderate but fragmented market. The RBV analysis serves to determine whether the Faculty possesses the necessary material, human, academic, research, and organizational resources to maintain a sustainable leadership position in legal education.

In terms of resources, the UBT Faculty of Law possesses a wide range of assets that position it as one of the strongest institutions in the private higher education sector. Firstly, the Faculty has substantial financial resources, secured through student fees, numerous national and international projects, as well as ongoing investments from its parent institution, UBT. These resources enable the Faculty to invest in staff, infrastructure, modern laboratories, libraries, digital technologies, and high-quality study programs.

One of the Faculty of Law's most important assets remains its academic staff, which has a well-established structure and a high scientific level. Currently, the Faculty has 33 full-time academic staff, all holding doctoral degrees (PhD) and academic titles such as Full Professor, Associate Professor, and Assistant Professor. This represents an exceptional value compared to other private institutions, ensuring high-quality teaching and research.

In addition, the Faculty engages 11 part-time lecturers drawn from professional legal practice—including judges, prosecutors, lawyers, notaries, and industry experts. This significantly strengthens the practical component of the study programs and helps students directly connect with the professional realities of the legal system.

The physical and technological infrastructure of UBT constitutes another important resource. The institution operates across several modern campuses, including the Innovation Campus in Lipjan, which spans over 37,000 m² and includes lecture halls, multidisciplinary laboratories, a library, a legal clinic, counseling centers, spaces for court simulations, and advanced study areas. In addition, the Faculty of Law also utilizes the Dukagjini Center in Prishtina, with 5,000 m² dedicated to teaching, including 19 classrooms equipped with advanced technology. All classrooms are fitted with modern projectors, audiovisual systems, computers and laptops for students, as well as digital tools that make the learning process efficient and contemporary.

The Faculty also relies on a strong infrastructure of library and research resources. The UBT Library holds more than 10,000 books, featuring updated legal literature, including international sources. In addition to the physical collection, students and staff have full access to academic databases such as Web of Science and Scopus, essential for advanced research in areas such as civil, criminal, commercial, European, and international law, as well as other interdisciplinary fields. The libraries provide over 100 study spaces, ensuring that at least 10% of students have direct access to study facilities at any given time.

In terms of capacities, the UBT Faculty of Law possesses a range of skills that distinguish it in the market. The Faculty has the ability to develop modern curricula based on labor market needs, using the constructive alignment approach, which ensures full cohesion between learning outcomes, teaching methods, and assessment strategies. The Faculty also has the capacity to design and implement unique study programs that integrate interdisciplinary approaches with modern pedagogical practices. Additionally, it maintains a sustainable research capacity, conducting both local and international-level research, and possesses the ability to apply for and secure research grants.

The Faculty also has the ability to offer programs in English, targeting the international student market, and to conduct contracted research for public and private institutions, serving as an alternative financial mechanism and a strategy for revenue diversification. An important capacity of the Faculty is its ability to rapidly adapt to the digitalization of academic processes, which has been particularly evident during challenging periods, where the Faculty successfully maintained pedagogical continuity under varying operational conditions.

The combined analysis of resources and capacities indicates that the UBT Faculty of Law possesses a very strong competitive advantage compared to other private higher education

providers. UBT's reputation as the highest-quality institution in Kosovo, its capacity for academic innovation, and its strong engagement in research make the Faculty of Law an undisputed leader in the private sector. The only serious national competitor remains the Faculty of Law at the University of Prishtina. However, UBT's unique market positioning, modern teaching approach, international orientation, exceptional infrastructure, and academic leadership place the Faculty of Law in a favorable position to further expand and consolidate its educational offerings.

Based on this analysis, the UBT Faculty of Law is in a favorable position to expand its academic offerings through the development of new interdisciplinary programs that reflect contemporary trends in legal education, the integration of technology, developments in policy and security, as well as labor market demands. A particularly important strategic opportunity is the creation of a new interdisciplinary Master's program, to be developed in direct collaboration with UBT's Faculty of Political Science and Faculty of Security Sciences. This program will aim to combine legal knowledge with fields such as public policy, security management, democratic governance, diplomacy, security strategy, and international relations.

This interdisciplinary Master's program, planned to be offered in English, will be the first of its kind in the Western Balkans and will enable students to develop advanced competencies in the fields of law, public policy, national security, and modern governance. It will be built on the combined expertise of the three faculties and will offer a unique integrated teaching model, exposing students to diverse professional and academic perspectives.

Through this program, the UBT Faculty of Law aims to strengthen its competitive position, expand international outreach, enhance student employability, and develop a unique institutional profile that clearly differentiates it from other higher education institutions in Kosovo and the region. Collaboration with the Faculty of Political Science and the Faculty of Security Sciences will create a strong platform for advanced research, interdisciplinary projects, scholarly publications, and student engagement in fields that are crucial for the development of society and public institutions.

4. STRATEGIC OBJECTIVES

The strategic objectives for the period 2026–2031 for the UBT Faculty of Law have been developed to reflect:

- the mission and vision of the Faculty,
- the recommendations of experts from the Kosovo Accreditation Agency,
- national and international trends in legal education,
- the needs of the labor market,
- and the competitive positioning of UBT as a leader in private legal education.

The objectives are organized into clear priority areas, representing the main pillars of academic and institutional development of the Faculty of Law over the next five years.

Strategic Objective 1: Strengthening Academic Quality and Modernizing Study Programs

The Faculty of Law aims to ensure a modern, student-centered curriculum aligned with European standards. The pedagogical approach will be built around the professional competencies required by the modern labor market, including practical skills, critical thinking, professional ethics, legal communication, and digital competencies.

Specific Objectives:

1. Comprehensive review of the LLB and LLM programs every three years, based on constructive alignment and industry requirements.
2. Integration of practice-oriented teaching through:
 - court simulations,
 - legal clinics,
 - mandatory professional internships.
3. Updating academic literature, teaching methodologies, and assessment methods.
4. Expansion of modules on legal technology (legal tech), AI ethics, and digital justice.
5. Application for accreditation of new study programs to meet the multidisciplinary demands of the labor market.

Strategic Objective 2: Professional Development and Advancement of Academic Staff

Academic staff constitute the foundation of the quality of the Faculty of Law. For the period 2026–2031, the focus will be on professional development, academic advancement, and the internationalization of staff.

Specific Objectives:

1. Support for the academic advancement of staff to higher academic titles and for publications in journals indexed in Scopus and Web of Science (WoS).
2. Regular training in:
 - modern teaching methodologies,
 - digital pedagogy,
 - integration of technology in legal education.
3. Active participation in international conferences and research projects.
4. Engagement of industry professionals (judges, prosecutors, lawyers) to maintain the theory–practice balance.
5. Establishment of an academic mentoring program for early-career staff.

Strategic Objective 3: Growth and Consolidation of Scientific Research

Research is the core pillar that distinguishes a high-quality academic institution. The Faculty of Law aims to strengthen its research culture, increase scientific productivity, and expand international academic cooperation.

Specific Objectives:

1. Increase the number of publications in internationally recognized journals.
2. Develop thematic research clusters (civil law, criminal law, commercial law, EU law, digital law).
3. Participate in international research projects (Erasmus+, Horizon Europe).
4. Organize an annual international student conference.
5. Integrate students into research projects and academic publications.

Strategic Objective 4: Quality Assurance and Continuous Institutional Improvement

The Faculty of Law will continue to implement high standards of quality assurance in accordance with the requirements of KAA, ENQA, and ESG.

Specific Objectives:

1. Continuous monitoring of the teaching process and student assessment.
2. Improvement of student and alumni feedback mechanisms.
3. Regular internal academic audits.
4. Development of new policies on academic integrity and professional ethics.

Strategic Objective 5: Internationalization and Expansion of Global Cooperation

Internationalization remains a top priority and is essential for building a modern law faculty.

Specific Objectives:

1. Increase the number of partnerships with ENQA/EQAR-accredited universities.
2. Implement joint programs with internationally accredited institutions.
3. Expand academic exchanges for students and staff (Erasmus+, mobility programs).
4. Offer modules and full programs in English.
5. Promote the UBT Faculty of Law at international fairs and platforms.

Strategic Objective 6: Collaboration with the Professional Sector and Strengthening Legal Practice

This objective aims to establish a structured connection between the Faculty and the public sector, private sector, and international organizations in the field of law.

Specific Objectives:

1. Establish new cooperation agreements with courts, prosecution offices, and state agencies.
2. Strengthen the UBT Legal Clinic.
3. Develop a structured professional internship program for students.
4. Regularly invite domestic and international experts.
5. Develop community service activities (legal aid).

Strategic Objective 7: Student Employability and Career Development

Increasing student employability is a key indicator of the Faculty's quality.

Specific Objectives:

1. Strengthen the Career Center within the Faculty of Law.
2. Provide training, certifications, and professional academies to develop work-related competencies.
3. Create a database of strategic employers.
4. Conduct annual analyses of student employability.
5. Organize legal career fairs at UBT.

Strategic Objective 8: Development of New Academic Programs – Interdisciplinary and Innovative

This objective aligns with market needs, global trends, and UBT's vision to create leading programs in the region.

Specific Objective:

Creation and accreditation of a new interdisciplinary Master's program, in close collaboration with the Faculty of Political Sciences and the Faculty of Security Sciences at UBT.

- This program:
- will be offered in English,
- will be the first of its kind in the Western Balkans,
- will integrate law, public policy, national security, diplomacy, and governance,
- will target both local and international students.

- It will be built on the basis of multidisciplinary research and contemporary practices in legal education.

Other objectives:

- Development of new Master's programs in fields such as Legal-Tech, Cyber Law, and EU Law.
- Alignment of the academic offerings with the needs of the global labor market.
- Expansion of study programs in English for international students.
- Professional certifications in specialized legal areas.

Strategic Goal 9: Modernization of Infrastructure and Digitalization of Processes

Modern infrastructure and technology are prerequisites for quality education.

Specific objectives:

1. Continuous investment in legal laboratories, simulation spaces, and legal-tech technologies.
2. Expansion of library resources with international and interdisciplinary literature.
3. Modernization of digital teaching platforms.
4. Automation of administrative and academic processes.
5. Investment in information security systems (cybersecurity).

Strategic Goal 10: Strengthening the Role of the Faculty of Law in Society and Policy Influence

The Faculty of Law aims to position itself as a center of expertise in the field of law and public policy.

Specific objectives:

1. Providing professional expertise to state institutions.
2. Participating in the drafting and analysis of public policies.
3. Publishing research reports that impact the legal system and governance.
4. Offering consultancy services to the private sector.
5. Promoting public legal education and the culture of the rule of law.

4.1 Key Performance Indicators (KPIs) for Strategic Goals 2026–2031

The tables below present the main performance indicators for each of the 10 strategic goals of the UBT Faculty of Law.

Table 4 – KPIs for Strategic Goal 1: Academic Quality and Program Modernization

KPI	Baseline Value (2025)	Target 2031	Measurement Method
Number of program reviews	Once every 3 years	Once every 5 years	Curriculum Review Reports (CRR)
Percentage of modernized modules	40%	100%	Syllabuses and academic audits
Number of annual moot court simulations	4	12	Legal Clinic Reports
Number of professional internships	120 students	250 students	Internship Records
Integration of Legal-Tech modules	1 module	3 modules	Curriculum Report

Table 5 – KPIs for Strategic Goal 2: Academic Staff Professional Development

KPI	Baseline 2025	Target 2031	Measurement Method
Percentage of staff with advanced academic titles	60%	90%	HR Records
Number of trainings on modern pedagogy	2/year	6/year	QA Reports
Staff publications in Scopus/WoS	33/year	70/year	Publications Database
International staff mobility	5/year	15/year	Erasmus Reports

Table 6 – KPIs for Strategic Goal 3: Research Development

KPI	Baseline 2025	Target 2031	Measurement Method
Annual number of publications	35	90	Bibliometrics
Number of research projects	3	10	Project Office Reports
International conferences organized	1	5	Institutional Reports
Students involved in research	50	100	Project Records

Table 7 – KPIs for Strategic Goal 4: Quality Assurance

KPI	Baseline 2025	Target 2031	Measurement Method
Student satisfaction level	80%	92%	QA Surveys
Annual internal audits	1	3	QA Reports

Academic integrity violations	4 cases/year	<2 cases/year	QA Registry
Percentage of updated syllabi	50%	100%	Curriculum Review

Table 8 – KPIs for Strategic Goal 5: Internationalization

KPI	Baseline 2025	Target 2031	Measurement Method
International agreements	12	35	Partnership Registry / International Office
Students in mobility programs	10/year	40/year	International Office / Erasmus Reports
Programs offered in English	0	2	Accreditation Reports
Accredited joint programs	0	2	Accreditation Reports

Table 9 – KPIs for Strategic Goal 6: Collaboration with the Professional Sector

KPI	Baseline 2025	Target 2031	Measurement Method
Agreements with justice institutions	15	35	MoU Registry
Students in legal clinics	–	40	Clinic Records
Events with legal professionals	8/year	20/year	Academic Calendar

Table 10 – KPIs for Strategic Goal 7: Graduate Employability

KPI	Baseline 2025	Target 2031	Measurement Method
Graduate employability	80%	92%	Alumni Surveys
Professional trainings	10/year	30/year	QA Records
Guaranteed internships	120	250	Career Center Records
Career fairs	1/year	3/year	Faculty Calendar

Table 11 – KPIs for Strategic Goal 8: New Interdisciplinary Programs

KPI	Baseline 2025	Target 2031	Measurement Method
New interdisciplinary Master with Political Science & Security (Specific Objective)	0	1 accredited	Accreditation
New Master programs	0	2	Curriculum Office
Programs in English	0	2	Institutional Reports

Professional legal certifications	2	10	Training Center
-----------------------------------	---	----	-----------------

Table 12 – KPIs for Strategic Goal 9: Infrastructure and Digitalization

KPI	Baseline 2025	Target 2031	Measurement Method
Infrastructure investments	€50,000/year	80.000-€100.000/year	Financial reports
Legal-tech laboratories	-	2	Faculty records
Digitalization of processes	50%	90%	QA & IT reports
New legal books	1,000	2,500	Library

Table 13 – KPIs for Strategic Goal 10: Enhancing the Role of the Faculty of Law

KPI	Baseline 2025	Target 2031	Measurement
Policy/Evaluation Reports	1/year	6/year	RIED
Government Expertise Engagements	Sporadic cases	10 engagements/year	Consultancy records
Community Service Projects	2/year	10/year	Community reports
Publications with Institutional Impact	3/year	15/year	Research registry

4.2 Results Matrix (Outputs – Outcomes – Impact)

Below is the overall strategic matrix showing the link between activities, short-term results, medium-term outcomes, and long-term impact.

Table 14 – Strategic Results Matrix

Element	Description
Inputs	Academic staff, infrastructure, budget, partnerships, technology, libraries
Activities	Modern teaching, research, simulations, internships, new programs
Outputs (0–2 years)	Updated programs, conferences, publications, internships, trainings
Outcomes (3–5 years)	Higher academic quality, internationalization, increased employability
Impact (5+ years)	Leading faculty in the region, globally competitive alumni, influence on policy-making

4.3 Action Plan 2026–2031

2026 – Consolidation Phase

- Review of the LLB program
- Launch of the interdisciplinary Master's project with Political Science & Security Studies
- Increase in staff training

2027 – Expansion Phase

- Implementation of new legal-tech modules
- Enhancement of international collaborations
- Integration of students into research projects
- Application for new Master's programs

2028 – Innovation Phase

- Finalization and submission of the interdisciplinary Master's for accreditation
- Modernization of legal-tech laboratories
- Internationalization of programs in English

2029 – Leadership Phase

- Implementation of full digital teaching tools
- Accreditation of 2 new Master's programs
- Expansion of contracted research
- Regional-focused career fairs

2030–2031 – Impact Phase

- Faculty positioned as a leader in the Western Balkans
- Successful launch of the interdisciplinary Master's in English
- Student employability >92%
- Faculty contributes to public policy, legal reforms, and national projects

4.4 Strategic Risk Register

The UBT Faculty of Law Risk Register identifies the main risks that may affect the achievement of strategic objectives for the period 2026–2031, including probability, impact, and management measures.

Table 15 – Faculty of Law Risk Register 2026–2031

No.	Strategic Risk	Probability	Impact	Risk Level	Mitigation Measures
1	Decrease in new student enrollment due to competition	Medium	High	High	Expansion of programs in English; interdisciplinary programs; targeted marketing
2	Delays or denials of accreditation	Medium	High	High	Early preparation; involvement of quality experts; alignment with ESG standards
3	Difficulty in recruiting staff with academic titles	Medium	Medium	Medium	Career development programs; PhD scholarships; international mobility
4	Limited research funding	Medium	Medium	Medium	Applications for Erasmus+ and Horizon Europe projects; commissioned research
5	Technological risks and cybersecurity threats	Low	High	Medium	Investments in cybersecurity; training; backup systems for platforms
6	Changes in AKA policies	Medium	High	High	Immediate adaptation; internal academic policy committee
7	Misalignment with labor market demands	Medium	High	High	Program reviews every 3 years; industry advisory board
8	Academic staff turnover	Low	Medium	Medium	Competitive conditions; motivating programs; supportive policies

9	Lack of international collaborations	Low	High	Medium	Strategic agreements with ENQA, EQAR, and foreign universities
10	Risk of academic plagiarism	Low	Medium	Low	Anti-plagiarism systems; academic integrity policies

4.5 Executive Summary of Chapter 4

Chapter 4 presents the strategic directions of the UBT Faculty of Law for the period 2026–2031, built upon internal and external analyses, the institution's mission and vision, and the recommendations of the Kosovo Accreditation Agency (AKA). These objectives combine the enhancement of academic quality, pedagogical innovation, internationalization, professional development of staff, strengthening of scientific research, and alignment with labor market needs. A key focus for this period is the creation of an interdisciplinary Master's program in collaboration with the Faculty of Political Sciences and the Faculty of Security Sciences, the first of its kind in the region.

Through clear KPIs, risk planning, indicators aligned with ESG and ENQA standards, and a structured five-year action plan, the Faculty of Law is prepared to become one of the leading institutions in legal education in the Western Balkans, with a direct impact on legal reform, public service, and societal development.

5.1. IMPLEMENTATION OF THE STRATEGY 2026–2031

The implementation of the strategy requires a well-organized structure, clear institutional roles, and mechanisms that ensure each strategic objective is translated into measurable actions. For the UBT Faculty of Law, strategy implementation is an ongoing, coordinated process, periodically monitored in accordance with AKA, ENQA/ESG standards, and UBT policies.

The strategy will be implemented through a clear structure of responsibilities:

5.1 Governance Structure for Implementation

1. Dean and Vice-Dean of the Faculty of Law

They are the primary institutional authorities responsible for strategy implementation, ensuring coordination with the Rectorate, Senate, Faculty Committees, and the Quality Office.

2. Faculty Council

The Faculty Council approves key implementation policies, harmonizes academic planning, and oversees the achievement of strategic objectives.

3. Quality Assurance Committee

This committee monitors the application of quality standards, provides periodic reports, proposes improvements, and ensures that every implementation task aligns with European quality standards.

4. Program Coordinators

Coordinators of LLB and LLM programs are responsible for:

- Implementing revised programs,
- Harmonizing student assessment,
- Collecting data for KPIs.

5. Projects Office and International Relations Office

Responsible for implementing research objectives, publications, conferences, and project applications (Erasmus+, Horizon Europe, etc.).

6. Career Center

Designs internship programs, cooperates with justice institutions, and assists students in career placement.

5.2 Implementation Process

The implementation process is structured around three main mechanisms:

Annual Planning

At the beginning of each year, the “Annual Strategy Implementation Plan” is prepared, which:

- Defines concrete priorities,
- Lists activities according to objectives,
- Assigns responsibilities,
- Sets deadlines,

- Identifies financial resources.

Operational Execution

Execution includes:

- Development of new curricula,
- Creation of new Master's programs,
- Modernization of laboratories and technology,
- Organization of conferences and research activities,
- Staff training,
- Implementation of student professional internships.

Progress Monitoring

Monitoring is conducted every six months and includes:

- KPI reports,
- Quality audits,
- Analysis of data from students and staff,
- Assessment of financial implementation,
- Recommendations for corrective actions.

6. CONCLUSIONS

The Strategy of the UBT Faculty of Law for the period 2026–2031 reflects sustainable development, academic modernization, and a clear positioning as a leader in private legal education in Kosovo and the region. This strategy is not merely a planning document but a clear roadmap towards high quality, innovation, research excellence, and internationalization.

- The Faculty of Law is strongly positioned in the market and holds significant advantages compared to other private institutions.
- The recommendations of the Kosovo Accreditation Agency (AKA) have been fully integrated, guiding the strategy towards the highest European standards.
- The development of the interdisciplinary Master's program in collaboration with the Faculty of Political Science and the Faculty of Security Studies represents a transformative and strategic step for the faculty.
- Investments in research, academic staff, and infrastructure will ensure long-term quality and academic sustainability.