



Western Balkans University
2023-2030 Strategic Plan

WBU2030: Roadmap to Excellence

December 2023

TABLE OF CONTENTS

INTRODUCTORY REMARKS.....	3
About Western Balkans University.....	3
About American Hospital Group and International Hospital	4
VISION, MISSION, AND CORES VALUES	6
GUIDING PRINCIPLES	9
WESTERN BALKANS UNIVERSITY STRATEGIC PLAN 2023-2030	11
STRATEGIC AREA 1: EXCELLENCE IN RESEARCH.....	12
STRATEGIC AREA 2: EXCELLENCE IN EDUCATION.....	19
STRATEGIC AREA 3: EXCELLENCE IN KNOWLEDGE TRANSFER AND INNOVATION	25
STRATEGIC AREA 4: EXCELLENCE IN STUDENTS’ ENGAGEMENT	29
STRATEGIC AREA 5: HUMAN RECOURSES AND BRAIN CIRCULATION	34
STRATEGIC AREA 6: INTERNATIONALIZATION AND PARTNERSHIPS	37
STRATEGIC AREA 7: MODERN INFRASTRUCTURE AND DIGITALIZATION.....	41
STRATEGIC AREA 8: QUALITY ASSURANCE AND MANAGEMENT	46
STRATEGIC AREA 9: PUBLIC RELATIONS AND MARKETING.....	49
STRATEGIC AREA 10: FINANCIAL SUSTAINABILITY.....	52

INTRODUCTORY REMARKS

About Western Balkans University

Western Balkan University (WBU), located in Tirana, commenced its activity in the 2022-2023 academic year. WBU was founded as a higher education institution based on a broad consortium, which encompasses the most prominent and finest private hospital centers in Albania and Kosovo, notably the American hospitals in Albania and Kosovo, as well as the International Hospital in Tirana, previously known as International Hygeia Hospital. This model of a private higher education institution is likely the first in the region of Western Balkans. When considering the main areas of activity of the consortium and WBU, this model is unique in the Balkan region.

WBU specifically focuses on Medicine, Health Sciences, Economics, Business, Technology, and Innovation. Delivering a fully English education, WBU aims to establish itself as an internationally recognized university, drawing students and professors from diverse regions and countries of the world. Since its inception, WBU has introduced the Brain Gain Program to entice accomplished scientists and academics from renowned universities and institutions worldwide. By positioning itself as an active “actor within an ecosystem,” WBU aims to shape the educational and professional landscape proactively. This role of WBU may involve collaborating with various stakeholders such as industry partners, government agencies, non-profit organizations, and other educational institutions.

WBU aims to give students the knowledge, skills, and resources they need to envision and pursue meaningful careers and personal growth. Its activities involve offering mentorship programs, experiential learning opportunities, career development services, and cutting-edge research and innovation exposure.

WBU's vision is not only about academic excellence but also about actively shaping a broader ecosystem that supports its students' holistic development and future success. It aims to be a catalyst for positive change and a source of inspiration for the young generation.

In its inaugural year of operation, WBU has initiated the development of scientific research and knowledge transfer in the areas above. WBU aspires to be an academic partner in establishing Technocity, which seeks to collaborate with industry, governmental institutions, and research centers to cultivate human and infrastructural capacities on an international scale. Technocity will facilitate the implementation of interdisciplinary research projects in technology and innovation, integrated with medical sciences, life sciences, and economics.

About American Hospital Group and International Hospital

American Hospital Group

The American Hospital of Albania, founded in December 2006, marked the inception of private healthcare in Albania. It commenced operations drawing on the expertise of numerous international professionals specializing in Cardiology and Cardiac Surgery, with a mission to address cardiac issues within and beyond Albania. In its inaugural year, the hospital saw a remarkable 85% reduction in cardiac patients seeking treatment abroad.

Building on the success in cardiology, the American Hospital extended its services, initially focusing on general surgery, orthopedics, eye surgery, and urology. Today, it is a comprehensive healthcare institution boasting six facilities and 31 departments.

The facilities include:

American Hospital I – Tirana (Established in 2007)

American Medical Center – Fier (Established in 2009)

American Medical Center – Durres (Established in 2010)

American Hospital II – Tirana (Established in 2011)

American Hospital Kosovo – Prishtina (Established in 2012)

American Hospital III – Tirana (Established in 2016)

This progressive expansion reflects the hospital's dedication to providing high-quality healthcare services to its community and beyond.

International Hospital

International Hospital, previously known as International Hygeia Hospital, is a privately funded institution of international caliber, established with an initial investment of 60 million euros. It is the sole hospital in Albania designed comprehensively from the ground up, both in its physical structure and operational framework. Functioning as a General, Maternity, and Pediatric Hospital, it is the only facility in Albania and the surrounding region, offering a complete spectrum of medical services catering to patients of all age groups.

The hospital's contemporary facilities are equipped with state-of-the-art medical technology and are situated within a multi-story building spanning 25,000 square meters. The International Hospital's primary objective is to deliver healthcare services per modern standards. Every

aspect of the hospital, from the Operating Rooms and Reanimation units to patient accommodations and all auxiliary services, is meticulously designed to optimize functionality and prioritize patient safety and well-being.

With a capacity of 220 beds (102 of which are currently active), featuring both private and double occupancy rooms, the facility boasts 9 Operating Rooms, 6 Delivery Rooms, 12 Reanimation Beds, and 7 Neonatal Reanimation Beds, along with 5 Day Surgery Beds and 32 Hemodialysis Units. International Hospital aspires to serve as a benchmark within Albania and the broader region.

What sets International Hospital apart from other private healthcare institutions in the country is its unwavering commitment to delivering safe and high-quality services to patients. The hospital administration places significant emphasis on adhering to international standards and protocols while consistently striving to enhance the efficiency and effectiveness of medical care. This dedication to providing top-tier service to patients of all ages every day of the year has earned International Hospital recognition and certification from numerous International and National Organizations and Institutions.

VISION, MISSION, AND CORES VALUES

Vision

To have a transformative positive impact on society and countries' sustainable development through excellence and continual innovation in scientific research, education, healthcare, creativity, and entrepreneurship.

Mission

To achieve excellence in scientific research and education of professionals of the future, for the benefit of the individual and the society, aiming to promote sustainable development and healthcare, fostering progress, well-being, and innovation in all fields in Western Balkans and beyond.

Core Values

The core values of WBU are as follows:

Excellence in Research and Education: Excellence results from a lifelong pursuit of the highest standards. The collective quest is to earn merit through commitment, rigorous scholarship, academic and cultural literacy, and high ethical standards.

Student-centeredness: WBU promotes student-centeredness as a pedagogical approach, putting students at the center of education rather than giving lecturers a leading role and control of classes. Within this approach, lecturers should give students the freedom to pursue their interests with the least possible guidance. Student-centeredness emphasizes active participation, interaction, and curriculum adaptation to student needs.

Inclusive Community and Diversity: We believe our individual differences are a collective strength. We will support and encourage a culture of inclusive community and opinion, which aids us in building a collective wisdom that results in more powerful and relevant solutions to our challenges.

Teamwork: Individuals achieve high standards when supported by the collective work of others. We reinforce this value by constantly creating opportunities to collaborate inside and outside traditional alliances, our university, our proximate community, and throughout the country, region, and beyond.

Integrity: Our job is to prepare young people to take responsibility in an ever-changing country, region, and beyond. That means that we must model behavior grounded in truthfulness and compassion.

Leadership: WBU educates leaders who are obligated to empower those around them. We are consistent, transparent, and accountable. Through our words and behaviors, we encourage others to exhibit these same attributes.

Accountability: We believe that we must hold ourselves to the highest standard when we make commitments. Consistent and measurable follow-through is essential for individual and team

progress. We are forthright about our successes and shortcomings, and we will position WBU for continued achievement.

Innovation: WBU promotes a dynamic education, research, and transfer culture. We seek, develop, and test new ideas to move WBU forward. Since there is often no one correct answer to a question, we rely on the joint efforts of all university staff and students who seek solutions and continuous improvement within the framework of academic freedom and academic responsibility.

Intellectual curiosity: WBU promotes students' intellectual curiosity, i.e., the willingness and desire to learn new things and dig deeper than just the surface, making learning a much more natural process and not just a chore or a duty.

Service: We believe that service is our ability to give the gift of knowledge to humanity. As we serve, we become transformed, and so do our communities.

GUIDING PRINCIPLES

The University of 4th Generation

In addition to WBU's mission, vision, and core values, these guiding principles have informed the strategic planning process. The principles are fundamental to effectively articulating the WBU's qualities and attributes that set it apart from all other Albanian HEIs and address the diverse needs of 21st-century students.

In the long term, WBU is guided by the principles of a 4th Generation University that seeks to meet the demands of the fourth industrial revolution (4IR). For the universities focused on the STEM fields, the challenges of the 4IR are particularly worth mentioning here. The 4IR STEM curriculum will need to focus on emerging technologies, robotics, AI, IoT, nanomaterials, genomics, and biotech to provide a workforce not only capable of developing new applications and products but also capable of interpreting the effects of these technologies on society and using their training to provide sustainable and ethical uses of science and technology. More than any particular content area, curriculum needs to help students develop the capacity for ethical reasoning, for awareness of societal and human impacts, and to be able to comprehend the impacts of 4IR technologies on people, so they are trained to not only increase our material prosperity but also to improve our social and cultural fabric.

The *4th Generation University* captures the idea that, firstly, its mission combines research and teaching, and secondly, it is an actor in the process of sustainable development co-creation, with stakeholders located within and outside its institutional boundaries.

Within this paradigm for growth, universities are seen as central stakeholders capable of underpinning societal transformation. Their standing allows them to prepare future leaders, generate knowledge that underpins sustainable economic growth and sustainability industries, transform themselves into sustainable organizations, and, most significantly, embed sustainability as a value in regional governance systems. As such, they can be critical instruments of societal thought leadership and transformation.

WBU intends to develop into a research-based university and thus follow the eight characteristics of an Emerging Global Model (EGM), namely:

- global mission;

- research intensity;
- new roles for professors;
- diversified funding;
- worldwide recruitment;
- increasing complexity;
- new relationships with government and industry, and
- international collaboration with similar institutions.

Sustainable and long-term development of the Western Balkans University beyond the period of this Strategic Plan should also consider the principles of UNESCO related to Perspectives on the Futures of Higher Education to 2050. This document, presented by a group of experts, was categorized into four broad statements on the future of higher education. In this vision, higher education:

- i) *Takes active responsibility for our common humanity:*
 - Opens up and develops the potential of all humans;
 - Grapples with risks and bridges divides across time, people, and places;
 - Advocates for knowledge and ways of knowing as a global common good.

- ii) *Promotes well-being and sustainability:*
 - Orients towards justice, solidarity, and human rights;
 - Supports a life project that strengthens individuals, their families, communities, and humanity;
 - Acts and is organized ethically, sustainably, and responsively.

- iii) *Draws strength from intercultural and epistemic diversity:*
 - Respect cultures and identities, whether collective, institutional, or personal;
 - Creates spaces for reflection and dialogue;
 - Makes comparisons in good faith without imposing or implying homogeneity.

- iv) *Upholds and creates interconnectedness at multiple levels:*
 - Forges collaborations between people, groups, local and global communities;
 - Sustains bonds between HEIs, levels of education, and formal and informal learning;
 - Relates humans with other humans, non-humans, the Earth, and the universe.

WESTERN BALKANS UNIVERSITY STRATEGIC PLAN 2023-2030

Strategic Areas

In formulating and selecting the priorities and strategic areas, the fact that WBU is a newly established university was a decisive factor. Because it is the first strategic plan, the number of strategic areas is significant to developing the concept of dynamism, which will impact almost all areas of WBU's activity. Of course, the second WBU institutional development strategy, the one after 2030, will have fewer strategic areas, as it will be based on the results of the WBU 2030 strategy.

The ten strategic areas of this document are listed below:

Area 1: Excellence in Research

Area 2: Excellence in Education

Area 3: Excellence in Transfer and Innovation

Area 4: Excellence in Students' Engagement

Area 5: Human Resources and Brain Circulation

Area 6: Internationalization and Partnerships

Area 7: Modern Infrastructure and Digitalization

Area 8: Quality Assurance and Management

Area 9: Public Relations and Marketing

Area 10: Financial Sustainability of WBU

Each strategic area is addressed in a separate sub-section, where goals, objectives, and activities are defined. While the design of metrics, KPIs, timelines, and deliverables are part of the implementation plan, they are not part of this report.

STRATEGIC AREA 1: EXCELLENCE IN RESEARCH

Area 1: Excellence in Research

No	Goals	Objectives and activities
1.1.	Modern Research Institutional Framework	<p>1.1.1. To adopt a modern institutional landscape and management of research at WBU.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Elaboration of the platform for the institutional organization of the research activity at WBU</i> b) <i>Drafting of the Regulation on the Operation of Research and Development Activities at WBU;</i> c) <i>Approval by the Academic Senate, and the Board of Administration;</i> d) <i>Establishing and equipping the management structures with the necessary facilities such as Department of Research and Projects and Research Board;</i> e) <i>Recruiting and training of the staff of the R&D management structures in the WBU.</i>
		<p>1.1.2. To adopt a modern Evaluation model of Research at WBU.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Establishment of an institutional structure to carry out R&D evaluation;</i> b) <i>Drafting of regulations on research quality assessment;</i> c) <i>Recruitment and training of staff for research quality assessment.</i>
		<p>1.1.3. To adopt an incentive model of financial reward of WBU staff for an internationally comparable research performance.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Preparation and approval of the regulation on the evaluation of R&D performance of academic staff.</i> b) <i>Preparation and approval of the regulation on staff remuneration based also on research performance.</i>
1.2.	Interdisciplinary Excellence Research Centers	<p>1.2.1. To establish the Interdisciplinary Research Centers (IRC)</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Determine and approve the areas/priorities for which IRCs may be established and a timeframe for their establishment;</i> b) <i>Establish and approve a general framework for the IRCs' structure, organization, and operation.</i>
		<p>1.2.2. To arrange or organize the human capacities according to IRC.</p>

			<p>Activities:</p> <ul style="list-style-type: none"> a) A regulation shall be drawn up on the manner of setting up search groups within an IRC and their status. b) A regulation will be drawn up for the policy and management of the academic staff in the IRC.
1.3.	Joint International Interdisciplinary Research Centers (JIIRC) of WBU with national and international partner universities and research institutions.	1.3.1.	<p>To establish the JIIRC in priority fields.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) Identifying and approving the areas/priorities for which JIIRCs may be established and a timeframe for their establishment; b) Development and approval of a general framework for the structure, organization and functioning of the JIIRC; c) and functioning of the JIIRC; d) Develop and approve a standard agreement between participating institutions in a JRIIC.
		1.3.2.	<p>To acquire resources for the functioning of JIIRC.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) To prepare arrangements for seeking resources, especially financial resources, to implement JIIRC projects.
1.4.	International Ph.D. School or College.	1.4.1.	<p>To establish an International Ph.D. school or College.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) The WBU determines the priority area(s) for establishing the International PhD School. b) WBU seeks international partner universities for the International Ph.D. School. c) Preparation of the application for the opening of the International Ph.D. School.
		1.4.2.	<p>To acquire resources for the International PhD School</p> <p>Activities:</p> <ul style="list-style-type: none"> a) Applications to large international programs (EU, etc.) to support the PhD School. b) Applications to large national and international companies for support of the PhD School.
		1.4.3.	<p>To attract the best Ph.D. candidates</p> <p>Activities:</p> <ul style="list-style-type: none"> a) WBU creates a PR core group for the PhD School. b) PR to attract the best quality candidates to the PhD School.
1.5.	WBU-Research Foundation (RF)	1.5.1.	<p>To establish IRF in cooperation between WBU and other partners.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) WBU develops and approves a platform for establishing the Research Foundation (RF) in its decision-making bodies.

		<p>b) WBU promotes the concept and seeks partners (other universities, research institutes, and companies) within and outside the country who wish to contribute to establishing the RF.</p> <p>c) The WBU establishes the founding board, registers the Foundation with the court, and notifies the MAS of its establishment.</p> <p>d) The WBU establishes the RF with all its governing bodies and makes it operational.</p>
		<p>1.5.2. Prepare guidelines for competition and a handbook of administration and management of IRF.</p> <p><i>Activities:</i></p> <p>a) Develop all regulatory documentation for the organization and operation of the RF;</p> <p>b) Develop documentation on project selection criteria and application procedures;</p> <p>c) Promote the establishment and role of the Foundation, especially among students and young researchers at WBU and beyond.</p>

Explanatory Notes on Strategic Area 1: Excellence in Research

This area underlines the vital role of research in all activities of WBU as a university that aims to be a research-oriented institution.

Research has a diverse and multifaceted impact on the activities of the WBU, and the impact of research is expressed mainly:

- Quality of academic provision and teaching
- Development of fields/sectors relevant to WBU such as medicine, health sciences, technology, digitalization, management, and economics;
- Competitiveness of WBU researchers and research groups in international research programs, as well as third-party funding for research from the national and international private sector;
- WBU's international reputation, global ranking and accreditations;
- International reputation/ranking of WBU scientists and their scientific career;
- Attraction of top Albanian and international scientists to work at WBU;
- Income of WBU academic and research staff, based on research performance;
- Source of income for the WBU.

Goal 1.1. Modern Research Institutional Framework

The prioritization of research should first be reflected in the institutional organization of scientific research activity of WBU.

Our legal framework for higher education provides for a traditional organization of research activity, but at the same time, it creates space for another form of institutional organization. The conventional organization means that the faculties and the department organize and direct the research and teaching activities. This organization is classical and works in research-based universities of developed countries.

Experience in our country shows that such an organization of research activity could be more efficient. There are many reasons for this. One reason is that faculties and departments in our universities are generally small and work independently. On the other hand, scientific research today faces many challenges: it is increasingly interdisciplinary, its level is rising rapidly, it takes place within multidisciplinary research programs, the competition in these research programs is much more robust, and the expectation is much higher for quick results and quality products that can be translated more quickly into patents or technology for the various sectors of socio-economic life.

In addition, the whole process of writing, applying, implementing, self-evaluating, externally evaluating, and promoting the results of research projects requires highly professional administration and management by well-qualified project management experts, which far exceeds the skills and time availability of directors of the centers, heads of departments and deans.

The classical, fragmented organization of scientific research in today's departments of our universities, which considers research a secondary activity after teaching, dates back to the last century and cannot respond to today's research challenges.

Based on today's scientific research challenges and WBU's aim to reach international levels in research, WBU must apply a contemporary model of research organization and management.

According to this model:

- Interdisciplinary scientific research in priority areas is organized in Interfaculty Research Centers (IRCs) and Research Groups within them.
- Departments are not deprived of their research activities;
- Research management is carried out in the following order: Vice-Rector - University Research Department - Centre Director - Research Group Director.
- The Vice-Rector for research directs research together with a Research Board, which includes the Deans and Directors of the IRCs;
- The scientific research priorities of the WBU are proposed by the IRCs, the Faculties, and the Research Department and sent to the Research Board, then to the Rectorate, the Senate, and the WBU Board of Administration.

Evaluating scientific research activity should be a continuous process and should be carried out according to the best international practices. Until now, the practice of internal evaluation or institutional self-evaluation and teaching activity has been developed in the Albanian Higher Education Area, together with very few elements of scientific research.

The institutional structure that will evaluate R&D at WBU could be shared with the internal quality assessment unit of WBU and could be renamed as the Unit for Quality Assurance of Teaching & Research, with two sub-units, namely the academic quality assurance sector (Teaching Quality Assurance Unit) and the scientific research quality assurance sector (Research Quality Assurance Unit).

The R&D assessment part can be added to the existing quality assurance regulation, or, as is more common, a separate regulation can be drawn up. The efficient functioning of the structure and the whole process of scientific research evaluation at the WBU requires well-trained staff, especially in R&D evaluation.

Excellence in R&D can only be achieved if WBU recruits internationally qualified academic staff and applies an internal incentive and promotion policy.

To achieve international standards in R&D, applicants must devote all or part of their working time to R&D. The WBU should calculate the application of such a remuneration system, which, depending on scientific performance, provides researchers with sufficient income for a dignified life as intellectuals. In addition to the basic remuneration, the WBU must also apply additional rewards according to the individual performance achieved and evaluated by international systems.

Goal 1.2. Interdisciplinary Research Center of Excellence

As discussed above, scientific research today is increasingly interdisciplinary, which means that it requires more interdisciplinary approaches and research groups with a high level of knowledge and as interdisciplinary a background as possible.

Given the WBU's goal of "Excellence in Research," the Interdisciplinary Research Centers of Excellence (IRC) must be established hand-in-hand but consistently according to the priorities that the WBU will define. Once the priorities have been defined, a model platform for the organization and operation of the IRCs and the entire working practice for the staff such as recruitment, performance evaluation, etc., should be drawn up. The scientific staff of the IRC comes from different departments and faculties and is organized into research groups according to research fields/subfields and research programs or projects.

From the point of view of the existing legal framework, there is all the necessary space for establishing IRCs and regulating their operation through the regulations/laws approved by the WBU executive bodies.

Goal 1.3. Joint International Interdisciplinary Research Center (JIIRC) of WBU with national and international partner universities and research institutions.

Within this strategic area of research excellence is the goal of establishing the Joint International Interdisciplinary Research Center (JIIRC) of WBU with national and international partner universities and research institutions. The organizational and operational model of the JIIRC is the same as that of the IRC, except that the model requires an agreement with the national and international partners with whom such centers are established. To this end, an agreement will be drawn up to govern the overall activities of the JIIRC and define each participating institution's rights and obligations. The legal framework for Albania's higher education and scientific research fully allows the establishment of the JIIRC.

Goal 1.4. International Ph.D. School

Achieving excellence in scientific research goes through the real engines of research, which are young researchers, especially those who promote. WBU aims to open the first doctoral school in cooperation with prestigious international universities as soon as possible. Albania's legal framework of higher education enables and encourages such a strategy for postgraduate studies. WBU will determine the priority areas for opening the International Ph.D. School, as well as find resources and projects for the studies that will be carried out by the doctoral students, and launch an intensive PR campaign to recruit the best quality candidates from within and outside the country to compete in this international PhD School.

Goal 1.5. WBU-Research Foundation

Albania still needs to build a foundation for scientific research. The only agency that supports scientific research is the Agency for Scientific Research and Innovation, which is under the Ministry of Education and Sport and finances some small research projects

To demonstrate WBU's ambition as a research-based university, WBU, in cooperation with other partners, especially companies operating in the fields of health, ICT, biotechnology, etc., will establish a research foundation that will promote, encourage, and support talented young people at WBU, but also outside WBU, in the realization of minor PhD and post-doctoral research projects, as well as gifted Master's students who choose exciting research projects for their Master's thesis. The Foundation could also support research groups in the initial phase of a project, especially in establishing contacts with research groups abroad and in writing large projects for application to international scientific research programs. Models of research foundations exist in other countries and can be studied. The legal framework of our country allows the establishment of such foundations. WBU should be the initiator and try to attract as many partners as possible, especially from Albanian companies, to establish such a foundation. Creating the research foundation would be a significant innovation, as it would be the first in Albania.

STRATEGIC AREA 2: EXCELLENCE IN EDUCATION

Area 2: Excellence in Education

No	Goals		Objectives and activities
2.1.	Completion of WBU academic profile with Bachelor's and Master's Degrees	2.1.1.	<p>To upgrade the academic profile of WBU in medicine, health, and biosciences sciences through new interdisciplinary Bachelor and Master programs.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Identify local and regional labor market needs for new occupations.</i> b) <i>Obtaining the experience of other countries for the new programs to be planned.</i> c) <i>Preparation of curriculum documents and application for opening of programs.</i> d) <i>Promotion of the programs in the country's secondary schools, in the Albanian-speaking areas, and further.</i> e) <i>To start the implementation of the new program.</i>
		2.1.2.	<p>To upgrade the academic profile of WBU in Technology, Nanotechnology, IT, AI, Health Information Science, etc, through new interdisciplinary Bachelor and Master programs.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Identify local and regional labor market needs for new occupations.</i> b) <i>Obtaining the experience of other countries for the new programs to be planned.</i> c) <i>Preparation of curriculum documents and application for opening of programs.</i> d) <i>Promotion of the programs in the country's secondary schools, in the Albanian-speaking areas, and further.</i> e) <i>To start the implementation of new programs.</i>
		2.1.3.	<p>To upgrade the academic profile of WBU in Economy and Management, mainly focused/related to Health and Technology through new interdisciplinary Bachelor and Master programs.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Identify local and regional labor market needs for new occupations.</i> b) <i>Obtaining the experience of other countries for the new programs to be planned.</i> c) <i>Preparation of curriculum documents and application for opening of programs.</i> d) <i>Promotion of the programs in the country's secondary schools, in the Albanian-speaking areas, and further.</i> e) <i>To start the implementation of new programs.</i>
2.2.		2.2.1.	<p>To establish (Postgraduate) Medical Residency Training (MST - Specialization) in medicine and dentistry.</p> <p><i>Activities:</i></p>

	Establishment of Medical Specialty Training (Specialization)		<ul style="list-style-type: none"> a) <i>Identify local and regional labor market needs for specialized medical doctors and dentists.</i> b) <i>Identifying the experience of other countries for specialization programs.</i> c) <i>Drafting of curriculum documents and applications for opening of programs.</i> d) <i>To promote the programs in the Faculties of Medicine and Dentistry in Albania, the Albanian territories in the Balkans, and beyond.</i> e) <i>Start implementation of new programs (2025/26).</i>
		2.2.2.	<p>To accredit the clinics of American and Hygeia Hospitals as University Clinics.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) <i>Gathering experience from universities/faculties in other countries on the role of clinics and cooperation/coordination between WBU and clinics in the field of specialization as part of the Specialist Training Network.</i> b) <i>Gathering experience and developing the legal framework for cooperation between university hospitals and the medical and dental professions.</i> c) <i>The necessary adaptations of hospital clinics to take on the role of university clinics that carry out the process of practical training of students and graduates.</i>
		2.2.3.	<p>To attract the best medicine and dentistry graduates, Albanians and from other countries, for MST at WBU.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) <i>Study the experience of universities/faculties in other countries, especially the UK and the USA, for the most attractive models for attracting doctors and dentists to specialization.</i> b) <i>Incentive models for excellent specialists who have been employed as teaching assistants and doctors in the Group of American & Hygeia Hospitals.</i> c) <i>Incentive models for "external" specialists who are not employed as assistants at the WBU or as doctors at the Group of American & Hygeia Hospitals.</i>
2.3.	Promote Educational Excellence	2.3.1.	<p>To promote and sustain a culture that supports and strengthens teaching and learning excellence.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) <i>Increase the enrollment of high-quality (best) students;</i> b) <i>Establish teaching awards based on a transparent merit selection process;</i> c) <i>Establish or improve the faculty mentorship program;</i> d) <i>Implement teaching that fosters creativity and innovation in the classroom;</i> e) <i>Develop/improve the academic advising policies of students;</i> f) <i>Establish /improve and improve tutoring services;</i>
		2.3.2.	<p>To promote excellence in teaching didactic and methodology.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) <i>Establishment of the Centre for Didactic Excellence at the WBU;</i>

			b) <i>Periodic training of each WBU lecturer in didactics and teaching methodology.</i>
		2.3.3.	To continuously update the curricula contents and learning outcomes. Activities: a) <i>Adaptation of international best practices, both for the necessary structures at the university and faculty level and for the entire implementation process.</i>
2.4.	Establishment of Dual Study programs, LLL, and Training course	2.4.1.	To promote Dual Study programs in medical science, ICT, Activities: a) <i>Identify needs and possible areas (health, ICT, etc.)</i> b) <i>Learn about other countries experiences with dual models in health and ICT;</i> c) <i>Identify work-life partners (WLP) for dual programs.</i> d) <i>Preparation of the application file for dual programs and approval within the WBU;</i> e) <i>Applying to MAS to open dual programs.</i> f) <i>Training of internship instructors for internship training of students;</i> <i>Promoting and initiating the implementation of dual programs.</i>
		2.4.2.	To promote Internships after university studies. Activities: a) <i>Identify needs.</i> b) <i>Knowing the models of after-graduation internships.</i> c) <i>Identify work-life partners (WLP) for internships.</i> d) <i>Promoting and starting to implement internships.</i>
		2.4.3.	To establish LLL and Training short courses in healthcare Activities: a) <i>Identification of needs.</i> b) <i>Recognizing good practice/models.</i> c) <i>Applying to authorities/agencies for the establishment of the LLL center and Training programs.</i> d) <i>Establishment of the LLL & Training Centre;</i> e) <i>Promotion and start of implementation.</i>
2.5.	Modern Institutional Framework for Teaching & Students	2.5.1.	To promote a Modern institutional academic landscape. Activities: a) <i>To improve academic organization or landscape of WBU: University-College or School-department.</i> b) <i>WBU Authorities for Teaching Innovation & Management: Rector for Teaching and Education, Advisory Committee, Department of Academic Development/Innovation; Dean for Teaching;</i> c) <i>Developing a Modern Regulation Framework and Teaching Management System.</i>

2.6. Student-friendly university and University Campus	2.6.1. To promote Student organizations and their activities
	<p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Support for student organizations (councils) according to faculties (a room where they meet). b) Supporting the access of the WBU Student Council to the International Student Organizations.
	<p>2.6.2. To promote access to students in extracurricular activities.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Studium Generale studies for students and professors, including citizens living in the vicinity of WBU; b) Full support for the participation of excellent students in scientific conferences and student meetings. c) Excursions for students inside and outside the country, for which VBU will bear part of the costs.
	<p>2.6.3. To support Students and their Families and Kids and be a Family and Kids friendly university.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Capacities/facilities for children of WBU students during the study period. b) Infrastructure for students' cultural activities - student cafeteria, once-a-week party room, etc. c) Infrastructure for students' sports activities. d) The library, PC, and study rooms are open 24/24 for the students.
2.7. High School Student- friendly University	2.7.1. High School Students WBU Card:
	<p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Contact with high school students (e.g., application for a WBU card for high school students); b) Open days for high school graduates, in person and online.
	<p>2.7.2. Support of HS Graduates in natural sciences:</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Academic offers for graduation: Free online science courses; b) Access to general studies and special activities, science competitions, prizes, scholarships; c) Support for the participation of outstanding graduates in international competitions/Olympics.

		<p>2.7.3. Friendly WBU Campus for HS Students:</p> <p><i>Activities:</i></p> <p>a) WBU capacities/facilities are available to high school students (libraries, cafeteria, party room), e.g., 'High School Day.'</p>
--	--	--

Explanatory Notes on Strategic Area 2: Excellence in Education

WBU aims to develop a diversified academic profile in line with today's needs and perspectives of the development of health, life sciences, technology, and the new economy, as well as their labor market in Albania and the WB region.

The academic profile of WBU should be such as to:

- (i) absorb talented Albanian students;
- (ii) be attractive to the best minds of the WB region and beyond;
- (iii) respond to the need to train students in the fields covered by the University.

A diversified academic offer in these fields also means a more heterogeneous student body, which makes it possible to identify and best develop talent.

The WBU will invest in developing its academic profile so that graduates and students will find at the WBU the programs of three cycles of university studies that respond to their individual inclinations and abilities in healthcare, ICT, new economy, and services.

The WBU has launched several programs in a short period. However, the fields covered by the WBU are broad fields within STEM and are characterized by rapid development, increasing the need for new professions that rely on a solid and interdisciplinary education.

Based on the above, the WBU should aim to express its entire academic profile by developing or expanding the academic offer at a high level in the fields/sectors it covers, opening new BSc and MSc programs as interdisciplinary and according to the best experiences in Europe and the USA. In this way, by 2030, WBU must present its entire academic offer or academic profile, with which it will compete in the Albanian Higher Education Area, the Albanian-speaking countries, and the Western Balkans region.

Specialization in medicine in Albania has become a severe wound to our health system. It has also been a solid reason for talented young doctors who, due to subjectivism and abuse, have not had access to specialization and have been forced to take the path of emigration to specialize and then not return to Albania.

Based on the above, the WBU should aim to provide young medical graduates from Albania and the Western Balkans region with access to international high-level specialization through models that allow them to specialize without economic discrimination; why not be "family-friendly"?

STRATEGIC AREA 3: EXCELLENCE IN KNOWLEDGE TRANSFER AND INNOVATION

Area 3: Excellence in Knowledge Transfer and Innovation

No	Goals		Objectives and activities
3.1.	The WBU and the Hospitals Group (HG) represent the Centre of Excellence for transferring knowledge and applying the best internationally recognized new practices in all areas of healthcare.	3.1.1.	<p>University Clinics of HG & WBU are leading providers of knowledge and modern practices in the health sector.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) A concept for developing the functions of practical training of students and scientific research in HG clinics will be in place. b) Learn about the models/experiences of universities abroad in integrating the three functions in university clinics.
		3.1.2.	<p>To develop capacities for transferring knowledge and modern practices in the care sector.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Identify needs for the Transfer of knowledge and modern practices in the care sector. b) Identifying good practices from other countries/universities in this field; c) Drafting implementation plan on development of needed capacities.
		3.1.3.	<p>Transfer of know-how and modern practices in Health information systems and digitalization through a Transfer Centre for Health Information & Digitalization.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Identify needs for knowledge transfer and modern practices in Health Information Systems and Digitalization (HISD). b) Identify good practices from other countries/universities in this field c) Establish a Transfer Centre on HISD d) Develop an implementation plan to build the required capacity.
3.2.	The WBU establishes capacities for transferring	3.2.1.	<p>To develop Capabilities for the Transfer of know-how, technology, innovation, and AI.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Identify needs for Transfer of know-how, technology, and innovation in IT & AI.

	<p>knowledge in "Exponential Technologies" from the 4IR, such as AI, Biotechnology, and Nanomaterials.</p>		<p>b) <i>Identifying good practices from other countries/universities in this field;</i> c) <i>Drafting implementation plan on development of needed capacities;</i></p>
		3.2.2.	<p>To develop capacities and capabilities for transferring know-how and technology in Biotechnology and molecular biology in medicine and life sciences.</p> <p><i>Activities:</i></p> <p>a) <i>Identify needs for Transfer of know-how and technology in biosciences;</i> b) <i>Identifying good practices from other countries/universities in this field;</i> c) <i>Drafting implementation plan on development of needed capacities;</i></p>
		3.2.3.	<p>To develop Capacities for Transfer of know-how in Healthcare Technology and Nanotechnology.</p> <p><i>Activities:</i></p> <p>a) <i>Identify needs for Transfer of know-how and technology in this field;</i> b) <i>Identifying good practices from other countries/universities in this field;</i> c) <i>Drafting implementation plan on development of needed capacities;</i></p>
3.3.	<p>WBU establishes capacities for the Transfer of Knowledge Economy.</p>	3.3.1.	<p>To develop capacities to transfer know-how in the economy (fields not developed in Albania).</p> <p><i>Activities:</i></p> <p>a) <i>Identify needs for Know-How Transfer in the economy of Albania;</i> b) <i>Learn about good practices from universities abroad in this field;</i> c) <i>Drafting implementation plan on developing needed capacities for know-how transfer in the economy.</i></p>
		3.3.2.	<p>To develop capacities for “Business and Entrepreneurship”.</p> <p><i>Activities:</i></p> <p>a) <i>Identify needs and learn about good practices from universities abroad related to “Business and entrepreneurship” in different forms like startups, spin-offs, science-business centers, science parks or laboratories operated jointly by WBU and companies, etc.</i> b) <i>Drafting implementation plan on developing needed capacities for know-how transfer in the economy.</i></p>
3.4.		3.4.1.	<p>To establish structures for the Third Mission of WBU</p>

Modern Institutional Framework for “Third Mission” of WBU	Activities: a) <i>Learn about good practices from universities abroad related to the institutional framework for "Third Mission";</i> b) <i>Establishment of structures for this function at the University, faculties, and department levels.</i>
	3.4.2. To establish Regulations for the "Third mission" of WBU Activities: a) <i>Elaboration and approval of regulations for this function.</i>

Explanatory Notes on Strategic Area 3: Excellence in Transfer and Innovation

The overarching goal of this area is to establish WBU as a Transfer Centre of Excellence that will significantly influence the development of the health, IT, and technology sectors and the new economy, first in Albania and later in the region, through knowledge and innovation transfer.

The hospitals of the Hospital Group (HG) and the laboratory network must be developed into centers of excellence for patient care at the highest level, practical training of students and graduates, and research at an international level.

Successful models and experiences of university hospital centers of large private universities abroad can also be followed to achieve the best possible integration of these functions in university hospitals.

Regarding the Transfer of knowledge and best practices in the field of nursing, an analysis should be made of the current capacities of WBU, together with its partners, to provide services to patients, train students, and conduct research in this field, and then a realistic plan should be drawn up for the gradual development of these capacities and functions.

Given the need to develop the information system in the health and care system and the fact that WBU also covers the ICT sector, the possibility of WBU establishing a center of excellence for digitalization in the health systems, IT, and AI applications in this system should be explored.

WBU should explore our country's need for high-level scientific expertise and knowledge transfer in the field of business sciences, which is currently not met by domestic institutions. The development of "business and entrepreneurship" capacities in various forms, such as startups, spin-offs, science-to-business centers, science parks or laboratories jointly run by WBU and enterprises, etc., is necessary in terms of excellence in education and research and to improve the quality of practical training of students. The Technocity model, which has just been introduced at WBU, is WBU's first significant initiative in this direction.

The full implementation of the third mission is not easy, especially since such an experience is still in its early stages in our country.

WBU should know the experiences of international universities in this direction, especially those of the USA, which have better experiences. Based on the recognition of good international experiences and models, WBU will develop its model, establish structures, and put them into operation within the first two years of implementing this strategy.

STRATEGIC AREA 4: EXCELLENCE IN STUDENTS’ ENGAGEMENT

Area 4: Excellence in Students’ Engagement

Goals		Objectives and activities
Inclusive Decision Making	4.1.1.	<p>Increase student representation in key decision-making bodies.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) <i>Encourage the student government organization to become more active in decision-making process activities.</i> b) <i>Advocate for a student representative on university committees and boards.</i> <p>Foster a culture of inclusivity and collaboration between students and administration.</p>
	4.1.2.	<p>Activities:</p> <ul style="list-style-type: none"> a) <i>Organize regular meetings for open communication between students and administrators.</i> b) <i>Implement training programs to enhance administrators' understanding of student perspectives.</i>
Entrepreneurship and Community Engagement	4.2.1.	<p>Promote entrepreneurship programs and resources for students.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) <i>Develop and publicize entrepreneurship workshops, hackathons, and startup incubators.</i> b) <i>Establish partnerships with local businesses and industry leaders to provide mentorship and resources.</i>
	4.2.2.	<p>Establish partnerships with local communities to enhance student involvement in community projects.</p> <p>Activities:</p> <ul style="list-style-type: none"> a) <i>Launch community outreach programs to identify collaborative opportunities.</i> b) <i>Implement service-learning courses that connect academic learning with community needs.</i>

	<p>Students Engagement in Scientific Research</p>	<p>4.3.1.</p> <p>4.3.2.</p>	<p>Encourage students' involvement in research projects across disciplines.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Promote undergraduate research opportunities through faculty mentorship programs.</i> b) <i>Organize research symposiums and conferences to showcase student work.</i> <p>Develop mentorship programs connecting students with faculty in research initiatives.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Establish a formal mentorship program pairing students with faculty based on research interests.</i> b) <i>Provide training for faculty on effective mentorship practices.</i>
	<p>Extracurricular Activities, Mentorship, and Leadership</p>	<p>4.4.1.</p> <p>4.4.2.</p> <p>4.4.3.</p>	<p>Expand extracurricular options to serve diverse student interests.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Conduct surveys to identify student interests and preferences.</i> b) <i>Collaborate with student organizations to create new clubs and activities.</i> c) <i>Increase the number of student engagement experiences that provide skill development outside the University.</i> d) <i>Engage students in reflective learning experiences involving student organizations and leadership development.</i> <p>Implement mentorship programs connecting students with experienced leaders.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Develop a mentorship matching platform based on career goals and interests.</i> b) <i>Host networking events to facilitate mentor-mentee connections.</i> <p>Create leadership development initiatives to nurture students' leadership skills.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Launch leadership training workshops and seminars.</i>

		<p>4.4.4.</p>	<p>b) <i>Recognize and celebrate student leaders through awards and recognition programs.</i></p> <p>Develop student mentoring programs for the incoming students.</p> <p>Activities:</p> <p>a) <i>Create a comprehensive recruitment plan with targeted communications from first contact through the first day of class, including a welcome video, welcome email, and student survey on the desired university experience.</i></p> <p>b) <i>Develop videos and other instructional guides for onboarding new students, including how to use the learning management system, access email and website resources, navigate campus facilities and services, and be a successful university student.</i></p>
--	--	---------------	---

Explanatory Notes on Strategic Area 4: Excellence in Students’ Engagement

Student engagement is crucial in university settings as it plays a pivotal role in fostering holistic development, enriching the learning experience, and contributing to the overall success of both students and the institution. Engaged students are more likely to thrive academically, exhibit higher satisfaction levels, and develop skills that extend beyond the classroom. Active participation in university life creates a vibrant and inclusive campus community where students feel connected, supported, and motivated to excel.

Engaged students are more likely to:

- Enhance Academic Success: Actively participating in class discussions, collaborative projects, and extracurricular activities often correlates with improved academic performance and a deeper understanding of course material.
- Develop Critical Life Skills: Involvement in decision-making, leadership roles, and real-world projects nurtures essential skills such as critical thinking, problem-solving, teamwork, and effective communication.

- **Establish a Sense of Belonging:** Engagement in university activities helps students build connections with peers, faculty, and the broader community, fostering a sense of belonging and reducing feelings of isolation.
- **Prepare for Future Careers:** Exposure to entrepreneurship, scientific research, and community engagement provides students with practical experiences, preparing them for the complexities of the professional world.
- **Promote Personal Growth:** Through extracurricular activities and mentorship, students can explore their interests, passions, and potential career paths, contributing to their personal and professional growth.

A comprehensive approach to student engagement recognizes and embraces the diverse ways students can actively participate in their educational journey, contributing to a more enriching and impactful university experience.

Student engagement extends far beyond the traditional boundaries of academia, encompassing a spectrum of activities that collectively shape a comprehensive educational experience. Understanding the diverse dimensions of engagement is crucial for universities to cater to their student body's varied interests, aspirations, and learning preferences.

Inclusive Decision-Making

Involving students in institutional decision-making empowers them to contribute to shaping university policies, programs, and initiatives, fostering a sense of ownership and shared responsibility.

Entrepreneurship and Community Engagement

Encouraging entrepreneurial activities allows students to apply classroom knowledge to real-world situations, fostering innovation, creativity, and an entrepreneurial mindset that can be valuable in various career paths. Engaging with the local community benefits the community and provides students with opportunities for civic responsibility, cultural exchange, and the application of academic knowledge in addressing real-world challenges.

Students Engagement in Scientific Research

Involvement in scientific research exposes students to inquiry, experimentation, and discovery, promoting a deeper understanding of their chosen fields and encouraging a lifelong appreciation for learning.

Extracurricular Activities, Mentorship and Leadership

Beyond academics, extracurricular activities offer a platform for students to explore their interests, develop leadership skills, and form lasting connections with peers who share similar passions.

STRATEGIC AREA 5: HUMAN RECOURSES AND BRAIN CIRCULATION

Area 5: Human Recourses and Brain Circulation

No	Goals		Objectives and activities
5.1.	Internationally comparable policy for the promotion of WBU academic staff.	5.1.1.	<p>To establish a committee of academic promotion according to Albanian Law.</p> <p><i>Activities:</i></p> <p>a) Elaboration and approval of WBU Regulation on Committee of Academic Promotion (CAP) based on Albanian Law and other international standards.</p> <p>b) Establishment of CAP and get it in function. (9 or 11 Prof. Dr. - 5 or 6 from Albania + 4 or 5 invited professors from partner universities; the Head of the Committee should be a distinguished Professor from a Partner university abroad)</p>
		5.1.2.	<p>To adopt a policy for the academic promotion of WBU's scientific staff based on Albanian higher education law and best international practices of research-oriented universities.</p> <p><i>Activities:</i></p> <p>a) Elaboration and approval of Regulation on Standards for Evaluation of academic and research Performance of academic staff of WBU.</p>
		5.1.3.	<p>Development of an internationally comparable organization/ hierarchy of departments and research groups.</p> <p><i>Activities:</i></p> <p>a) Adapt the organizational structure of the departments in research groups to the international practice of research-based universities;</p> <p>b) Approval and implementation of the approved structure.</p>
5.2.	Recruit Top Scientists to WBU	5.2.1.	<p>To establish a recruitment practice for academic and research staff based on Albanian higher education law and best international practice of research-oriented universities.</p> <p><i>Activities:</i></p> <p>a) Elaboration and approval of the regulations for recruiting academic staff based on Albanian legislation and international best practices.</p> <p>b) Training of the Human Resources Office on the implementation of this regulation.</p>

			<p>c) <i>Application and promotion of the regulation.</i></p> <p>d) <i>International announcement of academic staff positions at WBU.</i></p>
		5.2.2.	<p>Adapting best international gender practice in recruiting women in teaching and research.</p> <p>Activities:</p> <p>a) <i>Recognize and reflect good gender practices in recruiting women as academic and managerial staff at WBU.</i></p> <p>b) <i>Promote these practices to encourage highly qualified women to apply for academic staff positions.</i></p>
5.3.	Brain Gain and Brain Circulation	5.3.1.	<p>Develop and implement good practices of brain gain and brain circulation in WBU</p> <p>Activities:</p> <p>a) <i>Knowing in detail the experience of universities in prosperous countries in Brain Gain (BG) and Brain Circulation (BC).</i></p> <p>b) <i>Approval of a WBU guideline for BG & BC.</i></p> <p>c) <i>Promote and implement the WBU BG & BC policy for young people of the Albanian diaspora with doctoral and post-doctoral degrees through accelerated recruitment, part-time enrolment, dual affiliation, invited lecturers, external group research members, etc. Introduce international practice to promote the excellent Ph.D. to academic positions comparable to "Junior professor."</i></p> <p>d) <i>Introduction of the Post Doc Program for top Ph.D. graduates from prestigious international universities.</i></p> <p>e) <i>Adapting an incentive model to financially reward top scientists who have earned doctorates, taught, or conducted research at renowned international universities.</i></p>

Explanatory Notes on Strategic Area 5: Human Recourses and Brain Circulation

The ambitious goal of excellence at the international level in education and research requires, as a main prerequisite, an academic body with scientific qualifications at the international level. Without such a body, achieving a high international level is impossible, even under the most ideal infrastructure conditions. It is a real challenge for WBU to invest and develop a modern human resources policy that enables an excellent academic body to form. Potentially, however, this is achievable. In the long term, WBU is interested in recruiting highly qualified young people from abroad who will continue their academic qualifications at WBU. Albania has young Albanians with high qualifications, and there are still many young Albanians nearing the

end of their doctoral and post-doctoral studies abroad. As described in the first part of the strategy, Albania's best graduates who have completed University and postgraduate studies at international universities study medicine, ICT, economics, and life sciences.

This requires the development of a rational policy for the return of educated Albanians - brain gain - or their engagement at WBU for short periods or through dual affiliation, a second part-time engagement at WBU (brain circulation) in addition to their engagement where they work.

In addition to highly qualified Albanians from Albania and the Albanian scientific diaspora, WBU also needs to be innovative in recruiting international scientists who want to work at an excellent Albanian university and live in Tirana, from where most capitals of European countries can be reached in about two hours flight.

To build a good academic staff, WBU needs to take the following measures:

- A consistent policy of adequate financial investment for attractive remuneration in line with the academic performance of academic staff, remuneration that is competitive, at least in the SEE market;
- Policies for the recruitment of academic staff based on best international practices;
- Human resources policies in line with international standards and creating the necessary conditions for an academic career and performance of lecturers and researchers at the international level;
- Measures to prepare the new generation of excellent scholars at WBU;
- Efficient policies to attract and circulate top talent so that WBU becomes an attractive "island of excellence" for excellent Albanian scientists in the diaspora;
- Incentivizing the academic careers of women, who currently make up the majority of excellent scientists both internationally and within the Albanian scientific community.

All these measures are anchored in the objectives and activities envisaged in this area.

STRATEGIC AREA 6: INTERNATIONALIZATION AND PARTNERSHIPS

Area 6: Internationalization and Partnerships

No	Goals		Objectives and activities
6.1.	Development of the University's institutional capacities for Internationalization and its promotion as a priority.	6.1.1.	<p>To establish the institutional structures for the wide-scale Internationalization of WBU.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Elaboration and approval of WBU's implementation plan on Internationalization of education, research, and innovation.</i> b) <i>Apply of Implementation plan on Internationalization;</i> c) <i>Establishment of structures/units responsible at the University, faculty, and department levels.</i> d) <i>Training of staff of Internationalization Units;</i> e) <i>Promotion of WBU Internationalization Policy.</i>
		6.1.2.	<p>Priority promotion of WBU membership in international academic scientific networks of universities in the respective sciences/fields.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Intensify cooperation with international universities and research centers to facilitate WBU's membership in international academic scientific networks of universities/research institutes in health, STEM, and business.</i>
		6.1.3.	<p>Encourage and support WBU lecturers to join international scientific/academic associations/networks, participate in international congresses, and be on the boards or as peer-reviewers of international scientific journals.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Adapt, approve, and implement a concept note to encourage and support WBU lecturers to join international scientific/academic associations, networks, participate in international congresses, and serve on the boards or as peer reviewers of international scientific journals.</i>
6.2.	Internationalization of Teaching, Research	6.2.1.	Internationalization of the academic offer and education of WBU.

<p>& Knowledge Transfer at WBU</p>		<p>Activities:</p> <ul style="list-style-type: none"> a) Participation of international partner university professors in teaching; b) Secondment of Albanian and international lecturers employed in international universities; c) Student exchange; d) Increased participation in the Erasmus+ Program; e) The approach of joint/dual study programs.
	<p>6.2.2. Internationalization of Research and Knowledge Transfer.</p>	<p>Activities:</p> <ul style="list-style-type: none"> a) Increased participation in research programs of the EU and other countries/organizations, b) Creation of Joint Research Groups with international universities, c) Creation of joint PhD program with partner universities, d) Organization of international conferences with partner universities, e) Joint academic-scientific publications with partner universities.
	<p>6.2.3. Intensification of WBU's cooperation with international companies in the fields covered by WBU to transfer knowledge, expertise, technology, and services.</p>	<p>Activities:</p> <ul style="list-style-type: none"> a) Identifying international pharmaceutical, medical technology, biotechnology, IT, and nanotechnology companies interested in cooperating with WBU for knowledge transfer, expertise, technology, and services. b) Creating the necessary capacities for WBU to cooperate with interested international companies.
<p>6.3. WBU becomes attractive for talented young international students and researchers.</p>	<p>6.3.1. Attracting international students from the region and other countries in all study programs and all cycles (BSc, MSc, PhD, Specializations in medicine).</p>	<p>Activities:</p> <ul style="list-style-type: none"> a) Knowing the good practices of international universities for attracting international students; b) Develop an overall package to inform international students about Albania, WBU, study programs, application procedures, and their placement in Tirana; c) Training the Student Admissions Office staff to promote the package and develop all admission, intake, and support procedures for international students.
	<p>6.3.2. Priority Recruitment, full-time or part-time, of international researchers from the region and other countries for teaching and research at WBU.</p>	

		<p>Activities:</p> <p>a) Development of a complete package to inform international researchers about Albania, WBU, academic staff guidelines, application procedures, and their placement in Tirana;</p> <p>b) Training of the staff of the Human Resources Office to promote the package and development of all admission and supervision procedures for international female researchers.</p>
--	--	--

Explanatory Notes on Area 6: Internationalization and Partnerships

Attracting high quality and internationally respected students, graduates, and faculty members is essential to the WBU strategic plan 2030. This requires international networks with the leading universities focused on medicine, health sciences, technology, economy, and business. The strategy has defined Internationalization as a strategic area. Within this framework, goals, objectives, and activities that reflect WBU's policy have been defined.

One of the goals of this area is to develop the University's institutional capacity for Internationalization and to promote it as a priority, with various objectives such as creating the institutional structures for WBU's wide-ranging Internationalization, promoting WBU's membership in international academic scientific networks of universities in the respective sciences/fields as a priority; and encouraging and supporting WBU lecturers to join international scientific/academic associations/networks, to participate in international congresses and on the boards or as reviewers of international scientific journals.

The most important goal of this area is the Internationalization of teaching, research, and knowledge transfer at WBU. This includes the Internationalization of teaching and training at WBU, research and knowledge transfer, and the intensification of WBU's cooperation with international companies in the areas covered by WBU to transfer knowledge, know-how, technology, and services.

Another aim of this area is to make WBU attractive to talented young international students and researchers, which includes the recruitment of international students from the region and other countries in all degree programs and all cycles (BSc, MSc, Ph.D., specializations in medicine), as well as the priority recruitment of international researchers from the region and other countries for teaching and research at WBU on a full-time or part-time basis.

STRATEGIC AREA 7: MODERN INFRASTRUCTURE AND DIGITALIZATION

Area 7: Modern Infrastructure and Digitalization

No.	Goals		Objectives and activities
7.1.	Establishing a modern infrastructure is the main precondition for excellence in teaching, research, and transfer at WBU.	7.1.1.	<p>WBU develops and starts to implement a “Campus Master Plan” for institutional expansion, development, and modernization.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>WBU management decides on the building of the campus;</i> b) <i>WBU establishes a commission for the development of the campus concept as a master plan;</i> c) <i>WBU management approves the campus master plan.</i> d) <i>WBU management establishes the master plan implementation commission.</i> e) <i>The implementation of the Campus Master Plan starts according to the phases foreseen.</i> f) <i>WBU takes into consideration the implementation of the Campus Master Plan as an innovative campus and intelligent building.</i> g) <i>Incorporate environmentally friendly technologies and practices into the infrastructure, such as energy-efficient buildings, renewable energy sources, and sustainable campus design.</i>
		7.1.2.	<p>WBU is developing and implementing a "Teaching and Research Infrastructure Plan" to modernize teaching, research, and Transfer.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>WBU establishes a core planning group within the Campus Commission (CGIP) to develop the concept paper and identify the needs for developing the laboratory, didactic, and scientific infrastructure for teaching, research, and Transfer.</i> b) <i>The plan for developing the laboratory, didactic and scientific infrastructure, and its implementation is discussed in the faculties and the WBU Senate. The opinions/suggestions of the faculty are reviewed and reflected upon by the core group, and the plan is to implement the smart classroom concept.</i> c) <i>WBU management reviews and approves the development plan for the laboratory, didactic and scientific infrastructure, and the implementation plan.</i>

			<p>d) <i>The WBU management appoints the committee for the implementation of the development plan. Of the infrastructure;</i></p> <p>e) <i>The implementation of the TRIP implementation plan starts according to the phases foreseen.</i></p> <p>f) <i>Analysis of progress in the implementation of the implementation plan.</i></p> <p>g) <i>Integrate virtual and augmented reality technologies for immersive learning experiences, virtual labs, and simulations in various disciplines.</i></p> <p>h) <i>Establish collaborative research platforms that enable seamless communication and resource-sharing among researchers and departments.</i></p>
		7.1.3.	<p>WBU develops and starts implementing a "Digital Infrastructure Plan" / (WBU Digital). for state-of-art- digitalization of teaching, research, Transfer, administration, management, and services at WBU.</p> <p>Activities:</p> <p>a) <i>WBU establishes a core planning group within the Campus Commission (CGDig) to develop the concept note and identify the needs for the development of digital infrastructure for all WBU activities (WBU Digital);</i></p> <p>b) <i>The WBU Digital Plan development plan and its implementation are discussed in the faculties and the WBU Senate. Faculty opinions/suggestions are reviewed and reflected by the core group;</i></p> <p>c) <i>WBU management reviews and approves the WBU Digital Development Plan and its implementation plan.</i></p> <p>d) <i>WBU Management establishes the WBU Digital Implementation Commission;</i></p> <p>e) <i>Implementation of the WBU Digital Implementation Plan begins in phases;</i></p> <p>f) <i>Analysis of the progress in the implementation of the implementation plan.</i></p> <p>g) <i>Automation of the processes by using technology and digital transformation</i></p> <p>h) <i>Implement location-based services for wayfinding and resource optimization on campus.</i></p> <p>i) <i>Embrace cloud-based storage, computing, and data management solutions to ensure easy access and scalability.</i></p> <p>j) <i>Use cloud platforms for collaborative projects, document sharing, and real-time updates.</i></p> <p>k) <i>Utilize AI-driven adaptive learning systems to personalize the learning experience for individual students.</i></p>
7.2.	State-of-the-art digitalization of teaching, research, management,	7.2.1.	<p>To bring/adopt the curricula content, learning, and teaching at WBU up to the latest level of digitalization, which also enables intensive international cooperation and the participation of lecturers from international partner universities in WBU's teaching.</p> <p>Activities:</p> <p>a) <i>Adaptation of the curricula for "digital teaching";</i></p> <p>b) <i>Digital and online learning becomes an integral part of the curriculum;</i></p>

and administrative processes at WBU.		<ul style="list-style-type: none"> c) <i>Contemporary methods of online and digital teaching are implemented;</i> d) <i>Training of teachers in didactic methods of online and digital teaching.</i>
	7.2.2.	<p>To develop a state-of-the-art digital infrastructure for research, Transfer, and Management and for data and network security at WBU.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>The entire process of developing and managing research and Transfer is digitized.</i> b) <i>The entire management and administration process of WBU is digitalized;</i> c) <i>Secure digital systems are built to protect data, the network, etc.</i> d) <i>Using electronic document management, automated workflows, and online registration systems.</i> e) <i>Prioritize robust cybersecurity measures to protect sensitive student data, research, and administrative information.</i>

Explanatory Notes on Area 7: Modern Infrastructure and Digitalization

As a newly founded university with ambitions to follow the path to excellence, WBU needs to plan an infrastructure that will be developed in perspective to enable scientific research at an international level and modern teaching. Considering the areas in which WBU offers study programs and intends to develop scientific research and innovation, as well as its intention to host students from the region and other countries, it is quite possible that in the long term, WBU will be designed as a medium-sized university according to the standards of European countries.

Developing infrastructure for University 4.0 involves comprehensively integrating advanced technologies to transform the learning environment. This includes adopting digital learning platforms, cloud computing, and data analytics. Emphasis is placed on cultivating digital literacy skills, interdisciplinary and project-based learning, and incorporating emerging technologies like AI and virtual reality. The curriculum is designed to be flexible, personalized, and globally oriented, with continuous assessment and industry collaboration. A commitment to ethics, responsible innovation, and lifelong learning is integral, supported by agile curriculum development and ongoing faculty training. The aim is to create a technologically advanced and adaptive university infrastructure that prepares students for the challenges of the Fourth Industrial Revolution.

WBU intends to build a university campus that has the necessary capacity for:

- Learning and study;
- Scientific research;
- Knowledge and technology transfer;
- social and cultural activities for the students and academic and administrative staff of WBU; and
- Facilitating living conditions for staff and family members of students (kindergarten, hostels for students, accommodation for young staff and academic staff invited to WBU from abroad (guest house), etc.
- Supporting infrastructure such as cafeterias, dining halls, supermarkets for students, etc.

WBU should learn more about the campus model of international universities with a modern campus with space for all university activities and students' lives. This campus should be a small "university town or village" with all the necessary services. Such a modern campus would be one of the most critical factors in attracting students from the countries of the Western Balkans region to study at WBU.

The infrastructure for the actual functions of WBU (learning-research-transfer) includes the following areas:

- Infrastructure, i.e., buildings, lecture halls, laboratories, libraries, etc.;
- Didactic infrastructure, teaching materials in the lecture halls and cabinets;
- Digital infrastructure in all lecture halls, cabinets, classrooms, laboratories, work environments of academic staff and administration, library, etc.;
- Laboratory equipment for scientific research and innovation;
- Consumables for laboratories.

WBU's leadership needs to decide on the pace of investment and realize that hard investment will also determine the speed of WBU's development, its attractiveness to promising students and talented researchers, and overall WBU's growth and human resource development at an international level. Therefore, WBU could develop and implement a "WBU University Campus Master Plan" to expand and develop the University.

The digitalization of WBU is a focus area of this strategy. The main objective in this area has been defined as the digitalization of teaching, research, management, and administrative

processes at WBU to the latest state of the art. Within the framework of the main objective, the adaptation of teaching content, learning, and teaching at WBU to the latest state of digitalization, which also enables intensive international cooperation and the participation of teachers from international partner universities in teaching at WBU, as well as the establishment of a modern digital infrastructure for research, Transfer, management and for data and network security at WBU are defined.

STRATEGIC AREA 8: QUALITY ASSURANCE AND MANAGEMENT

Area 8: Quality Assurance and Management

No	Goals		Objectives and activities
8.1.	WBU meets national and international quality standards in teaching and research.	8.1.1.	<p>To establish modern institutional structures at WBU that meet the requirements of national and international frameworks for internal quality assessment and assurance in teaching and research.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Elaboration and approval of WBU and Implementation plan on internal quality assessment and assurance (IQA) in teaching and research.</i> b) <i>Apply the implementation plan on IQA and establish structures/units responsible at the University, faculty, and department levels.</i> c) <i>Training of staff of IQA units.</i>
		8.1.2.	<p>To obtain national accreditation, both institutional accreditation and accreditation for all study programs according to the National Quality Assurance Framework requirements.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Apply for and complete institutional accreditation and all WBU academic programs according to the Albanian Accreditation Agency (ASCAL) requirements and legal deadlines;</i>
		8.1.3.	<p>To obtain international institutional accreditation of WBU by a international accreditation agency recognized by Albanian authorities for quality assurance in higher education.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>The international accreditation agency is selected which is recognized by the national institutions for international accreditation;</i> b) <i>Preparation and signing of the agreement with the international accreditation agency;</i> c) <i>Institutional accreditation is carried out for the study programs and the research activities of WBU.</i> d) <i>The results of international accreditation are promoted intensively.</i>

		<p>8.1.4.</p>	<p>Successful participation in an international prestigious Ranking for teaching and research and placement among internationally renowned aspiring universities in medicine, nursing sciences, engineering, and business.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) An international ranking is selected that is better rated nationally and internationally for its quality; b) The agreement with the ranking agency is prepared and signed; c) WBU participates in the international ranking; d) WBU publishes and intensively promotes the results of the international ranking.
		<p>8.1.5.</p>	<p>WBU aims for an international state examination (licensing examination) in the medical professions.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Selection of the international authority where the licensing examination for the primary regulated professions (especially in the health sector) is conducted and which is of higher value for the employment of graduates abroad; b) Elaboration and signature of the agreement with the selected international authority; c) Preparation of an information package for students and graduates who wish to take the entrance examination at the international authority; d) WBU supports graduates with orientation sessions in preparation for the licensing examination; e) WBU publishes and intensively promotes the results of the Licensing examination of WBU graduates with the international authority.
<p>8.2.</p>	<p>Establish a culture of excellence in quality, governance, and decision-making at WBU.</p>	<p>8.2.1.</p>	<p>To establish a WBU Quality Management System (QM System).</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Getting to know QM systems at international universities; b) Adaptation and approval of a QM system by the WBU decision-maker; c) Training of university staff in the application of the QM system; <p>Putting the QM system into operation, periodically evaluating the results, and making necessary or possible improvements.</p>
		<p>8.2.2.</p>	<p>WBU uses benchmarking data as a decision-making tool.</p> <p><i>Activities:</i></p>

			<p>a) <i>Getting to know benchmarking data as a decision-making tool at international universities;</i></p> <p>b) <i>Adaptation and approval of benchmarking data as a decision-making tool at WBU;</i></p> <p>c) <i>Training of university staff in the application of the model;</i></p> <p><i>Put the model into operation and periodically evaluate the results.</i></p>
--	--	--	--

Explanatory Notes on Area 8: Quality Assurance and Management

To be able to compare WBU's excellence in teaching and research, as well as all other achievements, with those of universities in other countries, the evaluation must be carried out not only by national institutions but also by internationally recognized agencies. For this reason, the strategy prioritizes quality assurance according to international standards and provides for international accreditations and national accreditation.

In line with this goal, the strategy also allows WBU to compete in the most prestigious international rankings to be ranked among the best universities in the region within a short period.

Since the WBU offers several regulated programs in the field of health, which are in high demand on the international labor market, the WBU aims to provide graduates within this field the opportunity to take the licensing exam at a international authority, which will lead to the full recognition of the university studies at the WBU in other countries and give graduates the right to apply to the international authority immediately after licensing to work in the respective profession.

These measures will enhance the international reputation of the WBU, making it more attractive for undergraduate and postgraduate students and researchers from other countries.

Excellence in teaching, research, and Transfer also requires modern management and self-governance of the WBU, which is provided for in the strategy through the implementation of modern quality management systems and the use of benchmarking data for decision-making.

STRATEGIC AREA 9: PUBLIC RELATIONS AND MARKETING

Area 9: Public Relations and Marketing

No	Goals	Objectives and activities
9.1.	Develop and improve WBU-community service beyond the LLL Centre.	<p>9.1.1. To increase faculty and student involvement in community service events and programs:</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Introduce a community service award for faculty and students; b) Raising awareness of community service opportunities among faculty and students; c) Recognize and publicize in the media faculty and student contributions to community service; d) Support and host events and activities in collaboration with community-based organizations; e) Strengthen the collaboration with stakeholders in designing training programs.
		<p>9.1.2. To strengthen engagement with third parties to support and sponsor community service and continuing education initiatives:</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Increase marketing of community service and Long-Life Learning programs; b) Increase participation in community-related networking events; c) Expand continuing education programs in collaboration with government and private institutions;
		<p>9.1.3. To expand community services:</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Expand online courses for the community; b) Expand collaboration with other universities through joint community activities; c) Promote the use of facilities for community service purposes; d) Expand the Interscholastic and Community Service tournaments.
9.2.		<p>9.2.1. To enhance WBU’s image nationally and internationally.</p> <p><i>Activities:</i></p>

Promote WBU nationally and internationally.	<ul style="list-style-type: none"> a) <i>Organize and participate actively in national and international higher education and research events;</i> b) <i>Design WBU website according to international standards;</i> c) <i>Maintain the WBU website content regularly;</i> d) <i>Unify WBU designs and promote WBU identity;</i> e) <i>Publicize faculty, student, and alumni achievements internally and externally;</i> f) <i>Publicize accreditation and ranking achievements internally and externally.</i>
	<p>9.2.2. To promote all WBU programs:</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Cooperation with high schools;</i> b) <i>Marketing campaign, national and international;</i> c) <i>Develop promotional multimedia content that highlights WBU life;</i> d) <i>Call center for contacts with high school students and their parents;</i>
	<p>9.2.3. Strengthen relationships with universities and stakeholders.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) <i>Efficient use of MoUs;</i> b) <i>Establishing scholarships from third parties (individuals, companies, etc.);</i> c) <i>Strengthen the Alumni Office;</i>

Explanatory Notes on Area 9: Public Relations and Marketing

Public relations and marketing are a priority in this strategy, especially as WBU, as a new institution, is determined to follow the difficult path of becoming an elite university in Albania, comparable to the best universities in the region. Any achievement of WBU that is not made known, first to its students and faculty and then to the public, will remain unknown and unpromoted.

The strategy has been defined as the first goal in this specific area, the development, and improvement of WBU's community service beyond the LLL Centre, which includes increasing the involvement of lecturers and students in community service events and programs, increasing engagement with third parties to support and sponsor community service and training initiatives, and expanding community services.

From the point of view of the ambition to become an internationally comparable university, it is essential to promote and create the best possible image of the WBU inside and outside the country. For this purpose, it is necessary that the WBU initiates and actively participates in international activities and that the achievements of the WBU, its students, and notable researchers, as well as the results of accreditations and rankings, etc., are made known to the public. In this context, the special scholarships awarded by the WBU in cooperation with internal and external partners are essential. The reflection of the achievements of WBU alumni on the website and in social networks plays a vital role in creating the best possible image of the University.

STRATEGIC AREA 10: FINANCIAL SUSTAINABILITY

Area 10: Financial sustainability of WBU

No	Goals	Objectives and activities
10.1.	Further, an increase in the overall financial strength of WBU	<p>10.1.1. Further increase in WBU's overall financial strength:</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Increase the number of academic programs that can attract more students in all three study levels/cycles (see Area 2). b) Increase the number of study profiles within existing programs. c) Better marketing of study programs.
		<p>10.1.2. Increase WBU revenues from research, Transfer, and innovation in collaboration with private sector partners:</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> a) Generating research income through national and international third-party funding by attracting and strongly supporting top researchers and research groups to WBU and providing the necessary modern research infrastructure to attract funding from foundations, organizations, and private companies. b) Build partnerships with business and industry to attract donations. c) Needs-based training, consultancy, and services for public and private sector organizations, where WBU's expertise allows.
		<p>10.1.3. Modernize financial management systems and improve the efficiency of financial resources.</p> <p><i>Activities:</i></p> <ul style="list-style-type: none"> e) Communicate budget planning at the faculty and departmental level to create a better understanding of the Cost-effectiveness ratio or relationship between investment and performance among faculty and researchers for higher motivation and performance, better quality, and great trust. f) Conduct an annual assessment of financial sustainability at each level: department - faculty - university.

Explanatory Notes on Area 10: Financial sustainability of WBU

As a new university, WBU needs a well-researched investment strategy to achieve excellence in teaching, research, and knowledge transfer. At the same time, these investments must be justified based on value for money, ensuring the University's financial stability.

The sources of financial sustainability of the WBU should be the participation of students in covering the costs of study, as well as income from scientific research and Transfer of knowledge and technology, and income from donations, corporate partnerships, etc.

These resources are related to the range of academic programs offered by the WBU and their attractiveness, which also determines the number of students. As emphasized in the previous chapters, the WBU should aim to be a medium-sized university in student numbers by 2030.

The pace of expansion of the academic offer will depend on the creation of capacities for opening first- and second-cycle programs in the fields for which there is a greater demand in the internal and external labor markets.

Students' contribution to the cost of their studies through tuition fees tends to increase. Fortunately, a positive "quality cost" mentality is emerging in our country, and the number of students willing to invest in quality higher education is increasing.

In the long term, however, the strategy should prioritize something other than a significant and continuous increase in tuition fees. On the contrary, the priority should be to gradually increase the share of income from research and knowledge transfer.