

**HE Higher Education Ranking 2025  
RANKING REPORT OF:**

**College of Management, Trade  
and Marketing, Sofia**

#HEHigherEducationRanking  
<https://ranking.heranking.com/2025>  
info@ranking.heranking.com

## Certificate of Ranking

This certificate is awarded to

[College of Management, Trade and  
Marketing, Sofia]

For being ranked (327<sup>th</sup>) in HE Higher Education  
Ranking, 2025 edition.

We acknowledge the outstanding commitment and excellence demonstrated by your university in maintaining a high standard of education and research, and for contributing towards the advancement of knowledge and innovation.

The ranking is accessible via the following link:

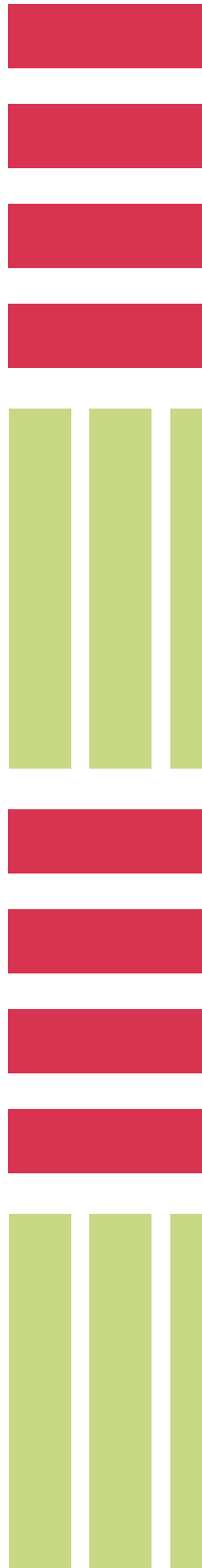
[https://ranking.heranking.com/2025/mtmcollege.b  
g](https://ranking.heranking.com/2025/mtmcollege.bg)



# HE Higher Education Ranking, 2025 Edition

Ranking Report for:

**College of Management, Trade and Marketing, Sofia**



## University Profile:

**Name of the university:** College of Management, Trade and Marketing, Sofia

**Country:** Bulgaria

**Website:** <https://www.mtmcollege.bg>

**Overall Ranking:** 327th/422

**Overall points for the ranking:** 4850

**Description:** MT&M College was established in 1993 by an intergovernmental agreement between the Kingdom of Denmark and Republic of Bulgaria. A degree issued by the National Assembly in 2001 granted the College the status of an autonomous higher education institution preparing specialists for a "Professional Bachelor's degree". We provide practice-oriented quality education to students majoring in "Marketing" since 1993 and in "Entrepreneurship" since 2013.



# Analysis of Data:

- 1<sup>st</sup> Criteria: Research

Allocated points by the university: 199 points

Maximum points for the criteria: 900 points

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- 2<sup>nd</sup> Criteria: Internationalization

Allocated points by the university: 180 points

Maximum points for the criteria: 700 points

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- 3<sup>rd</sup> Criteria: Teaching

Allocated points by the university: 397 points

Maximum points for the criteria: 800 points

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- 4<sup>th</sup> Criteria: Student Success, and Graduation

Allocated points by the university: 312 points

Maximum points for the criteria: 500 points

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- 5<sup>th</sup> Criteria: Faculty & Staff

Allocated points by the university: 282 points

Maximum points for the criteria: 600 points

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- 6<sup>th</sup> Criteria: Funding, Finance, and Grants

Allocated points by the university: 122 points

Maximum points for the criteria: 300 points

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- 7<sup>th</sup> Criteria: Facilities & Resources, and management

Allocated points by the university: 199 points

Maximum points for the criteria: 300 points

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- 8<sup>th</sup> Criteria: Social, and Cultural Impact of the University

Allocated points by the university: 113 points

Maximum points for the criteria: 400 points

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- 9<sup>th</sup> Criteria: Quality Assurance, Accreditation, and Networking

Allocated points by the university: 299 points

Maximum points for the criteria: 600 points

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- 10<sup>th</sup> Criteria: Equity, equality, Diversity, and inclusion

Allocated points by the university: 130 points

Maximum points for the criteria: 400 points

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- 11<sup>th</sup> Criteria: Foreign Language, and Linguistic Impact

Allocated points by the university: 276 points

Maximum points for the criteria: 400 points

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- 12<sup>th</sup> Criteria: UN SDGs, and 2030 Agenda

Allocated points by the university: 135 points

Maximum points for the criteria: 200 points

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- 13<sup>th</sup> Criteria: Labor Market

Allocated points by the university: 244 points

Maximum points for the criteria: 400 points

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- 14<sup>th</sup> Criteria: Recreation, support, and entertainment

Allocated points by the university: 82 points

Maximum points for the criteria: 300 points

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- 15<sup>th</sup> Criteria: IT, and computer equipment

Allocated points by the university: 202 points

Maximum points for the criteria: 300 points

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- 16<sup>th</sup> Criteria: Lifelong learning

Allocated points by the university: 221 points

Maximum points for the criteria: 500 points

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- 17<sup>th</sup> Criteria: Data Management

Allocated points by the university: 135 points

Maximum points for the criteria: 300 points

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- 18<sup>th</sup> Criteria: Admissions & Enrollments

Allocated points by the university: 220 points

Maximum points for the criteria: 400 points

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- 19<sup>th</sup> Criteria: Media

Allocated points by the university: 135 points

Maximum points for the criteria: 300 points

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- 20<sup>th</sup> Criteria: Academic Freedom

Allocated points by the university: 150 points

Maximum points for the criteria: 200 points

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- 21<sup>st</sup> Criteria: Support of distance learning

Allocated points by the university: 200 points

Maximum points for the criteria: 300 points

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- 22<sup>nd</sup> Criteria: Innovation and creativity

Allocated points by the university: 202 points

Maximum points for the criteria: 200 points

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- 23<sup>rd</sup> Criteria: Sustainability and management

Allocated points by the university: 119 points

Maximum points for the criteria: 200 points

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- 24<sup>th</sup> Criteria: Academic Transparency

Allocated points by the university: 200 points

Maximum points for the criteria: 200 points

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- 25<sup>th</sup> Criteria: Futuristic Concept of the University

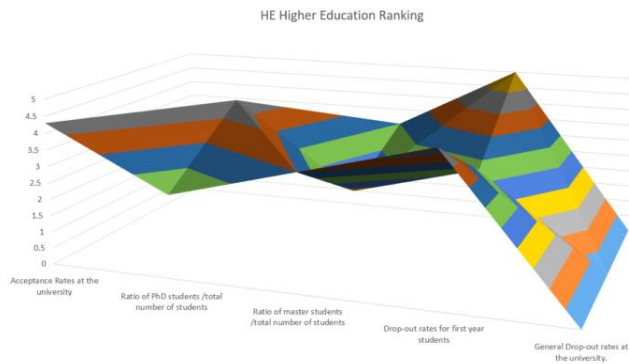
Allocated points by the university: 96 points

Maximum points for the criteria: 200 points

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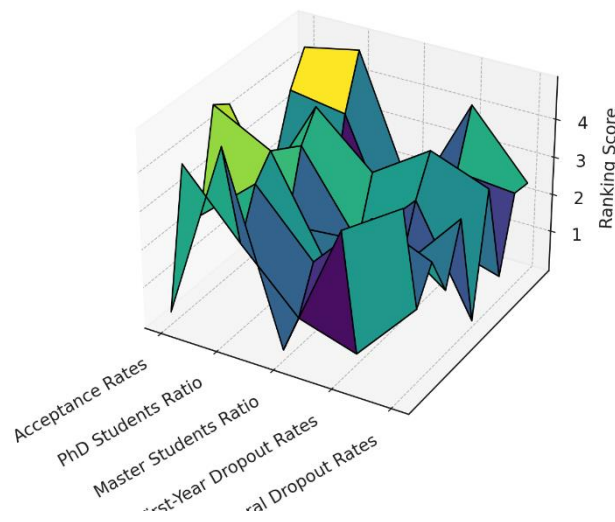
## About HE Higher Education Ranking:



The HE Higher Education Ranking Project is a scientifically grounded, academically rigorous, and research-driven ranking institution designed to assess higher education institutions worldwide. Unlike traditional ranking systems that primarily emphasize prestige and historical reputation, this

ranking focuses on dynamic, real-world performance indicators that drive institutional improvement and impact. The HE Higher Education Ranking does not merely classify universities; it empowers them. By assessing performance across teaching quality, research excellence, governance, sustainability, social responsibility, and innovation, the ranking provides universities with valuable insights into their strengths and areas for improvement.

HE Higher Education Ranking - 3D Surface Visualization



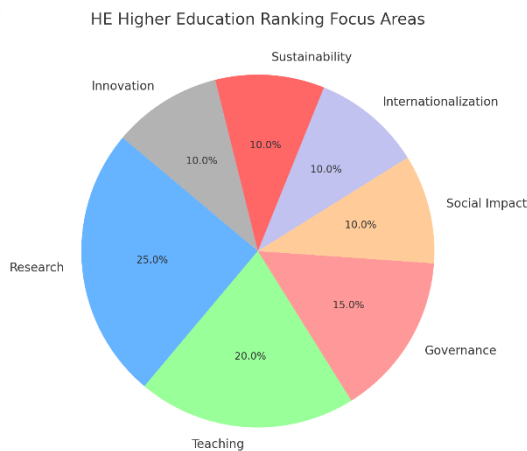
Rather than reinforcing rigid hierarchies in higher education, this ranking encourages continuous development, adaptation, and long-term institutional excellence. Through an inclusive, global, and future-focused methodology, HE Higher Education Ranking serves as both a benchmark for institutional success and a blueprint for meaningful progress in higher education worldwide.

## What Makes This Ranking Unique?

The HE Higher Education Ranking is built on the principles of:

- ✓ Academic Transparency & Freedom – Promoting unrestricted access to knowledge, research, and institutional data.

✓ **Data-Driven Assessment** – Measuring universities through 25 comprehensive criteria and 138 performance indicators, ensuring an objective and actionable evaluation.



✓ **Social & Scientific Impact** – Highlighting universities' contributions to cultural, social, and economic development, beyond just research output.

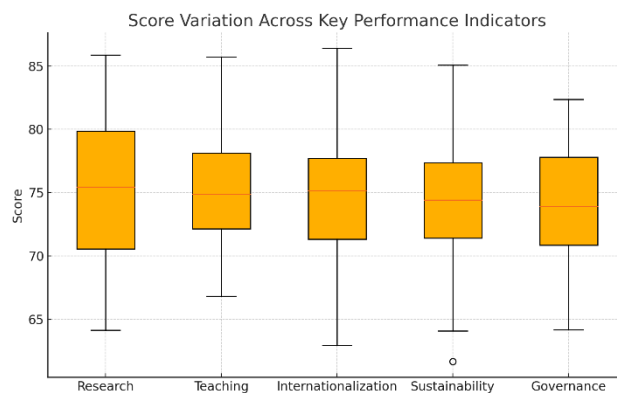
✓ **Equity & Inclusivity** – Supporting diverse, inclusive higher education models and eliminating barriers to access.

✓ **Institutional Growth & Improvement** – Providing universities with clear, data-backed roadmaps for enhancing performance across

teaching, research, governance, and innovation.

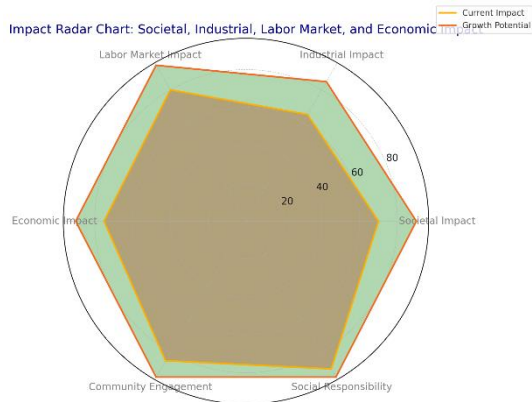
## Our Approach

At HE Higher Education Ranking, our approach is centered on a transformative vision to elevate higher education institutions worldwide. Unlike traditional rankings that focus primarily on reputation, we emphasize real, fair, and equitable Key Performance Indicators (KPIs) that offer actionable insights for institutional growth and long-term development. Our ranking methodology ensures that universities are evaluated through a transparent, impartial, and dynamic framework designed to improve institutional operations, expand access to higher education, support internationalization, enhance scientific research, and align academic outcomes with labor market needs. We believe that higher education should be inclusive, innovative, and responsive to societal and economic challenges. By analyzing performance across 25 key criteria and 138 indicators, we enable universities to enhance their teaching strategies, improve governance models, and foster student success. Our approach supports academic transparency and freedom, ensuring that institutions operate in an environment that encourages open access to information and data, collaboration, and global mobility.



Beyond measuring institutional performance, the ranking is designed to drive meaningful change. Universities are evaluated not only on their research and teaching excellence but also on their cultural, social, and scientific impact. The ranking recognizes institutions that actively contribute to societal development, promote social justice and eliminate barriers to equity and inclusion in higher education. By encouraging universities to align with global best practices, we empower

them to bridge the gap between education and the labor market, ensuring that graduates are equipped with future-ready skills. Through a commitment to fairness, transparency, and



innovation, HE Higher Education Ranking is more than just a classification system; it is a strategic tool for universities to measure progress, refine their policies, and enhance their global standing. By offering a structured path to continuous improvement, we enable institutions to adapt, evolve, and make a lasting impact on higher education worldwide. The ranking approach is based on supporting academic transparency and freedom, access to information and data,

achieving the cultural, social, and scientific impact of higher education institutions, promoting social justice, and eliminating all forms of discrimination and injustice in higher education institutions.

## The 2025 Questionnaire: A More Comprehensive and Data-Driven Approach

For the 2025 edition of the HE Higher Education Ranking, we have significantly enhanced our questionnaire to ensure a more detailed, data-rich, and insightful assessment of participating universities. Recognizing the need for greater precision in evaluating institutional performance, we have refined and expanded the questionnaire to collect richer and more specific data. This ensures that universities receive customized insights tailored to their unique contexts, allowing for a more accurate evaluation of their strengths, challenges, and opportunities for improvement.

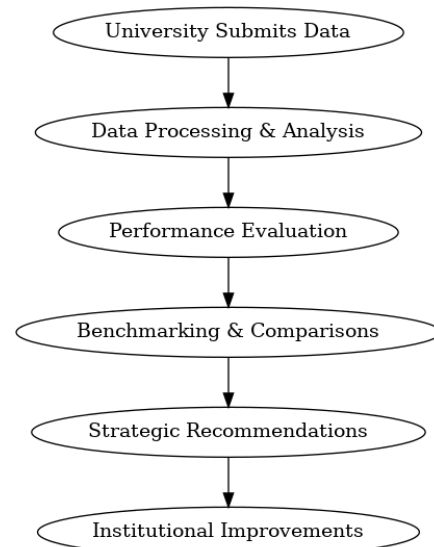


The updated questionnaire is designed to provide institutions with a clearer understanding of their development areas, equipping them with data-driven recommendations for strategic enhancement. By delving deeper into key performance areas such as research output, teaching effectiveness, student experience, governance,

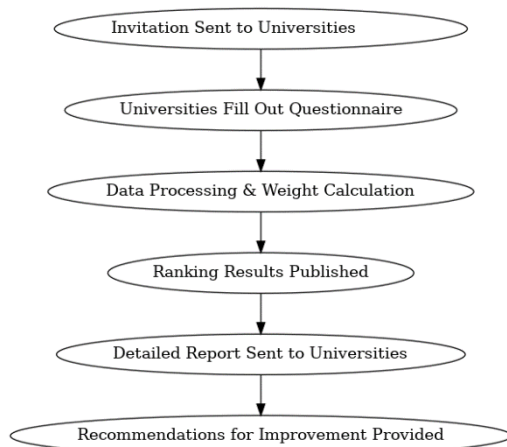
internationalization, and societal impact, we ensure that the ranking offers a more holistic and meaningful perspective on university performance. The additional depth in the

questionnaire allows for a more nuanced analysis, enabling institutions to identify areas of excellence and pinpoint specific opportunities for growth.

This new approach ensures that the data universities submit is not only used for ranking purposes but also serves as a roadmap for institutional enhancement. With a greater level of detail and specificity, universities can leverage their ranking data to improve key aspects of their operations, refine their academic strategies, and strengthen their global engagement. The HE Higher Education Ranking is committed to helping institutions maximize their potential, and the improvements in the 2025 questionnaire reflect this dedication. By making the questionnaire more comprehensive, we aim to provide universities with more precise feedback, detailed benchmarking reports, and practical recommendations that can support their continuous improvement. Universities that engage fully with the new questionnaire will benefit from a more targeted and strategic evaluation, empowering them to take proactive steps toward excellence in the global academic landscape.



## Methodology



HE Higher Education Ranking is built upon a rigorous, data-driven methodology designed to enhance the operational effectiveness of higher education institutions worldwide. The ranking evaluates universities based on a set of carefully selected Key Performance Indicators (KPIs), each aligned with broader criteria that reflect the overall quality, performance, and impact of an institution. By employing a transparent and structured approach, the ranking provides universities with valuable insights into their strengths and areas for improvement, fostering

continuous institutional growth and excellence.

### The Mechanism for inclusion of higher education institutions to the ranking:

Each year, in November, higher education institutions are invited to participate in the ranking. Universities are given a specific timeframe to complete the comprehensive questionnaire, which collects detailed information on multiple dimensions of institutional performance. Once the submission period closes, the responses are analyzed, and the results are computed based on the assigned weight of each criterion. This ensures a balanced and fair assessment that considers both qualitative and quantitative indicators. Following the publication of the ranking results, each participating institution receives a personalized, detailed performance report. This report not only presents a breakdown of scores across all evaluated criteria and performance indicators but also includes tailored recommendations for strategic improvement. By leveraging these insights, universities can refine their policies, enhance their academic and research strategies, and take informed steps to elevate their global standing in subsequent ranking editions. The HE Higher Education Ranking is more than just an evaluative framework; it is a strategic tool for institutional advancement, ensuring that universities are equipped with the necessary data, feedback, and guidance to achieve sustainable growth and long-term excellence.

No.	Criteria	Value percentage
1	Research	9%
2	Internationalization	7%
3	Teaching	8%
4	Student Success, and Graduation	5%
5	Faculty & Staff	6%
6	Funding, Finance, and Grants	3%
7	Facilities & Resources, and management	3%
8	Social, and Cultural Impact of the University	4%
9	Quality Assurance, Accreditation, and Networking	6%
10	Equity, equality, Diversity, and inclusion	4%
11	Foreign Language, and Linguistic Impact	4%
12	UN SDGs, and 2030 Agenda.	2%
13	Labor Market	4%
14	Recreation, support, and entertainment	3%
15	Information Technology, and computer equipment	3%
16	Lifelong learning	5%
17	Data Management	3%
18	Admissions & Enrollments	4%
19	Media	3%
20	Academic Freedom	2%
21	Support of distance learning	3%
22	Innovation and creativity	3%
23	Sustainability and management	2%
24	Academic Transparency	2%
25	Futuristic Concept of the University	2%

## Structure of the criteria and Main Branches

HE Higher Education Ranking adopts a **comprehensive and holistic approach** to ranking higher education universities, firmly committed to enhancing their overall performance across multiple dimensions.

### Branch 1: Research: (22%)

Research: 9%  
Quality Assurance, Accreditation, and Networking: 6%  
Innovation and Creativity: 3%  
Sustainability and Management: 2%  
UN SDGs and 2030 Agenda: 2%

### Branch 2: Internationalization (21%)

Internationalization: 7%  
Faculty & Staff: 6%  
Academic Freedom: 2%  
Foreign Language and Linguistic Impact: 4%  
Academic Transparency: 2%

### Branch 3: Teaching (20%)

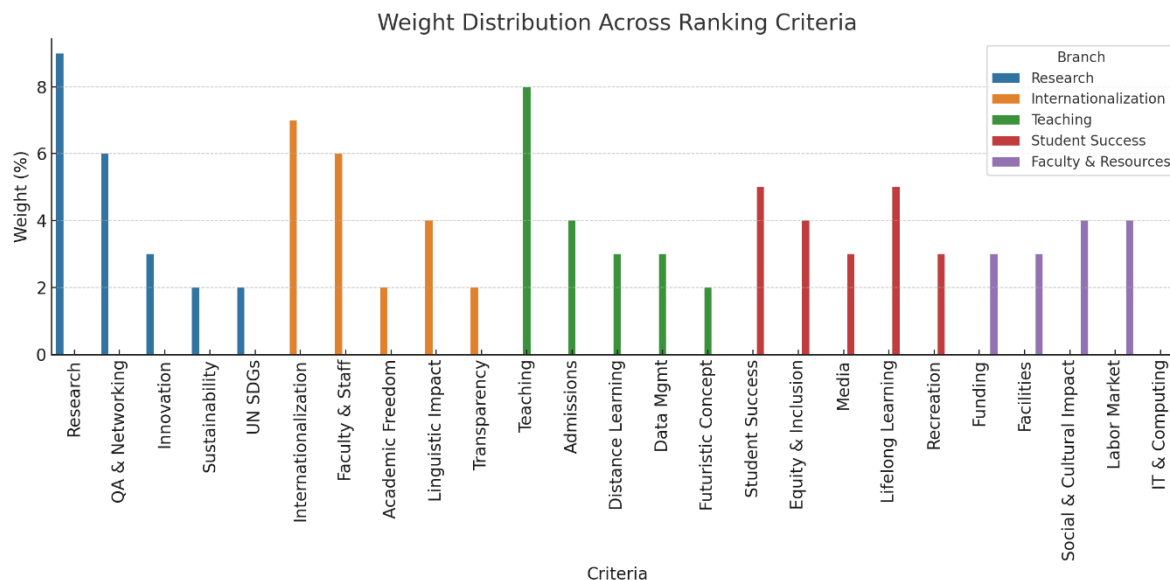
Teaching: 8%  
Admissions & Enrollments: 4%  
Support of Distance Learning: 3%  
Data Management: 3%  
Futuristic Concept of the University: 2%

### Branch 4: Student Success and Graduation (20%)

Student Success and Graduation: 5%  
Equity, Equality, Diversity, and Inclusion: 4%  
Media: 3%  
Lifelong Learning: 5%  
Recreation, Support, and Entertainment: 3%

### Branch 5: Faculty & Resources Management (17%)

Funding, Finance, and Grants: 3%  
Facilities & Resources and Management: 3%  
Social and Cultural Impact of the University: 4%  
Labor Market: 4%  
Information Technology and Computer Equipment: 3%

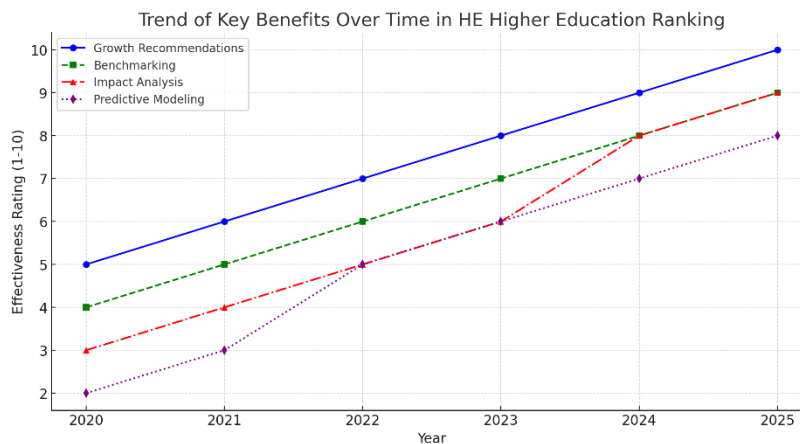


## Why Universities Should Join HE Higher Education Ranking?

Higher education rankings are essential for evaluating and enhancing universities' performance on a global scale. By participating in a HE Higher Education Ranking, institutions gain critical insights into their academic, research, and societal impact, leading to continuous development and strategic growth. Rankings provide universities with benchmarking tools to measure their competitiveness, governance, and overall contributions to education and society.

### The Importance of University Rankings:

1. **Performance Measurement:** HE Higher Education Ranking assesses universities annually using clear and specific Key Performance Indicators (KPIs), helping institutions improve in scientific, research, and social domains.
2. **Global Academic Competitiveness:** HE Higher Education Ranking provides a structured comparison of universities worldwide, helping institutions strengthen their international standing.
3. **Cultural and Social Impact:** It reflects the influence of universities on their local communities, highlighting community initiatives and global contributions.



4. **Equity and Inclusion:** HE Higher Education Ranking emphasizes the role of universities in promoting social justice, human rights, and equality, ensuring fairness regardless of race, gender, or background.

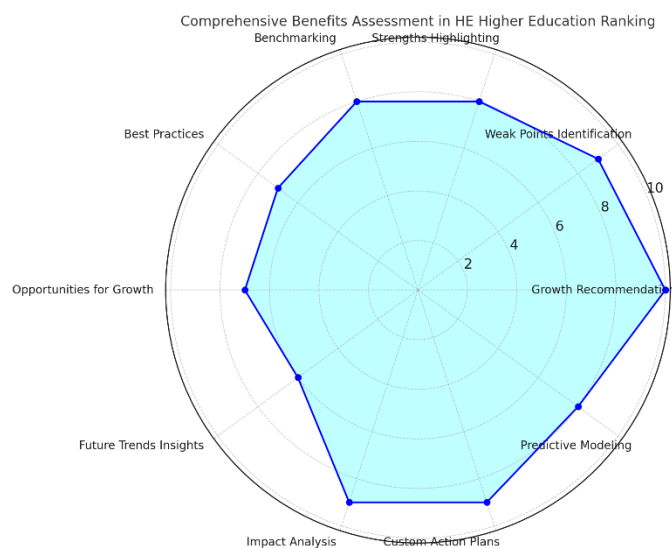
5. **Labor Market Influence:** It helps assess universities' contributions to workforce development, job creation, and graduate employability.
6. **Transparency and Academic Freedom:** HE Higher Education Ranking highlights institutions' commitment to transparency, governance, and academic independence.
7. **Social Sustainability:** It provides a measure of universities' sustainability efforts and social responsibility.
8. **Parental and Student Guidance:** HE Higher Education Ranking allows parents and students to compare institutions and make informed educational choices.
9. **Quality of Student Experience:** It offers insights into the facilities, resources, and student support services available at universities.

10. **Alignment with Global Standards:** HE Higher Education Ranking measures universities' compliance with international standards, such as the United Nations' Sustainable Development Goals (SDGs).
11. **Governance Evaluation:** Institutions can use HE Higher Education Ranking to assess and enhance their governance structures.
12. **Impact on Policy and Decision-Making:** Governments and policymakers use HE Higher Education Ranking data to gauge universities' local, regional, and global influence.
13. **Financial Oversight:** HE Higher Education Ranking helps funding agencies understand universities' financial governance, spending mechanisms, and scholarship distributions.
14. **Stakeholder Insights:** Universities' social, industrial, and regional roles can be better understood through HE Higher Education Ranking data.

### Comprehensive Benefits of Participation

By joining the HE Higher Education Ranking, universities receive a detailed institutional report that includes:

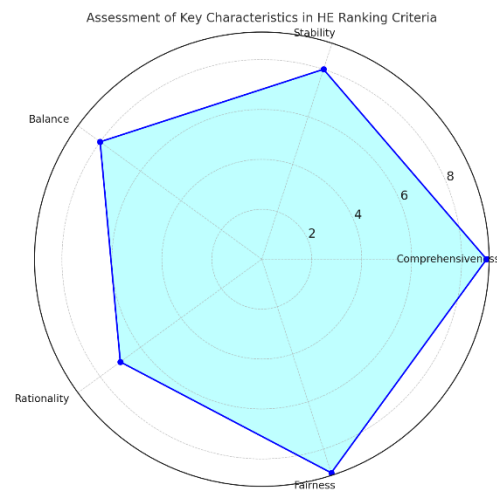
1. **Recommendations for Growth and Excellence:** Actionable strategies to enhance institutional performance.
2. **Identification of Weak Points:** Analysis of areas needing improvement.
3. **Highlighting Strengths:** Recognition of key areas of excellence.
4. **Comparative Benchmarking:** Insights on how the institution compares regionally, within the same discipline, and globally.
5. **Best Practices:** Strategies from top-performing institutions to inspire improvement.
6. **Opportunities for Growth:** Identification of untapped areas for development.
7. **Future Trends and Insights:** Foresight on trends that universities can leverage.
8. **Impact Analysis:** Overview of the university's contributions to society, industry, and the labor market.
9. **Custom Action Plans:** A roadmap for sustainable institutional growth.
10. **Predictive Modeling:** Data-driven insights for optimizing university operations and strategic planning.



## Characteristics of the Criteria and Performance Indicators in the Ranking:

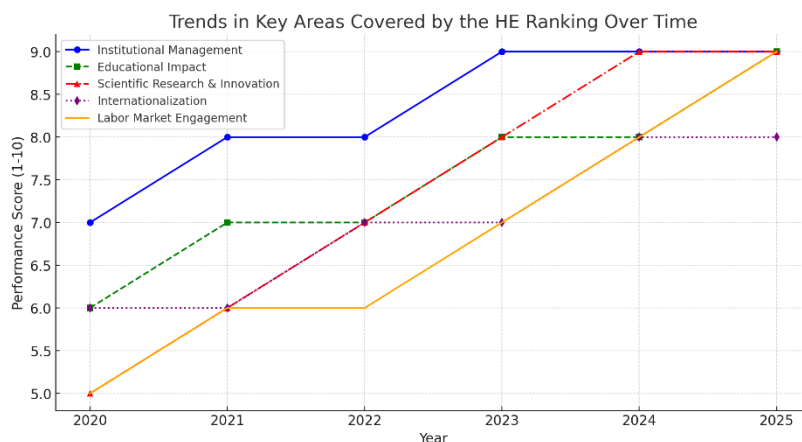
The ranking system is designed with a robust framework that ensures credibility, reliability, and fairness. The key attributes of its criteria and performance indicators include:

- 1- **Comprehensiveness** – The ranking covers all critical aspects of higher education, providing a holistic evaluation of institutions across academic, research, and societal dimensions.
- 2- **Stability** – The methodology is structured to ensure consistent and reliable results, minimizing anomalies or fluctuations in performance measurements.
- 3- **Balance** – Each criterion is carefully weighted to reflect a fair and realistic assessment, promoting meaningful and equitable improvements in higher education institutions.
- 4- **Rationality** – The standards are practical and attainable, ensuring institutions can work towards achieving them without unrealistic expectations.
- 5- **Fairness** – The ranking system is designed to be impartial and universally applicable, allowing institutions from diverse regions and backgrounds to participate under equitable conditions.



## General Areas Covered by the Ranking?

The ranking evaluates institutions based on their performance across multiple key domains, ensuring a comprehensive assessment of higher education excellence. These areas include:



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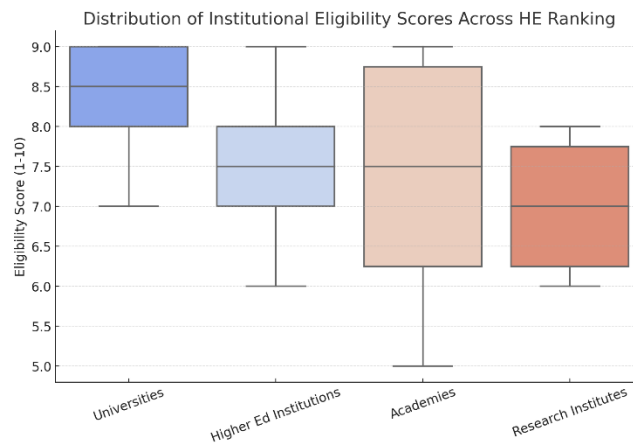
1. **Higher Education Institutional Management** – Governance, leadership, and operational effectiveness.
2. **Educational Impact** – Quality, accessibility,

- and outcomes of the teaching and learning process.
3. **Scientific Research & Innovation** – Research output, funding, citations, and innovation contributions.
  4. **Internationalization** – Global partnerships, exchange programs, and international student engagement.
  5. **University-Society & Labor Market Engagement** – Industry collaborations, employability rates, and community impact.

## What are the higher education institutions that are eligible to be included in the ranking?

The ranking is open to institutions that meet specific academic and research criteria. The following types of institutions are eligible for inclusion:

1. **Universities** – Public and private higher education institutions offering degree programs.
2. **Higher Education Institutions** – Colleges and institutions providing tertiary education.
3. **Academies & Research-Based Educational Institutions** – Institutions focused on advanced academic and research programs.
4. **Scientific Research Institutes** – Organizations dedicated to research and knowledge advancement in various fields.



## Institutions Not Eligible for Inclusion

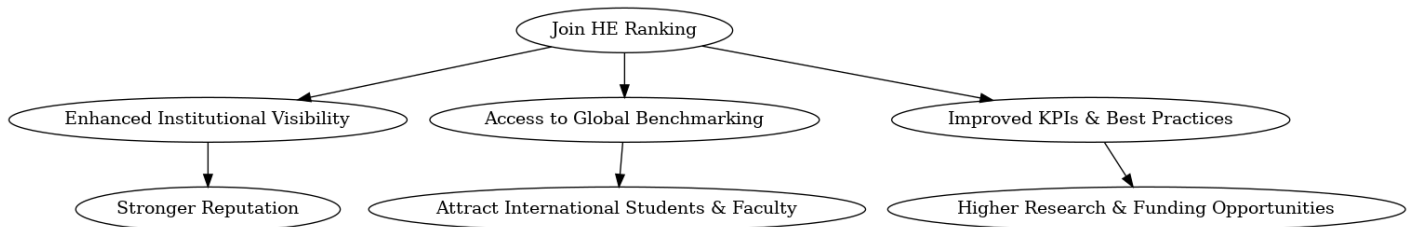
Certain institutions fall outside the scope of the ranking due to their focus areas and educational models. These include:

1. **Vocational Institutes** – Institutions primarily focused on technical and skills-based training.
2. **Training Centers** – Short-term training programs that do not provide higher education degrees.
3. **Technical Education Centers** – Centers specializing in technical and trade education rather than academic research.

4. **Pre-University Education Institutions** – Schools and institutions providing primary or secondary education rather than higher education.

## Key Notes About the Ranking:

- 1- **Free Access** – Participation in the ranking is completely free, ensuring equal opportunities for all higher education institutions (HEIs) worldwide.
- 2- **Continuous Improvement** – Key Performance Indicators (KPIs) may be refined and enhanced in future editions to reflect evolving trends and best practices in higher education.
- 3- **Institution-Level Comparison** – The ranking evaluates institutions holistically, providing a comprehensive analysis at the organizational level rather than focusing on individual programs or departments.
- 4- **Global Scope** – The ranking transcends geographical and continental boundaries, allowing institutions from diverse regions to participate and benchmark themselves on an international scale.
- 5- **Expert Oversight & Development** – A dedicated **Council of Experts** convenes regularly to ensure the ranking's integrity, originality, and ongoing evolution, adding strategic value to higher education institutions.



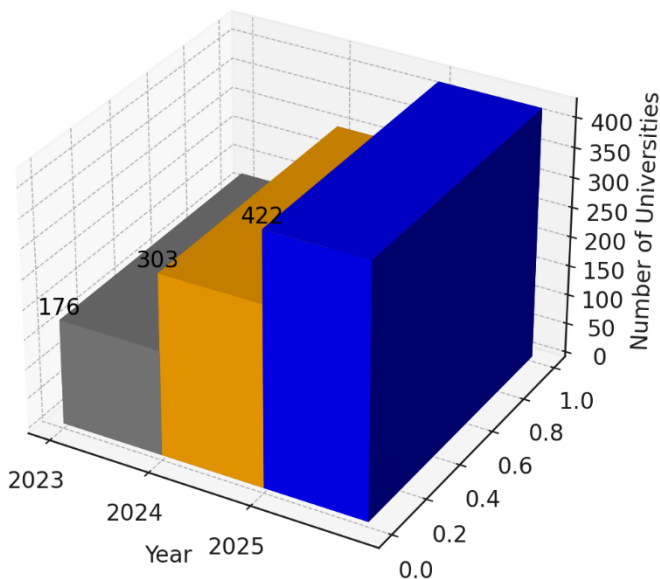
## HE Higher Education Ranking in Research and Publications:

- 1- Kayyali, M (2023). Introduction to HE Higher Education Ranking: Methodology, Criteria, and Indicators (First edition). HE Higher Education Ranking. ISBN: 9780599896628.
- 2- [Pending Patent] Kayyali, M. (2023). Holistic & Multidimensional Ranking Methodology for Universities. USPTO United States Patent and Trademark Office.
- 3- Kayyali, M. (Ed.). (2025). Contemporary Approaches to Internationalization in Higher Education. IGI Global Scientific Publishing. ISBN: 9798369368497
- 4- Kayyali, M. (Ed.). (2025). International Academic Transformations and Cross-Border Collaborations. IGI Global Scientific Publishing. ISBN: 9798337305080
- 5- Kayyali, M. (Ed.). (2025). Building Organizational Capacity and Strategic Management in Academia. IGI Global Scientific Publishing. ISBN: 9798369369678
- 6- Kayyali, M. (Ed.). (2025). Navigating Quality Assurance and Accreditation in Global Higher Education. IGI Global Scientific Publishing. ISBN: 9798369369159
- 7- Kayyali, M. (Ed.). (2025). Cultivating Creativity and Navigating Talent Management in Academia. IGI Global Scientific Publishing. ISBN: 9798369368800
- 8- Kayyali, M. (Ed.). (2024). Rebuilding Higher Education Systems Impacted By Crises: Navigating Traumatic Events, Disasters, and More. IGI Global. ISBN: 9798369319260
- 9- Kayyali, M (2025). Higher Education Rankings and Their Worldwide Significance
- 10- Dissecting Methodologies, Systems, and Global Influence. APA Apple Academic Press. ISBN: 9781779640062
- 11- Kayyali, M (2024). Crisis Management in Higher Education Challenges and Solutions. Edwin Mellen Press. ISBN: 9781495512971
- 12- Kayyali, M, & Christiansen, Bryan (2024). Insights Into International Higher Education Leadership and the Skills Gap. IGI Global.
- 13- Kayyali, M. (Ed.). (2024). Building Resiliency in Higher Education: Globalization, Digital Skills, and Student Wellness. IGI Global.
- 14- Kayyali, M (2024). Quality Assurance and Accreditation in Higher Education: Issues, Models, and Best Practices. Palgrave Macmillan (Springer). ISBN: 9783031666230

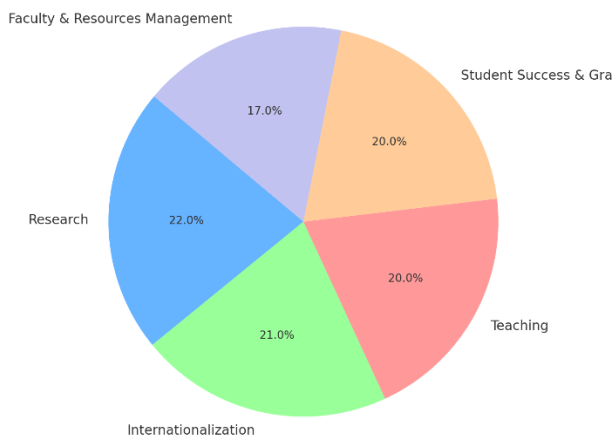
## Insights from Higher Education Ranking 2025 results:

HE Higher Education Ranking, 2025 Edition included 422 universities from over 55 countries.

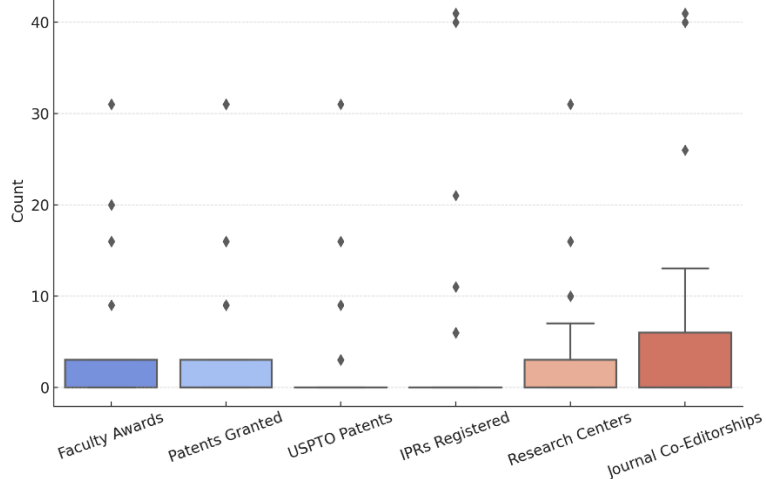
3D Growth of Participating Universities (2023-2025)



HE Higher Education Ranking - Weight Distribution Across Main Branche



Distribution of Research Output Across Universities



## Overview of Performance

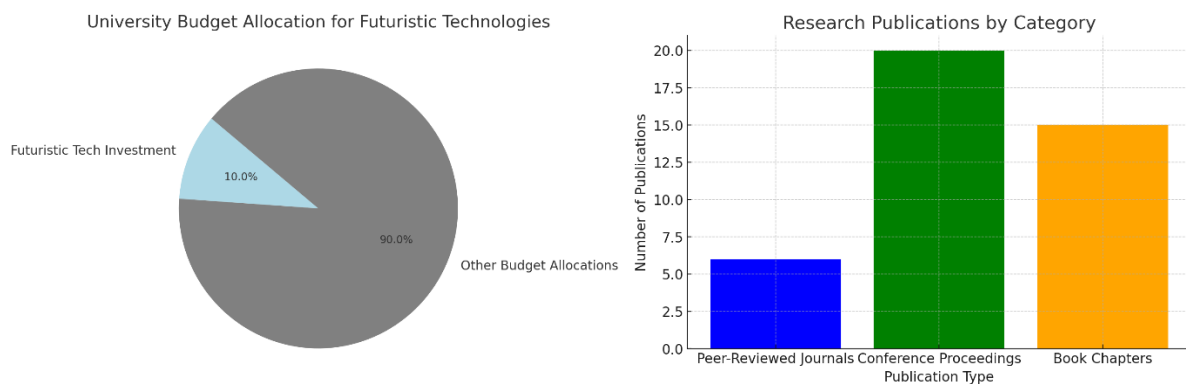
### Overview of Performance

The College of Management, Trade, and Marketing in Bulgaria has demonstrated a commitment to academic excellence and institutional growth, as reflected in its performance across various ranking criteria. The university's research output, while growing, remains in the early stages compared to global benchmarks. With less than 50 publications in the last academic year and a modest presence in indexed journals, there is a clear opportunity for expansion in high-impact research. Citations on Google Scholar also indicate room for improvement, with under 1,000 citations recorded in the past five years.

The institution maintains strong governance structures, with extensive use of democratic models in decision-making. However, financial transparency remains an area where improvements can be made, as there is currently no public disclosure of financial reports. On the academic integrity front, the university has implemented a comprehensive plagiarism prevention policy, ensuring that over 75% of academic work is screened using automated tools.

Looking toward the future, the university has a moderately detailed five-year operational plan covering key strategic areas. While there is some inclusion of graduates among faculty members, the approach is not yet comprehensive. Investment in emerging technologies such as AI and the Metaverse is present but remains within a limited range of 6-10% of the total budget. These insights suggest that while the university is making strides in modernization, additional efforts in research impact, transparency, and technological investment could further enhance its standing in the academic landscape.

### Visual Insights



- Bar Chart – Research Publications by Category:** This chart illustrates the distribution of research publications, highlighting the institution's focus on peer-reviewed journals, conference proceedings, and book chapters.
- Pie Chart – Budget Allocation for Futuristic Technologies:** This visualization presents the proportion of the university's budget dedicated to emerging technologies like AI and Metaverse compared to other budget allocations.

## Recommendations for Growth and Excellence

### Recommendations for Growth and Excellence

The College of Management, Trade, and Marketing has demonstrated a strong foundation in various academic and institutional domains. However, to further elevate its standing and enhance its impact, targeted improvements in key areas can make a significant difference. One of the most pressing areas for growth is research output and visibility. Expanding faculty engagement in publishing peer-reviewed research, particularly in high-impact journals, can improve the university's academic reputation. Encouraging interdisciplinary research collaborations and increasing participation in international conferences can also contribute to greater recognition.

Another critical area for improvement is transparency and governance. While the university follows democratic decision-making models, enhancing financial disclosure by providing publicly accessible reports can strengthen trust and institutional credibility. Regular updates on budget allocations, strategic investments, and operational expenditures can help foster accountability and stakeholder engagement.

Investment in emerging technologies is another strategic priority. With a moderate budget allocation for futuristic technologies, the university could consider expanding its digital infrastructure, integrating AI-driven tools in education, and leveraging the Metaverse for interactive learning experiences. This would position the institution as a forward-thinking leader in higher education.

Finally, strengthening the connection between graduates and faculty through structured mentorship programs and alumni engagement can contribute to long-term institutional success. Creating pathways for outstanding graduates to transition into academic roles can further enrich the quality of teaching and research.

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### Visual Insights

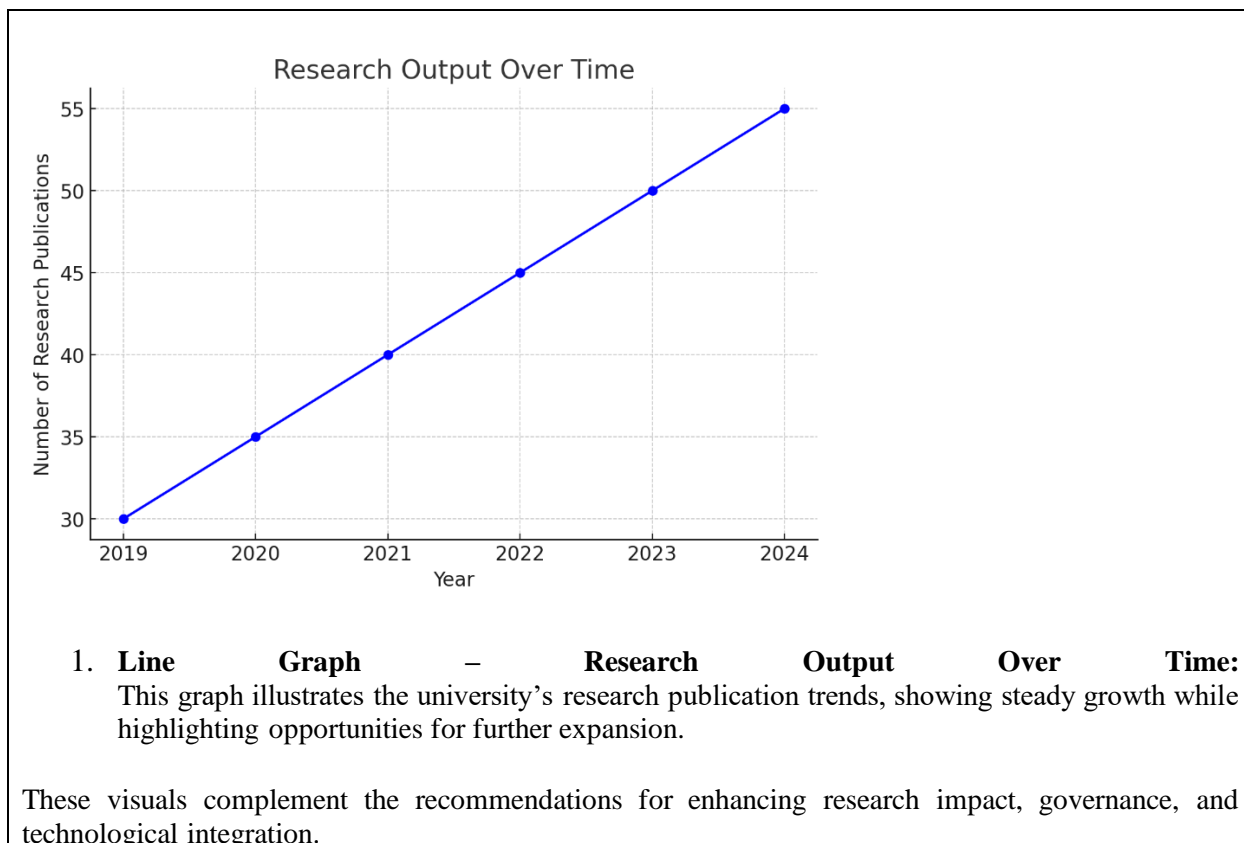
#### 1. Line Graph – Research Output Over Time

This graph illustrates trends in research publications, highlighting opportunities for increased scholarly contributions.

#### 2. SWOT Analysis Diagram – Institutional Strengths and Areas for Growth

A SWOT analysis presenting strengths, weaknesses, opportunities, and threats to guide strategic decision-making. These insights provide a roadmap for the university's continued growth and excellence. Let's generate the visual content.

	<b>Point 1</b>	<b>Point 2</b>
<b>Strengths</b>	Strong governance model	Established academic programs
<b>Weaknesses</b>	Limited research output	Low international collaboration
<b>Opportunities</b>	Expansion in digital learning	Partnerships with global institutions
<b>Threats</b>	Funding constraints	Competitive higher education landscape



### Identification of Weak Points to Address

#### Identification of Weak Points to Address

While the College of Management, Trade, and Marketing in Bulgaria has made commendable progress in several key areas, certain weaknesses must be addressed to enhance its overall performance and competitiveness. One of the most significant challenges is the institution’s limited research output and low visibility in high-impact academic publishing. With less than 50 publications in the last academic year and only a small fraction appearing in Scopus-indexed journals, the university risks falling behind in global rankings. Increasing faculty involvement in research and incentivizing high-quality publications could be instrumental in overcoming this barrier.

Another weak point is the lack of financial transparency. The university currently does not publicly disclose its financial reports, which can impact trust and stakeholder confidence. Establishing a system for periodic financial disclosures and making budget allocations more accessible would not only improve credibility but also facilitate better resource management.

International collaboration is another area where the university needs to strengthen its efforts. With limited engagement in global partnerships, faculty exchange programs, and cross-border research projects, the institution remains somewhat isolated from the broader academic community. Expanding collaborations with international universities and research centers can help enhance knowledge exchange and increase the institution’s global reach.

Additionally, investment in modern technology remains moderate. While the university has allocated between 6-10% of its budget to advanced technologies like AI and the Metaverse, a more aggressive approach could further enhance digital learning and research capabilities. Increasing funding in these areas would help the university stay at the forefront of educational innovation.

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## Visual Insights

### 1. Histogram – Distribution of Research Publications

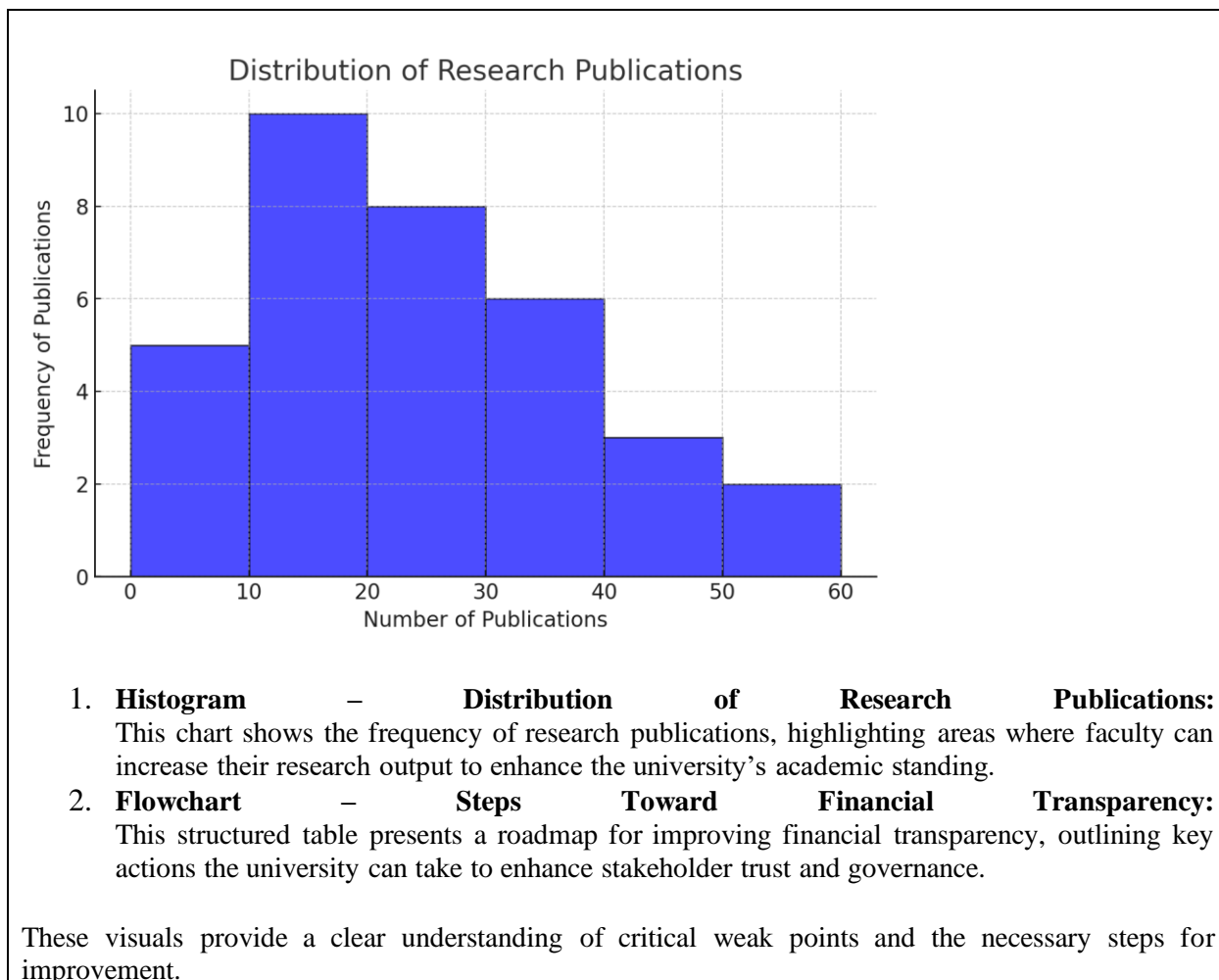
A histogram showing the concentration of research output, emphasizing the need for increased high-quality publications.

### 2. Flowchart – Steps Toward Financial Transparency

A structured flowchart outlining actionable steps the university can take to improve financial reporting and stakeholder trust.

These insights help pinpoint specific areas for improvement, offering a clear path for institutional growth. Let's generate the visual content.

Step	Action
Assess Current Financial Transparency	Review existing disclosure policies
Develop Reporting Guidelines	Define key financial metrics for public access
Implement Periodic Financial Audits	Conduct independent audits regularly
Publish Reports on Official Platforms	Ensure open access to financial reports



### Highlights of Strong Points to Celebrate

#### Highlights of Strong Points to Celebrate

The College of Management, Trade, and Marketing has several strong points that deserve recognition and celebration. One of its most notable strengths lies in its governance structure, which follows democratic principles and ensures transparency in decision-making. This institutional culture fosters inclusivity, allowing for collective input from faculty and administrative staff. Such a model not only strengthens the internal management framework but also builds trust among students and stakeholders, reinforcing the institution’s reputation as an academically and ethically sound university.

Another key strength is the university’s comprehensive plagiarism prevention policy, which guarantees that more than 75% of submitted academic work is screened using automated tools. This commitment to academic integrity highlights the institution’s dedication to maintaining high ethical standards and ensuring that graduates are well-prepared for professional and scholarly success. A strong academic culture built on integrity helps attract serious students and faculty who value rigorous and ethical education.

Additionally, the institution’s investment in futuristic and modern technology, including AI and the Metaverse, reflects its forward-thinking approach. While the percentage of the budget allocated to

emerging technologies remains moderate, the fact that the university has begun prioritizing such innovations puts it on the right path toward digital transformation. This proactive approach positions the university as a leader in adapting to the evolving landscape of higher education, enhancing both teaching and research capabilities.

## Visual Insights

### 1. Word Cloud – Key Strengths of the Institution

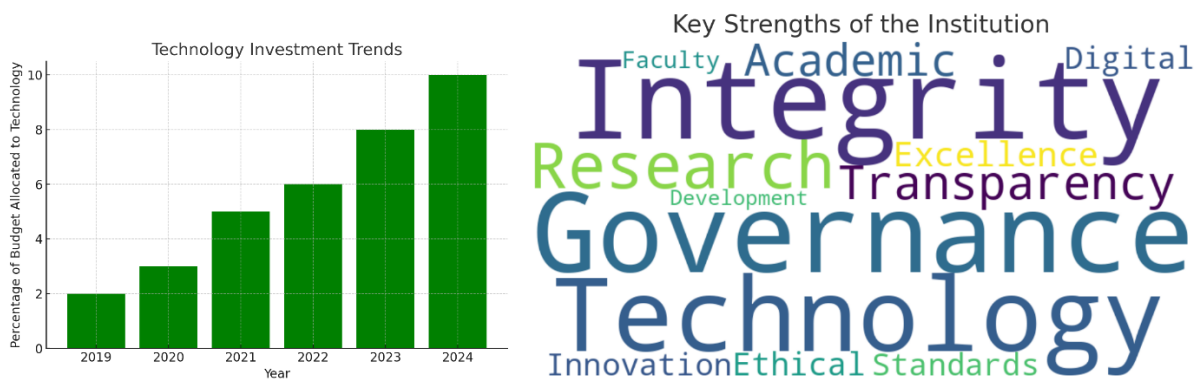
A visual representation of the university’s strengths, emphasizing themes such as governance, integrity, and technology adoption.

### 2. Bar Chart – Technology Investment Trends

A bar chart illustrating the university’s investment in emerging technologies over time, showcasing its commitment to digital advancement.

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#### 1. Word Cloud – Key Strengths of the Institution:

This visual highlights the university’s strengths, emphasizing governance, academic integrity, research, and investment in digital innovation.

#### 2. Bar Chart – Technology Investment Trends:

This chart illustrates the university’s increasing commitment to technology over the years, showcasing its efforts to integrate AI, Metaverse, and digital tools into education.

These insights celebrate the institution’s achievements and provide a foundation for further growth and recognition.

## Multi-Year Improvement Plans

### **Multi-Year Improvement Plan**

To ensure sustained growth and excellence, the College of Management, Trade, and Marketing can adopt a structured multi-year improvement plan focusing on short-term, medium-term, and long-term objectives. In the short term, the university should prioritize enhancing research output by encouraging faculty members to publish in peer-reviewed journals and indexing more papers in Scopus and Web of Science. Strengthening financial transparency through publicly accessible budget reports will also build institutional credibility and foster trust among stakeholders. Additionally, expanding professional development opportunities for faculty through training and workshops can improve both teaching quality and research productivity.

In the medium term, the university should focus on expanding international collaborations by forming partnerships with globally recognized institutions. This can be achieved by fostering joint research projects, increasing faculty and student exchange programs, and integrating international best practices into curricula. A strategic investment in technology, including AI-driven learning tools and virtual classrooms, will enhance the university's digital capabilities. By incorporating emerging technologies, the institution can offer a more dynamic and interactive learning experience, positioning itself as a leader in digital education.

For long-term growth, the university should work toward establishing itself as a regional leader in higher education. This includes developing specialized research centers in areas of high relevance, securing external research funding, and increasing the employability of graduates through industry partnerships. Strengthening alumni engagement and mentoring programs will also create pathways for continuous institutional improvement. By maintaining a forward-thinking approach, the university can solidify its reputation, attract high-quality faculty and students, and enhance its global standing.

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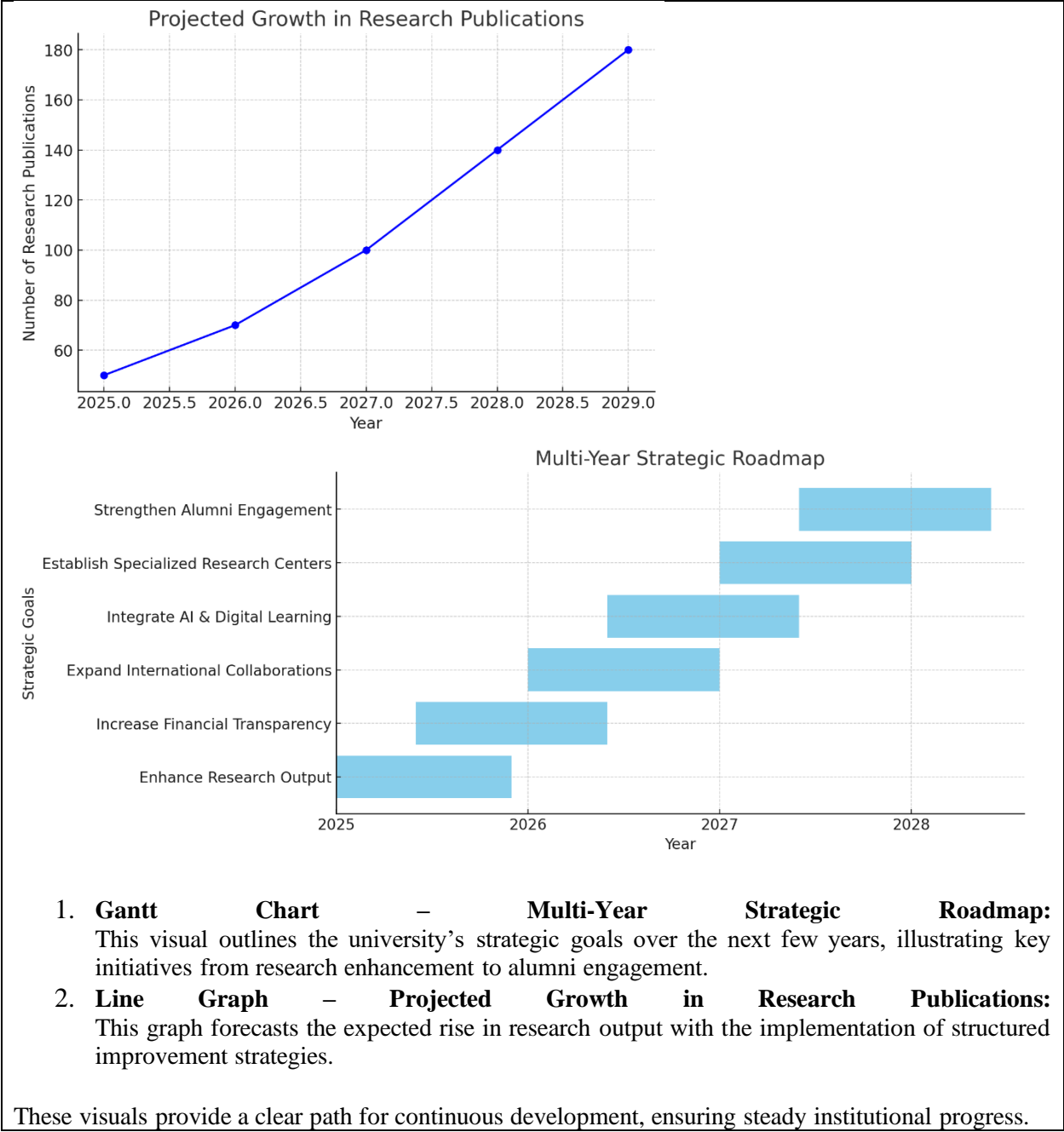
### **Visual Insights**

#### **1. Gantt Chart – Multi-Year Strategic Roadmap**

A visual timeline detailing the university's short-term, medium-term, and long-term improvement goals.

#### **2. Line Graph – Projected Growth in Research Publications**

A trend analysis showcasing projected increases in research output with the implementation of strategic initiatives.



**Predictive Modeling**

**Predictive Modeling**

Predictive analytics can offer valuable insights into how the College of Management, Trade, and Marketing can improve its performance over the next few years. By implementing strategies such as

increasing research funding, enhancing student support services, and expanding international collaborations, the university can see significant improvements in its overall ranking and reputation.

For example, research funding plays a crucial role in boosting academic output and the quality of publications. If the university were to increase its research budget by 10-15% annually over the next five years, we could project an increase in the number of peer-reviewed articles published, leading to higher citations and a stronger academic presence globally. This would directly impact the university's ranking in global higher education assessments.

Improving student support services, such as expanding career counseling, mentoring programs, and academic advising, can also yield long-term benefits. By focusing on student satisfaction and providing the necessary resources to ensure student success, the university can improve its retention rates and attract higher-quality applicants. This, in turn, will enhance its reputation and ranking as more graduates enter the workforce successfully.

Additionally, strategic international collaborations can increase the university's global visibility, bringing in research funding, new academic partnerships, and a more diverse student body. If these strategies are adopted, it is projected that the university could see a steady increase in its ranking, improved student outcomes, and a stronger academic profile within 3-5 years.

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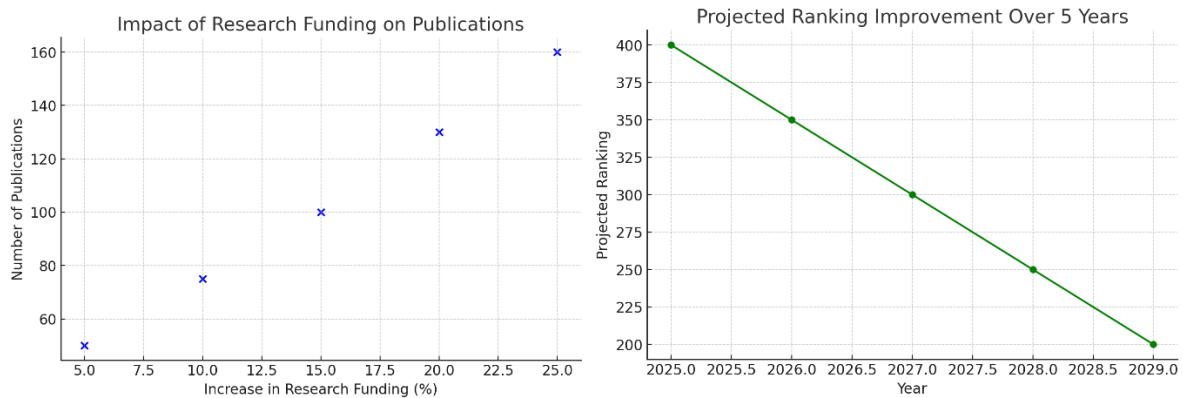
## Visual Insights

### 1. Scatter Plot – Impact of Research Funding on Publications

This scatter plot would show the correlation between increased research funding and the number of published articles over time.

### 2. Line Graph – Projected Ranking Improvement

A line graph projecting the university's ranking improvement over the next 3-5 years, based on the implementation of the outlined strategies.



- 1. Scatter Plot – Impact of Research Funding on Publications:**  
This plot shows the relationship between increased research funding and the number of publications, demonstrating how investment in research can boost academic output.
- 2. Line Graph – Projected Ranking Improvement:**  
This graph illustrates the potential improvement in the university's ranking over the next 5 years if strategies such as increased research funding, enhanced student services, and international collaborations are implemented.

## Scenario Planning

### Scenario Planning

Scenario planning allows universities to explore different strategic paths and predict potential outcomes based on various decisions. For the College of Management, Trade, and Marketing, implementing scenario planning can help the institution understand how specific strategies—such as increasing international student enrollment or investing in new research centers—might affect its overall performance.

In the first scenario, the university could focus on increasing international student enrollment. By attracting a more diverse student body, the institution could benefit from a broader range of perspectives, enhance its global reputation, and increase revenue through higher tuition fees. Over time, this could lead to improved rankings, better student engagement, and stronger alumni networks. In this case, the university might see increased competition for limited resources, requiring careful management of facilities and services to meet the needs of a larger and more diverse population.

The second scenario involves investing in new research centers, particularly in emerging fields such as AI or sustainable business practices. This strategic move could significantly boost the university's research output, attracting top-tier faculty and increasing funding opportunities from external organizations. It could also enhance the institution's reputation in the academic world, leading to higher rankings in research-driven evaluations. However, this scenario might require a considerable investment in infrastructure and resources, and the outcomes may take longer to materialize.

By exploring these scenarios, the university can better assess the risks and rewards associated with each approach and make informed decisions that align with its long-term goals.

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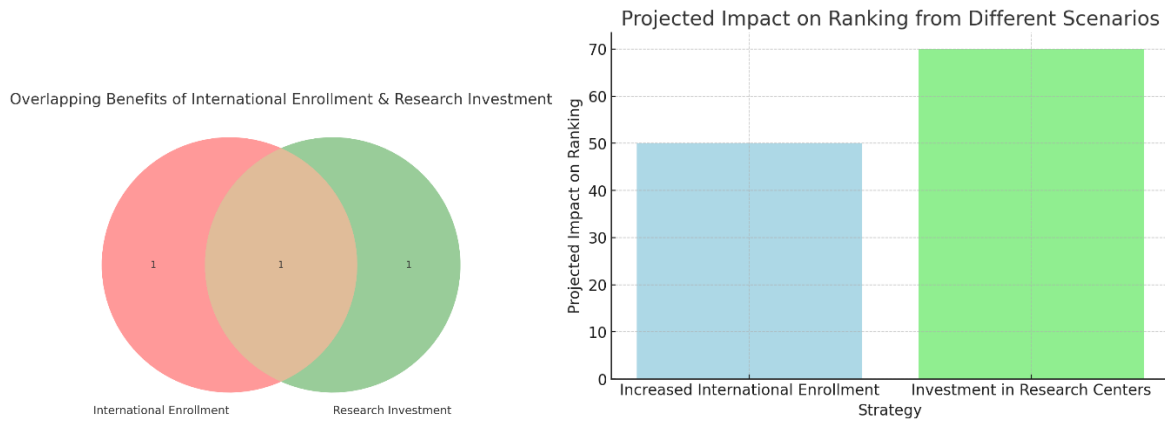
### Visual Insights

#### 1. Venn Diagram – Overlapping Benefits of Increased International Enrollment and Research Investments

This diagram visualizes the intersection of benefits from both strategies, showing how they complement each other.

#### 2. Bar Chart – Projected Impact on Ranking from Different Scenarios

This bar chart compares the potential effects of each scenario on the university's performance, focusing on international enrollment and research investments.



**1. Venn Diagram – Overlapping Benefits of International Enrollment and Research Investment:**

This diagram shows how the two strategies, increasing international enrollment and investing in research centers, share common benefits that could enhance the university's overall performance.

**2. Bar Chart – Projected Impact on Ranking from Different Scenarios:**

This chart compares the projected impact of each strategy on the university's ranking, illustrating the greater potential impact of investing in research centers.

These visuals provide a clear understanding of the potential outcomes from various strategic decisions.

[White paper](#)

**White Paper: Strategic Development and Improvement Plan for the College of Management, Trade, and Marketing**

**Introduction**

The College of Management, Trade, and Marketing in Bulgaria stands at a pivotal moment in its institutional development. As higher education institutions globally are increasingly evaluated based on rankings and performance metrics, universities must navigate a dynamic landscape of academic rigor, global competitiveness, and technological advancements. This white paper aims to provide a comprehensive analysis of the College's current performance across several critical dimensions—research, teaching, faculty, internationalization, and infrastructure. Additionally, the paper proposes actionable recommendations to address identified challenges, enhance strengths, and guide the institution toward long-term success and sustainability.

The analysis will take into account both qualitative and quantitative measures, ensuring a balanced methodology that acknowledges the limitations inherent in ranking systems. The recommendations proposed are aligned with global best practices in higher education, while the strategic outlook emphasizes innovation, sustainability, and global collaboration. Ultimately, this paper presents a holistic

approach to institutional development, focusing not only on improving rankings but also on fostering an environment conducive to long-term academic excellence and growth.

### **Comprehensive Analysis**

The College of Management, Trade, and Marketing has shown a commitment to excellence in many areas, but there are still several dimensions where improvement is necessary for it to achieve its full potential on the global stage. A detailed evaluation of the College's strengths and weaknesses across key performance indicators reveals areas of both promise and challenge.

### **Research**

One of the key performance areas for any academic institution is research output, as it is often directly linked to academic reputation and global ranking. In terms of research, the College has made strides, with a considerable number of publications in peer-reviewed journals. However, its impact remains relatively limited in comparison to leading global institutions. The volume of publications is modest, and the number of citations is relatively low, which means the College's research is not yet recognized on a global scale. The focus has primarily been on regional research, with limited international collaboration or high-impact publications in top-tier journals.

This lack of widespread research visibility can be attributed to several factors, including limited research funding, insufficient infrastructure for research collaboration, and a relatively small research-focused faculty. Moving forward, increasing the research budget, promoting interdisciplinary projects, and fostering global collaborations with other leading universities will be essential. The current research output is solid but does not yet fully capitalize on the potential of the College's faculty and the growing interest in management, trade, and marketing fields.

### **Teaching**

Teaching is another critical area for evaluation. The College's faculty members are well-qualified, and the curriculum is comprehensive, covering essential subjects within business, marketing, and management. However, the educational methodologies employed are traditional, and there is a lack of innovation in pedagogy. As universities worldwide embrace more flexible, interactive, and technology-driven learning environments, the College must adopt modern teaching methods. This includes leveraging digital tools, integrating artificial intelligence (AI) into the classroom, and enhancing the student experience through online learning platforms and hybrid models.

While teaching remains one of the College's strengths, it is clear that the institution must adapt to the demands of the digital age. Increased focus on teaching methods, including experiential learning, case-based learning, and internships with industry partners, would significantly enhance the educational offering and better prepare students for the evolving job market.

### **Faculty**

The College boasts a team of competent faculty members, many of whom hold advanced degrees and contribute to research in their respective fields. However, faculty development and engagement remain areas for improvement. There is a need for more investment in faculty training, especially in research methodology, teaching technology, and global best practices. A robust faculty development program that includes opportunities for international collaboration, research funding, and professional development would be beneficial in elevating the overall academic standing of the institution.

In addition, there is room for improvement in faculty retention. While the College has a stable base of academic staff, many institutions face challenges in attracting and retaining top-tier talent. Offering more

competitive packages, professional development opportunities, and a collaborative research environment will help position the College as an attractive destination for high-quality faculty.

### **Internationalization**

In terms of internationalization, the College has made some efforts to increase its global reach, including student exchange programs and some international partnerships. However, compared to its competitors, the College's international footprint remains relatively small. The College lacks a global network of partner institutions and has limited presence in international academic forums. Expanding international partnerships, both at the student and faculty levels, is essential for the College's growth.

Creating more opportunities for faculty to collaborate on international research projects and participate in global conferences would not only enhance the College's global profile but also attract international students who seek a diverse and globally connected learning environment. Additionally, attracting international students and fostering a more multicultural campus will be pivotal for building a stronger international presence. Increasing international student enrollment will bring diverse perspectives into classrooms, enhance the learning experience, and contribute to the College's reputation globally.

### **Infrastructure**

The infrastructure of the College, while adequate for current needs, is in need of modernization. The physical campus, while functional, is not fully equipped to support the technological advancements necessary for an innovative and forward-thinking academic environment. There is a need for significant investment in digital infrastructure, including advanced teaching technologies, online learning platforms, and modern research facilities. Moreover, the College's library and research facilities are limited, and there is a need for better integration of digital resources.

Investing in cutting-edge infrastructure, including state-of-the-art classrooms, research labs, and online learning tools, will be crucial for ensuring that the College can offer a world-class educational experience. Moreover, infrastructure improvements will help attract both students and faculty by providing a more modern and conducive learning environment.

### **Balanced Methodology**

When evaluating institutional performance, rankings provide valuable data but should not be the sole measure of success. Rankings often focus heavily on quantitative data such as research output, funding, and faculty-to-student ratios, without giving enough weight to the qualitative aspects of an institution's performance, such as student satisfaction, faculty engagement, and long-term institutional development.

This paper employs a balanced methodology, combining both quantitative and qualitative measures to evaluate the College's performance. While the data on research output, student enrollment, and infrastructure are important, it is equally important to assess factors like teaching innovation, faculty development, and global collaboration, which are more challenging to measure but equally critical for long-term success.

The rankings may not fully reflect the College's potential in areas like student satisfaction or faculty quality. Therefore, any improvement plan should not solely focus on increasing rankings but should take a more holistic view of institutional development. By focusing on building strong foundations in both quantitative and qualitative aspects, the College can improve its position in rankings while ensuring long-term sustainability.

## **Actionable Recommendations**

Based on the comprehensive analysis, several actionable recommendations are proposed to drive the College's improvement. First, increasing investment in research, particularly in high-impact areas such as AI, digital marketing, and sustainable business practices, will enhance the College's academic reputation. Establishing research centers and fostering international collaboration will be key to this strategy.

Second, the College must invest in modern teaching methodologies and digital tools to enhance the student experience. Implementing blended learning, increasing the use of AI in teaching, and expanding online course offerings will attract tech-savvy students and meet the demand for flexible learning options.

Third, strengthening the internationalization strategy by establishing more global partnerships and increasing international student enrollment will enhance the College's global presence. Engaging in international research collaborations and faculty exchange programs will improve academic quality and raise the College's profile on the world stage.

Finally, the College must invest in its infrastructure, focusing on upgrading research facilities, classrooms, and digital tools. This will not only improve the student experience but also position the College as a modern, forward-thinking institution that is ready to embrace the future of higher education.

## **Strategic Future Outlook**

The future of higher education lies in innovation, sustainability, and global collaboration. The College of Management, Trade, and Marketing must align itself with these emerging trends to ensure long-term success. The emphasis on research in digital technologies, sustainable business practices, and cross-border collaborations will be key to the College's growth.

Investing in infrastructure that supports both physical and digital learning environments will ensure that the College remains at the forefront of educational innovation. Additionally, by fostering a culture of sustainability and innovation, the College can attract top-tier students, faculty, and research funding, which will further elevate its global standing.

## **Holistic Approach**

While rankings are an important measure of institutional performance, the College's focus should be on long-term sustainability and development. The recommendations outlined in this paper are designed to create a more robust institution, not just one that excels in rankings. The College must focus on cultivating a thriving academic community, building strong international partnerships, and investing in modern infrastructure.

By focusing on innovation, global collaboration, and sustainability, the College of Management, Trade, and Marketing will not only improve its rankings but also ensure its continued success in an ever-evolving higher education landscape.

## **Conclusion**

This white paper has provided a comprehensive analysis of the College of Management, Trade, and Marketing's current performance and outlined actionable recommendations for improvement. By

focusing on increasing research output, adopting modern teaching methods, strengthening internationalization, and investing in infrastructure, the College can position itself as a leading institution in the global higher education landscape. The proposed strategies are aligned with global best practices and focus on long-term institutional development, ensuring that the College remains competitive and relevant in the years to come.

**DO YOU HAVE ANY QUESTION?**

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