



# COLLEGE UBT

## Long-Term Operational Plan for Developing Academic Staff (2023-2028)

### 1. Introduction

This operational plan is a structured, detailed roadmap to develop UBT's academic staff over five years (2023-2028), aiming to enhance teaching quality, research output, and international collaboration. The plan supports UBT's mission to lead in innovative education, applied research, and active societal engagement while aligning with UBT's Research Strategy and Strategic Plan 2022- 2027 and anticipates strategic priorities beyond 2027. It also incorporates guidelines from the Employee Handbook, the Regulation on Standards for Election into Higher Academic Titles, and UBT's commitment to diversity, equity, and inclusion, ensuring that all staff members have equal opportunities for professional growth.

### 2. Vision and Mission Alignment

UBT's academic staff development plan is designed to:

- Enhance teaching and research by providing opportunities for staff to develop their pedagogical and research skills.
- Foster a culture of academic excellence in line with UBT's strategic vision for a dynamic and supportive learning environment.
- Increase staff engagement in international collaborations, ensuring UBT remains competitive on the global academic stage.
- Promote diversity, equity, and inclusion in all academic staff development initiatives, ensuring equal opportunities for all staff members.

### 3. Strategic Objectives

#### 1. Improving Teaching Quality

- Foster pedagogical excellence by incorporating innovative teaching methods, emphasizing digital tools, and supporting student-centered learning.

- Ensure that academic staff receive training in the latest educational technologies to enhance the student learning experience.
- 2. Enhancing Research Capacity**
  - Develop a robust research culture by encouraging academic staff to engage in interdisciplinary research, publish in high-impact journals, and lead research projects aligned with UBT's strategic research areas.
  - Increase participation in applied research initiatives that contribute to Kosovo's development needs.
- 3. Promoting International Collaboration**
  - Encourage participation in international mobility programs, research collaborations, and academic exchanges.
  - Establish strong partnerships with global academic institutions to facilitate knowledge transfer and joint research projects.
- 4. Supporting Career Progression and Promotion**
  - Provide clear pathways for academic promotion based on measurable performance criteria in teaching, research, and service to the community.
  - Ensure promotion processes are transparent and based on merit, as outlined in the Regulation on Standards for Election into Higher Academic Titles.
- 5. Fostering Community Engagement and Lifelong Learning**
  - Engage academic staff in UBT's community outreach programs, focusing on transferring knowledge and expertise to the broader society.
  - Promote staff participation in lifelong learning initiatives to foster continuous improvement and adaptability.
- 6. Promoting Diversity, Equity, and Inclusion**
  - Foster an inclusive environment that values diversity among academic staff.
  - Implement development programs that address the needs of underrepresented groups.

## **4. Implementation Phases (2023-2028)**

### **Phase 1: Foundational Development and Baseline Assessment (2023-2024)**

#### **Objectives:**

- Conduct a comprehensive assessment of the academic staff's current skills and development needs.
- Establish personalized development plans for academic staff that align with UBT's mission and strategic goals.
- Initiate diversity and inclusion initiatives to promote equity among academic staff.

#### **Key Actions:**

##### **1. Initial Needs Assessment:**

- Conduct surveys and collect data on academic staff's current teaching methods, research activities, and professional development.
- Utilize peer reviews and student feedback to assess areas where academic staff need further training or support (aligned with Articles 23-24 of the Employee Handbook regarding teaching effectiveness).

2. **Develop Individual Professional Development Plans (IPDPs):**
  - Each staff member will create an IPDP in collaboration with Deans and Program Directors. The IPDP will include:
    - Teaching objectives (new pedagogical techniques, student engagement strategies).
    - Research objectives (publishing targets, conference participation, collaborative research goals).
    - Professional development (**mentorship goals, leadership skills**).
    - Diversity and inclusion goals (participation in inclusive teaching training, cultural competency development).
3. **Establish a Formal Mentoring Program:**
  - Senior academic staff will mentor junior colleagues in areas such as career development, teaching methods, and research output.
  - Assign one senior mentor to each junior faculty member to foster continuous feedback and professional growth (aligned with Article 22 of the Employee Handbook).
4. **Organize Teaching Workshops:**
  - Organize a series of workshops focusing on innovative teaching practices, digital tools for education, and best practices in online and hybrid learning.
  - Ensure workshops are tailored to the needs of each faculty (ICT, social sciences, etc.) and encourage staff to integrate these techniques into their courses.
  - Include training on inclusive teaching practices and cultural competency.
5. **Initial Performance Review and Feedback:**
  - Conduct an initial evaluation of academic staff using the established performance metrics (aligned with Article 23 of the Employee Handbook).
  - Provide constructive feedback and revise IPDPs based on the review results, with a focus on achieving measurable improvements in teaching and research.

## **Phase 2: Building Capacity and Expanding Development (2024-2026)**

### **Objectives:**

- Strengthen pedagogical, research, and leadership skills through continuous professional development programs.
- Deepen international collaborations and foster interdisciplinary research within UBT.

### **Key Actions:**

1. **Advanced Pedagogical Training:**
  - Provide advanced training on modern pedagogical techniques, focusing on blended learning, online course design, and inclusive teaching strategies.
  - Establish teaching excellence awards to recognize academic staff who demonstrate innovative teaching methods and high student satisfaction.
  - Promote diversity in leadership and ensure equitable opportunities for all staff.
2. **Research Development and Funding Support:**
  - Establish a Research Development Fund to support staff in publishing research in high-impact journals and participating in international conferences.
  - Provide training on grant writing and research proposal development to increase external research funding (aligned with the UBT Research Strategy).
  - Focus on interdisciplinary research initiatives that address Kosovo's key economic, social, and environmental challenges.

3. **Promote International Mobility and Exchange Programs:**
  - Increase staff participation in the ERASMUS+ and Horizon Europe programs by securing agreements with partner institutions and providing travel grants.
  - Organize short-term international teaching exchanges to foster global perspectives in UBT's academic programs (aligned with the Strategic Plan 2027 and future strategic priorities).
4. **Midterm Performance Review:**
  - Conduct a comprehensive midterm review of academic staff, focusing on the progress made in teaching, research, and community engagement (as outlined in Article 37 of the Employee Handbook).
  - Adjust IPDPs based on midterm evaluation outcomes, ensuring alignment with UBT's strategic goals.
5. **Establish a Leadership Development Program:**
  - Launch a leadership development program for academic staff interested in taking on administrative or leadership roles (Dean, Program Director).
  - Provide targeted training in academic governance, strategic planning, and team leadership.

### **Phase 3: Excellence, Leadership, and Sustainability (2026-2028)**

#### **Objectives:**

- Establish UBT College as a leader in teaching, research, and community engagement by empowering academic staff to take leadership roles in their respective fields.
- Ensure the sustainability of staff development through continuous evaluation, mentoring, and international collaboration.
- Embed diversity and inclusion in all aspects of academic staff development.

#### **Key Actions:**

1. **Establish Academic Centers of Excellence:**
  - Recognize academic staff who demonstrate excellence in teaching and research by establishing centers of excellence in key fields (ICT, mechatronics, social sciences).
  - Provide dedicated resources and funding to these centers, enabling them to lead innovative projects and research initiatives that align with UBT's strategic objectives.
2. **Leadership in Research and Global Partnerships:**
  - Support academic staff in leading large-scale research projects that attract significant external funding and contribute to UBT's reputation as a research institution.
  - Establish research partnerships with top-tier international universities, focusing on joint research projects and publications in internationally recognized journals.
3. **Final Performance Review and Career Progression:**
  - Conduct final performance reviews for academic staff at the end of 2028, focusing on progress made in teaching, research, and leadership (aligned with Articles 23-39 of the Employee Handbook).
  - Ensure that staff who meet the criteria for promotion are supported in applying for higher academic titles, following the Regulation on Standards for Election into Higher Academic Titles.
  - Provide opportunities for staff to take on leadership roles within UBT or in international academic organizations.
4. **Sustaining Continuous Professional Development:**

- Create a Sustainability Plan for ongoing professional development, ensuring that UBT continues to invest in staff training and development beyond 2028.
- Formalize the mentoring system and leadership development programs to ensure they remain integral components of UBT's long-term strategy.

## 5. Monitoring and Evaluation

### Performance Metrics:

- **Teaching Effectiveness:** Based on student feedback, teaching reviews, and the implementation of innovative teaching methods.
- **Research Output:** Measured by the number of publications in indexed journals, H-index scores, and participation in international conferences.
- **International Collaboration:** Number of staff participating in international mobility programs, research collaborations, and joint publications.
- **Leadership and Career Progression:** Number of academic staff promoted to higher titles, participation in leadership roles, and contributions to UBT's governance structure.
- **Diversity and Inclusion:** Metrics such as the diversity of academic staff across various dimensions (gender, ethnicity, etc.), participation rates of underrepresented groups in development programs, and staff satisfaction with diversity initiatives.

### Annual Review Process:

- **Performance Appraisals:** Conducted annually by the Deans and Program Directors, reviewing staff achievements against their IPDP goals.
- **Feedback Mechanisms:** Include structured meetings, anonymous surveys, and peer reviews to gather insights into the effectiveness of the development programs.
- **Actionable Insights:** Staff will receive actionable feedback to guide further development, ensuring alignment with UBT's mission and strategic plan.
- **Assessment of Diversity and Inclusion Goals:** Include evaluation of progress toward diversity and inclusion objectives in performance appraisals and development plans.