Faculty of Medical Biochemistry and Biotechnology

STRATEGY OF FACULTY OF MEDICAL BIOCHEMSITRY AND BIOTECHNOLOGY

2024-2029

September, 2024

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1. INTRODUCTION

In alignment with the Law on Higher Education and the Statute of UBT College, the Faculty of Medical Biochemistry and Biotechnology has undertaken the responsibility of developing a comprehensive strategic plan for the period 2024-2029. This process has been conducted through a series of detailed assessments to ensure that the Faculty's strategy aligns with Kosovo's higher education objectives, industry demands, and global trends in medical biochemistry and biotechnology.

In the formulation of this strategy, a professional commission was established, composed of the following members:

- **Chairperson**: Prof. Dr. Fisnik Laha
- **Members**: Prof. Asst. Zafer Gashi, Prof. Asst. Albina Fejza, Prof. Dr. Demokrat Nuha, Prof. Asst. Dr. Afrim Zeqiraj, and Mr. Luan Sylejmani (Industry Representative).

The strategic planning process involved both external assessments (Porter's Five Forces Analysis) and internal assessments (Resource-Based View Analysis). These evaluations focused on current industry demands, the latest trends in biotechnology and biochemistry research, the existing academic and research infrastructure at UBT College, and Kosovo's economic potential. Reports from global and local labor market analyses, as well as prospective growth sectors in the health and biotechnology industries, were reviewed to position the Faculty within the larger context of Kosovo's development and international positioning.

The strategic planning process led to the identification of key strategic areas for the Faculty of Medical Biochemistry and Biotechnology, which will be the cornerstone of this five-year strategy:

1. Study Programs
2. Staff Development
3. Research
4. Quality Assurance
5. Internationalization
6. Cooperation with the Private Sector and Community

2. MISSION, VISION, AND VALUES

2.1 Mission

The Faculty of Medical Biochemistry and Biotechnology is dedicated to educating and preparing highly skilled professionals capable of addressing global challenges in medical biochemistry, biotechnology, and health sciences. Our mission combines innovative teaching, impactful research, and transformative contributions to healthcare advancement. We aim to promote excellence in research and practice that fosters sustainable development in Kosovo and contributes to the global scientific community. Through our education and research endeavors, we aim to have a profound impact on the health, economic, and social development of Kosovo and the wider global community.

2.2 Vision

The Faculty of Medical Biochemistry and Biotechnology aspires to be recognized as a center of academic excellence in the fields of medical biochemistry, biotechnology, and biomedical research. Our aim is to provide a robust educational and research environment characterized by the highest standards of integrity, innovation, and global engagement. By 2029, we aim to be at the forefront of research and education in medical biochemistry and biotechnology, fostering a transformative impact on health and well-being both locally and globally.

2.3 Values

- **Commitment to Excellence -** The Faculty of Medical Biochemistry and Biotechnology is dedicated to achieving the highest standards of excellence in education and research. We are committed to providing innovative, high-quality education that equips students with the skills and knowledge necessary for success in the rapidly evolving biochemistry and biotechnology sectors.
- **Integrity -** Our Faculty is built on the foundation of integrity, where ethical principles govern all academic, research, and professional activities. We ensure transparency, trustworthiness, and accountability in all our dealings, thereby inspiring confidence in our students, staff, and stakeholders.
- **Accountability -** We embrace our responsibility to society by maintaining a strong commitment to our mission. We are accountable for the development of our students, the advancement of our research, and the positive contributions we make to both local and global communities.
- **Effectiveness -** The Faculty strives for creative, proactive, and effective operations. We continuously assess and adapt our curricula to meet the changing needs of the biotechnology and medical biochemistry industries, implementing modern teaching practices that foster student engagement and success.
- **Teamwork -** We recognize that the success of our Faculty is a result of collaborative efforts. Faculty members, students, and industry partners work together toward common goals, nurturing a culture of cooperation and mutual respect. We aim to cultivate teamwork skills among our students, preparing them for success in multidisciplinary work environments.

3. EXTERNAL AND INTERNAL ANALYSIS

3.1. PORTER'S FIVE FORCES ANALYSIS OF HIGHER EDUCATION IN KOSOVO

The higher education sector is undergoing rapid transformation due to various external factors such as demographic shifts, labor market demands, global competition, and advancements in educational delivery methods. Understanding these changes is crucial for positioning the Faculty of Medical Biochemistry and Biotechnology within this dynamic environment. To assess the external factors shaping the higher education landscape in Kosovo, Porter’s Five Forces framework is applied. This widely-used strategic analysis model enables institutions to evaluate the competitive forces that impact their operations and strategic direction.

Michael Porter’s Five Forces analysis framework, developed in the late 1970s, examines five key factors that influence the competitive environment within an industry.

1. Threat of New Entrants

- **Analysis for Kosovo's Higher Education** - The barrier to entry for new educational institutions is relatively low, especially in Kosovo where the private higher education sector is expanding. While establishing a new institution requires significant investment in infrastructure, faculty recruitment, and accreditation, the rise in student demand for higher education creates opportunities for new institutions to enter the market. This is particularly true for fields such as medical biochemistry and biotechnology, where there is increasing recognition of the need for skilled professionals. The ability of new entrants to offer innovative programs, cutting-edge technologies, and competitive pricing strategies poses a moderate threat to existing institutions.

2. Bargaining Power of Suppliers

- **Analysis for Kosovo's Higher Education -** In the higher education sector, suppliers mainly consist of faculty members, technology providers, research institutions, and textbook publishers. The quality and availability of skilled faculty are critical to the success of any program, particularly in specialized fields like medical biochemistry and biotechnology. The bargaining power of these suppliers is moderate, as institutions in Kosovo rely on a combination of local and international talent. However, given the demand for highly skilled professionals in specialized fields, faculty members with advanced qualifications (such as PhDs or post-doctorate experience) hold a certain level of leverage. Additionally, institutions increasingly rely on technological suppliers to facilitate digital learning and laboratory infrastructure, which also impacts costs and competitiveness.

3. Bargaining Power of Buyers (Students)

- **Analysis for Kosovo's Higher Education** - The bargaining power of students in Kosovo is increasing as more higher education institutions become available, and students are becoming more selective in their educational choices. Students are demanding programs that are both high quality and aligned with industry needs. For the Faculty of Medical Biochemistry and Biotechnology, this means that students will increasingly expect a curriculum that is not only theoretically sound but also practical and relevant to the evolving biotechnology and healthcare sectors. This creates both opportunities and challenges for the Faculty, as it must continuously update its offerings to stay competitive and meet student expectations. However, in certain specialized fields like biotechnology, where a limited number of institutions offer relevant programs, student bargaining power remains somewhat controlled.

4. Threat of Substitute Products or Services

- **Analysis for Kosovo's Higher Education** - The threat of substitutes in higher education arises from alternative learning platforms such as online courses, certification programs, and vocational training. With the advent of Massive Open Online Courses (MOOCs) and specialized online programs from global institutions, students now have more options to gain knowledge and skills outside traditional university settings. However, for fields such as medical biochemistry and biotechnology, hands-on laboratory experience and face-to-face teaching remain critical for skill development. While substitutes may offer some flexibility, they cannot fully replace the experiential learning and professional networking opportunities provided by traditional higher

education institutions. Nonetheless, this threat is becoming more significant as online learning platforms continue to expand, especially for students looking to specialize in biotechnological advancements.

5. Industry Rivalry (Competitive Rivalry among Existing Institutions)

- **Analysis for Kosovo's Higher Education -** Competition in Kosovo's higher education market is intensifying, with both public and private institutions vying for students. The Faculty of Medical Biochemistry and Biotechnology faces competition from other universities offering similar programs, as well as regional institutions in neighboring countries. The competitive rivalry is particularly high in the biomedical and biotechnology fields, where there is significant demand for skilled professionals. The Faculty must differentiate itself through the quality of its teaching, research opportunities, industry connections, and student outcomes. Offering unique specializations, modern laboratories, and fostering strong collaborations with local and international industries will be key strategies to mitigate this rivalry and establish a competitive advantage.

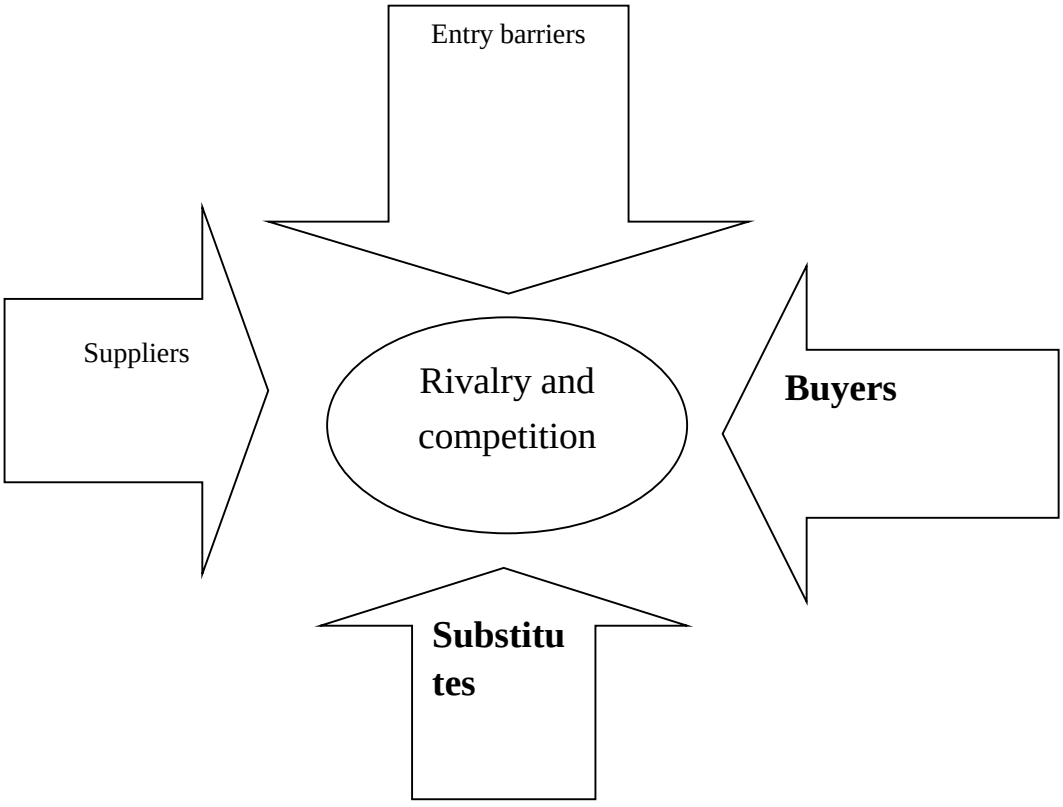

Fig 1. Five Porter Forces

Kosovo Higher Education Industry Overview

The higher education landscape in Kosovo includes 7 public universities: the University of Prishtina, University of Prizren, University of Peja, Faculty of Islamic Studies, University of Gjilan, University of Ferizaj, and University of Gjakova (Kosovo Accreditation Agency, 2020). According to the Kosovo Accreditation Agency (KAA, 2020), there are around 11 private higher education institutions. Both public and private higher education institutions (HEIs) in Kosovo are engaged in various international cooperation projects, supporting the development of new study programs and enhancing teaching quality, such as through Tempus projects. According to the Ministry of Education of Kosovo's study on upper secondary education, there were approximately 24,898 students in grades 12 and 13 of secondary education expected to graduate in 2014 (Statistics of Education in Kosovo, 2019-2020, pp. 25). A study by Nikola Baketa in 2013 reported a gross enrollment ratio of 71.27%, which equates to around 17,820 students eligible for enrollment in Kosovo's public and private higher education institutions.

Furthermore, according to the Kosovo Agency of Statistics, approximately 22,000 students were enrolled across 12 private higher education institutions (colleges, institutes, and higher professional schools) in the 2019-2020 academic year (Education Statistics in Kosovo, 2019-2020, pp. 94). This sector contributes significantly to Kosovo's economy, with the combined revenue of private higher education institutions estimated at EUR 30 million.

The higher education sector in Kosovo is marked by a high fixed cost ratio and a relatively concentrated structure, which results in intense competitive rivalry. However, this rivalry is somewhat mitigated by the growth potential stemming from Kosovo's youthful population, which presents opportunities for growth in the higher education market.

Entry Barriers in Higher Education in Kosovo

The entry barriers in the higher education sector in Kosovo are shaped by accreditation requirements, the availability of qualified faculty, and government policies. While the higher education market does not require significant capital investment compared to industries such as construction, telecommunications, or medicine, the accreditation process poses a significant challenge for new entrants. New entrants must demonstrate that their study programs align with labor market needs. Additionally, accreditation standards stipulate that 50% of faculty must be full-time, which limits the number of qualified academic staff available for private institutions. The Government of Kosovo's policy to increase the number of public universities and raise teaching staff salaries in public institutions further strengthens these barriers for private entrants.

Since the KAA established higher standards for accreditation in 2018, new institutions face heightened difficulty in meeting these criteria. In fact, around 10 private higher education institutions have failed to meet the new KAA standards and have consequently lost their accreditation.

In summary, the higher education market in Kosovo presents moderate to high entry barriers due to the high fixed costs, restrictive accreditation processes, economies of scale favoring incumbent institutions, and the growing competition from both public and private universities.

Substitutes in Higher Education

While one might assume that access to higher education in Kosovo would be limited by factors like location, income, and cultural influences, these limitations have become less relevant in recent years. Advancements in transportation and information technology have made access to higher education more flexible, especially in the realm of online learning. Information technology, often seen as a complement to traditional educational offerings, has reduced information asymmetry and lowered switching costs for students. As a result, students can access a wider variety of programs, including those offered by foreign institutions. This increases the threat of substitutes, as students can now consider alternative pathways to higher education such as online degrees and distance learning options.

While public universities in Kosovo charge relatively low tuition fees, which may increase the appeal of alternative education options, this also presents an opportunity for high-quality private institutions to attract students from beyond Kosovo's borders, particularly by offering specialized programs and fostering international partnerships.

Buyer Power in Kosovo Higher Education Market

With approximately 100,000 students enrolled in higher education across both public and private institutions, and the University of Prishtina holding the largest market share in the public sector, buyer power in the higher education market in Kosovo is high. The remainder of the students are dispersed across private institutions such as Kolegji AAB and Kolegji UBT, which hold significant shares of the private sector. The fragmented nature of the private higher education sector, along with the increasing competition and price wars among private institutions, provides students with greater leverage in choosing their institutions and negotiating terms. Additionally, the availability of information about course offerings, tuition rates, and university amenities gives students more power to make informed decisions. This shift in information availability and transparency diminishes the information asymmetry that existed in the past, further increasing buyer power.

Thus, the overall buyer power is neutral, as students benefit from increased options and better access to information, but they still face challenges in navigating a competitive and fragmented market.

Degree of Supplier Power

In the higher education sector, suppliers refer to qualified academic staff, including faculty members with PhD qualifications. Public universities in Kosovo offer attractive packages to professors, which has resulted in a more competitive environment for attracting and retaining high-caliber academic staff. Private higher education institutions, particularly those without the ability to offer PhD programs, struggle to compete for top-tier academic staff, giving professors significant supplier power in the market. Consequently, the degree of supplier power in Kosovo's higher education market is moderate. While public universities benefit from offering competitive salaries, private institutions may find it more challenging to attract and retain qualified staff, which limits their ability to deliver high-quality programs.

3.2 Resource-Based View Analysis for the Faculty of Medical Biochemistry and Biotechnology

Following the external industry assessment, we now evaluate the Faculty of Medical Biochemistry and Biotechnology using the Resource-Based View (RBV) to determine its capacity to compete effectively in Kosovo's higher education market.

Resources:

- **Financial resources**: Moderate financial support from grants, research projects, and tuition fees.
- **Research infrastructure**: Advanced laboratory and research facilities dedicated to biochemistry and biotechnology.
- **Qualified academic staff**: Faculty members with high academic qualifications, including professors and researchers with expertise in medical biochemistry and biotechnology.
- **Accreditation and regulatory frameworks**: Compliance with Kosovo's education laws and quality standards.
- **Library resources**: Access to a wide array of scientific journals, books, and online databases.

Capabilities:

- **Curriculum design**: Ability to develop cutting-edge curricula that align with the latest developments in biochemistry and biotechnology, with input from partner institutions and industry stakeholders.
- **Research excellence**: Capacity to engage in advanced research and collaborate with international institutions to transfer knowledge.
- **International programs**: Offering study programs in English to attract international students.
- **Contract research**: Potential for contract-based research in collaboration with industry and government sectors.
- **Adaptability**: Ability to respond to changes in the healthcare and biotechnology sectors through program adjustments and digitalization of academic processes.

Given these resources and capabilities, the Faculty of Medical Biochemistry and Biotechnology holds a strong competitive advantage over other private institutions in Kosovo. Its focus on high-quality education, specialized research, and international partnerships positions it uniquely in the market. To maintain and build on this advantage, the Faculty should continue to develop specialized, cutting-edge programs and engage in research collaborations that keep it at the forefront of medical biochemistry and biotechnology education.

4. Strategic Goals and Outcomes

The Faculty of Medical Biochemistry and Biotechnology aims to contribute to Kosovo's growing healthcare and biotechnology sectors. According to recent reports from the World Bank (2012) and the Kosovo Labor Force Survey (2013), key sectors such as healthcare, energy, and biotechnology are critical to the economic development of Kosovo. By focusing on delivering highly specialized education in medical biochemistry and biotechnology, the Faculty can address the increasing demand for skilled professionals in the healthcare and pharmaceutical industries. Moreover, the sector's growth potential is amplified by the global trends toward biotechnology, personalized medicine, and sustainable healthcare solutions.

The Faculty's strategic goals should include:

1. **Expanding research capacity**: Foster advanced research in collaboration with international institutions and the private sector.
2. **Internationalization**: Attract international students through innovative, high-quality programs and faculty exchanges.
3. **Industry partnerships**: Develop strong connections with the pharmaceutical, biotechnology, and healthcare industries for research collaborations and internships.
4. **Enhancing teaching quality**: Continuously improve teaching methods, with a focus on digital learning and hands-on experience in laboratory settings.

By aligning these strategic goals with the needs of Kosovo's growing sectors, the Faculty of Medical Biochemistry and Biotechnology can achieve long-term success, positioning itself as a leader in medical and scientific education in the region.

STRATEGIC GOAL 1: DEVELOP UNIQUE STUDY PROGRAMS IN THE FIELD OF MEDICAL BIOCHEMISTRY AND BIOTECHNOLOGY THAT CONTRIBUTE TO GDP GROWTH, SUSTAINABLE DEVELOPMENT, AND IMPROVEMENTS IN PUBLIC HEALTH AND ENVIRONMENTAL WELL-BEING

- **OUTCOME 1.1:** Develop and accredit study programs in the fields of medical biochemistry, biotechnology, and molecular medicine that align with the most pressing societal and health sector needs. These programs will bridge the gap between healthcare, environmental sustainability, and medical innovation, thereby contributing to Kosovo's GDP, employment generation, and societal well-being.
- **OUTCOME 1.2:** Establish and accredit study programs in Bioinformatics, Personalized Medicine, and Genomic Medicine, contributing to the advancement of healthcare systems, and improving clinical diagnostics and therapeutic approaches, while fostering an interconnection between the biotechnology and healthcare sectors for future sustainable development.
- **OUTCOME 1.3:** Design interdisciplinary programs that combine biotechnology, public health, and environmental sustainability, preparing students to address both local and global health and environmental challenges. These programs will aim to create professionals equipped to handle emerging health threats and environmental crises.

STRATEGIC GOAL 2: DEVELOP FULL-TIME ACADEMIC STAFF OF THE HIGHEST QUALITY IN TEACHING AND RESEARCH WITH A FOCUS ON MEDICAL BIOTECHNOLOGY AND PUBLIC HEALTH

- **OUTCOME 2.1:** Advance the academic staff to higher academic titles based on internal regulations and performance standards for faculty members in the medical biochemistry and biotechnology fields.
- **OUTCOME 2.2:** Sponsor post-doctoral studies and collaborative research opportunities for full-time faculty with partner institutions to enhance their research capabilities and teaching quality.
- **OUTCOME 2.3:** Support junior faculty members through mentoring programs and offer robust career development resources to promote early career success.
- **OUTCOME 2.4:** Provide comprehensive support for mid-career and late-career faculty members to enable continued professional development and leadership within the faculty.

STRATEGIC GOAL 3: DEVELOP RESEARCH CAPACITY IN THE FIELD OF MEDICAL BIOCHEMISTRY AND BIOTECHNOLOGY

- **OUTCOME 3.1:** Increase participation in national and international research projects with prestigious institutions, focusing on public health challenges, biotechnology innovations, and environmental sustainability.
- **OUTCOME 3.2:** Strengthen the faculty's research and consulting arm, focusing on contract research and applied biotechnology projects to enhance industry collaboration.
- **OUTCOME 3.3:** Establish a dedicated research fund for the Faculty of Medical Biochemistry and Biotechnology, sourcing funds from research grants, private sector partnerships, and institutional contributions.
- **OUTCOME 3.4:** Develop internal grant schemes for emerging scholars, supporting their research efforts in the field of medical biotechnology, especially in collaboration with the industry.
- **OUTCOME 3.5:** Collaborate with industry partners to develop targeted research projects in biotechnology and public health, based on industry needs and technological advancements.
- **OUTCOME 3.6:** Establish and publish a peer-reviewed journal dedicated to advancements in medical biochemistry and biotechnology.

STRATEGIC GOAL 4: ADVANCE THE QUALITY ASSURANCE SYSTEM IN MEDICAL BIOTECHNOLOGY PROGRAMS

- **OUTCOME 4.1:** Empower and train the faculty's quality assurance officers to ensure the highest academic standards are met in the programs offered by the faculty.
- **OUTCOME 4.2:** Strengthen monitoring mechanisms and establish performance indicators for assessing the quality of teaching, research, and student satisfaction, incorporating feedback from students, employers, and alumni.
- **OUTCOME 4.3:** Streamline internal quality review processes, consolidating assessments into a single annual self-evaluation report that includes a detailed quality improvement action plan for the faculty.
- **OUTCOME 4.4:** Ensure bi-annual monitoring and reporting of the faculty's annual action plan to ensure continuous improvement in all areas of academic activity.

STRATEGIC GOAL 5: FURTHER INTERNATIONAL COOPERATION AND PARTNERSHIPS IN MEDICAL BIOTECHNOLOGY

- **OUTCOME 5.1:** Increase the number of memoranda of cooperation with international universities and research institutions to foster academic exchange and research collaboration.
- **OUTCOME 5.2:** Increase the faculty’s participation in international research projects, particularly those focused on global health challenges, biotechnology innovation, and sustainable development.
- **OUTCOME 5.3:** Expand faculty and student mobility programs, fostering international exposure and academic collaboration with top institutions in the field of medical biotechnology.

STRATEGIC GOAL 6: ACHIEVE ACADEMIC EXCELLENCE IN MEDICAL BIOCHEMISTRY AND BIOTECHNOLOGY PROGRAMS

- **OUTCOME 6.1:** Periodically review and update academic programs to ensure continuous improvement in the curriculum, teaching methodologies, and alignment with global best practices in medical biotechnology and biochemistry.
- **OUTCOME 6.2:** Ensure that all teaching practices are evidence-based, integrating the latest research, technological advancements, and biotechnology trends into the curriculum.
- **OUTCOME 6.3:** Align learning outcomes, teaching activities, and student assessments with international standards, ensuring relevance and academic rigor.
- **OUTCOME 6.4:** Incorporate critical skills such as cognitive, interpersonal, self-leadership, and digital skills into course syllabi to prepare graduates for future challenges in the biotechnology and healthcare sectors.
- **OUTCOME 6.5:** Exceed established key performance indicators for academic achievement, including research productivity, student satisfaction, and faculty development.
- **OUTCOME 6.6:** Offer robust professional development opportunities for faculty and staff, ensuring continuous excellence in teaching, research, and industry collaboration.
- **OUTCOME 6.7:** Establish innovative teaching practices, supported by modern technologies, and conduct regular evaluations to improve instructional quality.
- **OUTCOME 6.8:** Provide comprehensive student support services to ensure student success and retention, including mentoring, career development, and additional support for students with special needs.

STRATEGIC GOAL 7: FURTHER COOPERATION WITH PRIVATE SECTOR, GOVERNMENT, AND COMMUNITY IN MEDICAL BIOTECHNOLOGY

- **OUTCOME 7.1:** Increase the number of memoranda of cooperation with private biotechnology firms, healthcare providers, and governmental bodies to strengthen industry linkages.
- **OUTCOME 7.2:** Engage private sector representatives in the curriculum review process, ensuring that academic programs align with the evolving needs of the biotechnology industry.
- **OUTCOME 7.3:** Establish internship and collaborative research agreements with biotechnology companies, hospitals, and research institutions to provide students with real-world experience.
- **OUTCOME 7.4:** Develop research projects based on the needs and challenges identified by the private sector and healthcare providers in Kosovo and the broader region.
- **OUTCOME 7.5:** Implement a faculty workload policy to ensure that full-time academic staff contribute to community development, including public health outreach and legal advisory services in biotechnology.
- **OUTCOME 7.6:** Create a student-driven biotech innovation lab, enabling students to work on community health and environmental projects in collaboration with faculty and industry partners.

STRATEGIC GOAL 8: EXPAND CONSULTING AND CONTRACT RESEARCH ARM OF THE FACULTY

- **OUTCOME 8.1:** Develop a comprehensive consultancy and contract research plan for the faculty, targeting the biotechnology, healthcare, and environmental sectors.
- **OUTCOME 8.2:** Pursue funding from private and public sectors, including grants, contract research, and consultancy services, to strengthen the faculty's research output and industry collaboration.

STRATEGIC GOAL 9: STREAMLINE ADMINISTRATIVE PROCESSES AND INTEGRATE NEW TECHNOLOGIES

- **OUTCOME 9.1:** Foster innovation by integrating cutting-edge technologies and systems into the academic and administrative processes, ensuring that the faculty is at the forefront of digitalization in higher education.

STRATEGIC GOAL 10: FOSTER STUDENT EMPLOYABILITY AND CAREER DEVELOPMENT IN BIOTECHNOLOGY AND PUBLIC HEALTH

- **OUTCOME 10.1:** Develop partnerships with industry stakeholders to enhance career services, providing students with access to professional organizations and job placement opportunities.
- **OUTCOME 10.2:** Expand career development programs to help students and alumni develop leadership skills and navigate professional pathways in biotechnology, healthcare, and biochemistry.
- **OUTCOME 10.3:** Foster connections with alumni to create a strong network of professionals who can guide current students in their career development.
- **OUTCOME 10.4:** Establish preparatory programs and simulation training for biotechnology-related professional certifications, including biosafety, clinical research, and laboratory management.

5. ACTION PLAN FOR IMPLEMENTATION OF STRATEGY OF UBT FACULTY OF MEDICAL BIOCHEMISTRY AND BIOTECHNOLOGY 2024-2029

Faculty of Medical Biochemistry and Biotechnology at UBT intends to use the following action plan to implement the strategic outcomes and measure its progress in achieving those strategic outcomes:

Strategic Goals	Strategic Outcomes	Performance Metric	Actions	Target	Timeframe
STRATEGIC GOAL 1: DEVELOP UNIQUE STUDY PROGRAMS IN MEDICAL BIOTECHNOLOGY AND BIOCHEMISTRY THAT CONTRIBUTE TO GDP GROWTH, SUSTAINABLE DEVELOPMENT, AND IMPROVEMENTS IN PUBLIC HEALTH AND ENVIRONMENTAL WELL-BEING	**OUTCOME 1.1** Develop and accredit study programs in the fields of medical biochemistry, biotechnology, molecular medicine, and public health that address emerging health challenges and interlink healthcare with environmental sustainability.	Number of accredited programs	Accreditation	4 programs	2024-2029
	OUTCOME 1.2 Design and accredit interdisciplinary programs in Bioinformatics, Personalized Medicine, and Genomic Medicine.	Number of accredited programs in bioinformatics and genomics	Accreditation	2 programs	2025-2026
	OUTCOME 1.3 Create programs that combine biotechnology, public health, and environmental sustainability.	Number of interdisciplinary programs developed	Program Development	3 programs	2025-2027
STRATEGIC GOAL 2: DEVELOP FULL-TIME ACADEMIC STAFF OF THE HIGHEST QUALITY IN TEACHING AND RESEARCH IN MEDICAL BIOTECHNOLOGY AND PUBLIC HEALTH	**OUTCOME 2.1** Advance academic staff to higher academic titles based on UBT regulations for faculty promotion.	Number of promotions and higher academic titles	Faculty Development	5 promotions	2024-2029

	OUTCOME 2.2 Support post-doctoral research opportunities for academic staff through partner institutions.	Number of faculty members attending post-doctoral programs	Post-Doctoral Sponsorship	3 faculty members	2025-2028
	OUTCOME 2.3 Establish career development programs for junior faculty, including mentoring.	Number of junior faculty involved in mentoring programs	Faculty Mentoring	10 faculty members	2024-2027
	OUTCOME 2.4 Provide continuous support for mid-career and senior faculty members.	Faculty satisfaction with support programs	Faculty Development	80% satisfaction	2024-2029
STRATEGIC GOAL 3: DEVELOP RESEARCH CAPACITY IN MEDICAL BIOTECHNOLOGY AND PUBLIC HEALTH	**OUTCOME 3.1** Increase participation in national and international research projects with leading institutions.	Number of research collaborations	Research Partnerships	6 collaborations	2024-2029
	OUTCOME 3.2 Expand contract research and consulting services in biotechnology and public health sectors.	Value of contract research agreements	Contract Research & Consultancy	€100,000	2024-2029
	OUTCOME 3.3 Establish a research fund for faculty, sourcing from grants, private sector, and institutional funds.	Research fund size	Fundraising	€50,000	2025-2027
	OUTCOME 3.4 Launch grant schemes for emerging scholars.	Number of research grants awarded	Emerging Scholar Grants	5 grants	2024-2029
	OUTCOME 3.5 Develop research projects addressing global health challenges in collaboration with industry.	Number of industry-driven research projects	Industry Collaboration	4 projects	2024-2029
	OUTCOME 3.6 Publish a peer-reviewed journal focused on medical	Number of journal issues published	Journal Publication	2 issues/year	2024-2029

	biotechnology research.				
STRATEGIC GOAL 4: ADVANCE THE QUALITY ASSURANCE SYSTEM IN MEDICAL BIOTECHNOLOGY PROGRAMS	**OUTCOME 4.1** Empower quality assurance officers to maintain high academic standards.	Appointment of quality assurance officer	Appointment	1 officer	2024
	OUTCOME 4.2 Strengthen monitoring mechanisms, incorporating feedback from students, employers, and alumni.	Implementation of feedback system	System Implementation	100% feedback integration	2025
	OUTCOME 4.3 Simplify internal quality reviews into an annual self-evaluation report.	Number of completed internal self-evaluations	Report Completion	1 report/year	2024-2029
	OUTCOME 4.4 Monitor the implementation of action plans through bi-annual evaluations.	Number of action plans evaluated	Evaluation	2 evaluations /year	2024-2029
STRATEGIC GOAL 5: FURTHER INTERNATIONAL COOPERATION AND PARTNERSHIPS IN MEDICAL BIOTECHNOLOGY	**OUTCOME 5.1** Increase the number of memoranda of cooperation with international universities and research institutions.	Number of MOUs signed	Memorandum of Understanding	10 MOUs	2024-2029
	OUTCOME 5.2 Increase participation in international research projects focused on biotechnology and public health.	Number of international research projects	Research Participation	4 projects	2024-2029
	OUTCOME 5.3 Expand mobility programs for students and faculty to foster international collaborations.	Number of faculty and student mobility initiatives	Mobility Initiatives	15 initiatives	2025-2029

STRATEGIC GOAL 6: ACHIEVE ACADEMIC EXCELLENCE IN MEDICAL BIOTECHNOLOGY AND BIOCHEMISTRY PROGRAMS	**OUTCOME 6.1** Periodically review and update academic programs for continuous improvement.	Number of program reviews conducted	Program Review	1 review/year	2024-2029
	OUTCOME 6.2 Improve teaching practices using evidence-based methods and technological advancements.	Percentage of courses using new teaching technologies	Course Updates	75% courses	2024-2027
	OUTCOME 6.3 Align learning outcomes, teaching activities, and student assessments with global best practices.	Percentage of courses aligned	Course Alignment	90% courses	2024-2029
	OUTCOME 6.4 Include skills such as leadership, digital, and interpersonal skills in the curriculum.	Number of courses incorporating these skills	Curriculum Development	100% courses	2024-2027
	OUTCOME 6.5 Exceed key performance indicators in academic achievement and faculty development.	Exceed KPIs in research and teaching quality	KPI Performance	Exceed 80% of KPIs	2024-2029
STRATEGIC GOAL 7: FURTHER COOPERATION WITH PRIVATE SECTOR, GOVERNMENT, AND COMMUNITY IN MEDICAL BIOTECHNOLOGY	**OUTCOME 7.1** Increase the number of memoranda of cooperation with private biotechnology firms and healthcare providers.	Number of MOUs with private sector	MOUs with Industry	10 MOUs	2024-2029
	OUTCOME 7.2 Engage private sector representatives in curriculum review processes.	Number of private sector representatives involved	Industry Engagement	5 representatives	2024-2029
	OUTCOME 7.3 Increase internship agreements with healthcare providers and biotechnology companies.	Number of internship agreements	Internship Agreements	20 agreements	2024-2029

	OUTCOME 7.4 Develop research projects addressing the needs of private sector and community health.	Number of research projects developed	Research Projects	5 projects	2024-2029
	OUTCOME 7.5 Enable faculty to contribute to community service through a structured workload policy.	Number of faculty involved in community service	Community Engagement	50% faculty	2024-2029
STRATEGIC GOAL 8: EXPAND CONSULTING AND CONTRACT RESEARCH ARM OF THE FACULTY	**OUTCOME 8.1** Develop a comprehensive consulting and contract research plan for the faculty.	Number of research and consultancy plans developed	Research & Consultancy Plans	1 plan	2024
	OUTCOME 8.2 Pursue private and public funding for consulting and contract research.	Total amount of contract research funds raised	Fundraising	€100,000	2024-2029
STRATEGIC GOAL 9: STREAMLINE ADMINISTRATIVE PROCESSES AND INTEGRATE NEW TECHNOLOGIES	**OUTCOME 9.1** Foster innovation by incorporating new technologies into academic and administrative processes.	Number of new systems integrated	Technology Integration	3 systems	2024-2026
STRATEGIC GOAL 10: FOSTER STUDENT EMPLOYABILITY AND CAREER DEVELOPMENT IN BIOTECHNOLOGY AND PUBLIC HEALTH	**OUTCOME 10.1** Develop partnerships with professional organizations to enhance student employability.	Number of industry partnerships formed	Partnerships	10 partnerships	2024-2029
	OUTCOME 10.2 Expand career development programs to help students develop leadership and entrepreneurial skills.	Number of career development workshops	Career Workshops	12 workshops/ year	2024-2029
	OUTCOME 10.3 Strengthen alumni networks to provide professional guidance and job placement opportunities.	Number of alumni network events held	Alumni Events	6 events	2024-2029

	OUTCOME 10.4 Implement preparatory programs and simulation training for biotechnology professional certifications.	Number of preparatory programs offered	Certification Training	5 programs	2024-2029