



# **University of Mitrovica “Isa Boletini”**

## **FACULTY OF ECONOMICS STRATEGIC PLAN 2019-2021**

**Mitrovica**

## **ABBREVIATIONS**

KAA	Kosovo Accreditation Agency
EG	Expert Group
FE	Faculty of Economics
HIE	Higher Education Institution
MTEF	Medium Term Expenditure Framework
SC	Steering Council
MF	Ministry of Finance
PC	Professional Commission
CCQAE	Central Commission for Quality Assurance and Evaluation
MAP	Ministry of Public Administration
MEST	Ministry of Education, Science and Technology
SP	Student Parliament
SPUMIB	Strategic Plan of University of Mitrovica “Isa Boletini”
SPFE	Strategic Plan of the Faculty of Economics
LO	Learning Outcomes
AS	Academic staff
SI	The Information System
IT	Information Technology
UP	University of Prishtina
ECTS	European Credit Transfer System
OR	Own revenues
UMIB	University of Mitrovica “Isa Boletini”
VRTSAQD	Vice Rector for Teaching, Students Affairs and Quality Development
VRFICSR	Vice Rector for International Cooperation and Scientific Researches
OIC	Office for International Cooperation
OAA	Office for Academic Affairs
PICO	Public Information and Communication Office
PO	Personnel Office
QAO	Quality Assurance Office
SSO	Student Services Office

## **CONSULTED DOCUMENTS**

- Revised Strategic Plan of the University of Mitrovica "Isa Boletini" for the period 2019-2021
- National Strategy for Development of the Government of Kosovo, 2016-2021;
- Law on Higher Education of the Republic of Kosovo, 2010;
- Strategic Education Plan in Kosovo 2017-2021;
- Interim Statute of UMIB;
- National Qualifications Framework, 2011;

## DEAN'S SPEECH

The Faculty of Economics, within the University of Mitrovica "Isa Boletini", represents one of the most serious, professional and competitive options in the market of higher education in Kosovo, in the field of business and management, offering standards and quality in teaching and research, in accordance with the requirements of the local labor market, as well as regional and beyond it, being fully integrated in the regional and European space of higher education.

The faculty is oriented towards contemporary research and development forms and values. Its aim is producing specialists in different fields, such as; manager, financier, accountant, banker, industry manager ... who will be able to respond to challenges in business and management, but also the way of living and acting in an open society.

For a relatively new faculty such is EF, which operates within the UMIB, the clear definition of strategic priorities is a matter of vital importance for its future, as well as the measures to be taken to achieve them.

Therefore, this document is a summary of the strategic planning process developed within the Faculty and its design has involved stakeholders to be as comprehensive as possible, such as; academic staff, administrative staff, management, students, alumnas and community business. The compilation of this important document was made possible from a cooperation with all the stakeholders mentioned above, who influenced the increase of its quality. So, it is a comprehensive, open, but also a changeable document. Hence, as such, it is not perfect, but leaves room for improvement and updating in the near future, always with the involvement of other stakeholders.

In this case, I would like to thank the team that drafted the Strategic Plan, but also the entire academic staff of FE, who influenced the increase of the quality of this important document with their remarks and suggestions.

Asoc. Prof. Dr. Qazim TMAVA

## **DRAFTING PROCESS OF THE STRATEGIC PLAN**

The Strategic Plan of the Faculty of Economics (SPFE), established for the period 2019-2021, is drafted as an integral part of the revised Strategic Plan of the University of Mitrovica "Isa Boletini" (2019-2021), as well as the Provisional Statute of the University " Isa BOLETINI" in Mitrovica.

The reasons for issuing this act, of vital importance to the Faculty of Economics, are of an internal and external nature. Internal reasons are linked with the need to possess a strategic development document, which will serve as a basis for the creation of annual development programs and plans, which will be harmonized with the long-term development goals of the Faculty of Economics. Hence, the Faculty of Economics made specific development plans, but also expectations from them, accessible to all stakeholders. Therefore, it is open to any remarks, suggestions, or particular recommendations, in order to improve this strategic plan. Whereas, the external reasons for issuing this plan derive from the laws and strategic documents, issued at the national level and beyond, which have to do with the Higher Education Institutions, which we specify below: Standards and Guidelines for Security of Quality in the European Higher Education Area, Law 04 / L-037 on Higher Education in the Republic of Kosovo, Standards Accreditation Guide of the Kosovo Accreditation Agency (KAA) and Recommendations of the Group of Experts (GE) during their visit for the accreditation of the academic unit. For the drafting of this Strategic Plan, was appointed a working group, within the unit, consisted of teachers, management, student representatives, alumni, as well as the representative from the businesses, whom we thank for the given contribution.

## **WORKING GROUP**

The members who drafted the Strategic Plan of the Faculty of Economics, appointed from the Council of the Faculty of Economics, are presented as follows:

1. Prof. Assoc. Dr. Qazim Tmava (chairperson)
2. Prof. Ass. Dr. Bashkim Bellaqa (member)
3. Prof. Ass. Dr. Esat Durguti (member)
4. PhDc. Filloreta Kunoviku Demiri (member)
5. MSc. Milaim Mehmeti (member)
6. PhDs. Besë Sadikaj (member)
7. Allmir Krasniqi (member)
8. Blerta Hajra (member)
9. Xhevat Bekteshi (member)

## **A BRIEF OVERVIEW OF THE FACULTY OF ECONOMICS**

The foundations of higher education studies in Mitrovica were laid with the opening of the Technical High School in 1961. In 1970, within the Technical Faculty the branches of Mining, Technology and Metallurgy were opened, initially in Mitrovica, the school year 1970/71, and then continued in Pristina until the establishment of the Faculty of Mining and Metallurgy in Mitrovica in 1974. The Faculty of Mining and Metallurgy in Mitrovica was established by the Law on the Establishment of the Faculty of Mining and Metallurgy on July 22, 1974. In the year of foundation the studies were organized in the following departments: Mining, Technology and Metallurgy, and in the 1980/81 school year the department of Geology was opened. The establishment of the Faculty of Mining and Metallurgy was of great importance for the whole of Kosovo. It was the Trepça Mining and Metallurgical Combine that was in dire need of engineering staff coming from the Faculty of Mining and Metallurgy. The frameworks provided by the Faculty of Mining and Metallurgy and the Technical High School have earned a deserved place in the Kosovo Power Plant as well as the entire industry and economy of Kosovo.

On the basis of these faculties and based on the tradition of over 60 years of higher education in Mitrovica, the Government of the Republic of Kosovo on 06.03.2013 has established the Public University of Mitrovica, and the Assembly of Kosovo on 31 May 2013 has ratified the decision. . According to the Interim Statute, approved by the Ministry of Education, Science and Technology, there are six faculties within the University of Mitrovica “Isa Boletini” (UMIB): Faculty of Geosciences (FGJ), Faculty of Food Technology (FTU), Faculty of Mechanical and Computer Engineering (FIMK), Faculty of Law (FJ), Faculty of Economics (FE) and Faculty of Education (FE). Within these faculties, the total number of programs accredited to UMIB by September 2019 is 20 programs within two levels: Bachelor and Master. In the teaching process at UMIB are involved 114 teachers in total and assistants. Of these, 98 are full time teachers: 20 full professors, 22 associate professors, 24 assistant professors, and 32 assistants.

The Faculty of economics under the University of Mitrovica “Isa Boletini” (UMIB) commenced work in academic year 2013-2014 in two departments: Banking, Finance and Accounting; Management and Informatics as academic units of the University of Prishtina (UP) in Prishtina, whereas from academic year 2015-2016, it continued under UMIB in Mitrovica. For the academic year 2015-2016 the Faculty of economics announced the vacancy for full-time students in two

departments: Banking, Finance and Accounting; Management and Informatics, with a total of 220 slots, with 200 slots for the students from Kosovo, 10 slots for other communities such as: Bosnian, Turkish, Roma, Ashkali and Egyptian, and 10 slots for: Presheva, Bujanoc, Montenegro, Albania and Macedonia.

Since academic year 2015-2016 in the Faculty of economics the studies have been organized according to the curricula adopted by the Senate of the University of Mitrovica “Isa Boletini” based on the Bologna Declaration, with regards to setting up a credit system such as ECTS as a means for promoting the mobility of students at both national and international level.

In the academic year 2015-2016 the Accreditation Agency accredited the Bachelor studies in the Faculty of economics in two departments: Banking, Finance and Accounting; and Management and Informatics.

In the academic year 2018-2019, the Business and Management program at the Bachelor level with the specialization Banking, Finance and Accounting has been accredited. Based on the necessary need for the organization and development of higher education according to the standards and criteria of European Universities and beyond, the Faculty of Economics within UMIB proposes the model of studies reformed according to plans and programs based on the recommendations of the Declaration. of Bologna.

## **VISION**

The vision of the Faculty of Economics is to be leading Institution of Higher Education in Kosovo and region, on education and scientific research, for the preparation of staff in unique fields in order to meet the needs according to the development trends of the economy.

## **MISION**

Mission of the Faculty of Economics is the development of effective education that contributes to the promotion of economic and social development at the national level through the provision of high quality education and research through the application of modern practices and the creation of equal opportunities for all.



## VALUES OF THE FACULTY OF ECONOMICS

The values on which the activity of the Faculty of Economics is based are closely related to the values of UMIB, which are:

- Qualitative studies;
- Respect and responsibility;
- Justice and honesty;
- Transparency and integrity;
- Diversity and well-being;
- Creativity and academic freedom;
- Care for the environment and society;
- Ethics.

## STAKEHOLDERS

The strategic development of the Faculty of Economics, for the period 2019-2021, is of major interest to many stakeholders, so it is designed and planned to be implemented in close cooperation and with broad coordination, with all. Stakeholders include a wide range of participants: academic staff, students, management, administrative and technical staff, alumni, the business community, state authorities (local and central level) and the external academic and scientific community. Given the fact that human resources represent the most important asset of any higher education institution, in any country, therefore academic staff, administrative and technical staff and Unit Management are listed highest in the group of stakeholders.

**The academic staff** - of the academic unit constitute the main bearers of the effective teaching process, academic counseling and student counseling. The staff is responsible for the continuous development of the curriculum through assessment, research activity, scientific research and international cooperation. This interest group includes professors with a regular employment contract, engaged professors, assistants, but also scientific collaborators. The academic staff, depending on the academic vocation, have the following composition: Prof. Dr., Prof. Assoc. Dr., Prof. Ass. Dr., Ass. and Lecturer.

**Administrative and technical staff** - also represents very important internal stakeholders, who performs the operational and administrative functions of the Faculty of Economics, the administration of the faculty and its constituent parts, public relations, as well as student services. In this interest group are: the secretary of the academic unit, administration officials, librarians and technical staff.

**The management of the academic unit** - The management of the Faculty of Economics, represents the leading and decision-making body that are in charge for the management and progress of educational-research work, quality assurance, international cooperation of the unit, etc. The management includes: Faculty Council, Dean, Vice Dean, Head of Department and Quality Coordinator.

**Students** - Students represent the most essential interest for the development of the Faculty of Economics. Therefore, the information received from students in the form of assessments and suggestions, are the incentives forces towards the success of the academic unit. Students, as a key party of interest, are from most of the Kosovar territories, but also beyond.

**Alumni** - as an important party of interests, represent the group organization of graduate students, and who are treated as a succession of special importance. Within the University, where the graduate students of the Faculty of Economics are also active, the Alumni Association has been established, which serves as a bridge between current students, academic and administrative staff, former students, and the community. The Faculty continuously provides services to this interest group, as well as keeps them informed and interested in the continuous development and opportunities for cooperation.

**Business community** - is a strategic partner and consists of various participants who are of major interest to both the business structure and students. This community consists of representatives of businesses, local businesses and beyond, representatives of industry, associations and business organizations. Soon, the Industrial Board will be formed within the Faculty.

**Government authorities (local and central)** - this group includes representatives of the Municipal Assemblies of the region of Mitrovica, Vushtrri, Skenderaj, (MEST), the Ministry of Finance (MoF), the Ministry of Public Administration (MPA), etc.

**External academic and scientific community** - consists of external strategic partners of the Faculty of Economics and the University. This group includes universities and cooperating faculties in Kosovo and abroad, research institutes, high schools, as well as other institutions that help the Faculty of Economics in building and advancing academic, scientific and research capacities.

### SWOT Analyses of the FE

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• FE mission within Isa Boletini University, clearly defined and oriented towards profiling of studies in the field of Business and Management;</li> <li>• The specializations within the program are in line with demands of labor market and are unique;</li> <li>• Qualified staff with experience in various economic fields;</li> <li>• Teaching is based on clearly defined didactic and research concepts;</li> <li>• Provision of contemporary and interactive knowledge in preparing students in the fields of business and management besides market demands;</li> <li>• The Faculty of economics in the offered study program has made a difference from other Universities always, based on programs offered by other HEIs;;</li> <li>• Possession of regulations within the institution for the concrete functioning of the unit;</li> <li>• Regulation on master studies.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited access to paid professional internships for students in various institutions;</li> <li>• Lack of literature according to new curricula in Albanian language;</li> <li>• The lack of Master's degree accreditation last year has diminished the reputation of the faculty;</li> <li>• Operational structure / bureaucracy.</li> </ul>
<b>Opportunities</b>	<b>Challenges (Risks)</b>
<ul style="list-style-type: none"> <li>• New opportunities for cooperation with industry and state institutions in terms of enhancing cooperation through workshops, seminars, professional practice, etc .;</li> <li>• Interest in expanding new programs;</li> <li>• Increasing demand for career advancement and lifelong learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited budget of MEST;</li> <li>• Development of future similar study programs in the region;</li> <li>• Social and student perception of education only as a means of finding a job.</li> </ul>

## **STRATEGIC PLANNING PROCESS**

Strategic planning is a process through which concrete objectives are identified as well as the steps that need to be taken to be successfully completed.

## **STRATEGIC OBJECTIVES**

Through the strategic plan are identified the strategic objectives of Economic Faculty development, for the medium term development period 2019-2021, which we specify in the following:

- Advancing study activities in terms of teaching, professional development and student support,
- Advancement of scientific research and development,
- Construction of quality assurance system,
- Development of human resources, digitalization and public information,
- Inter-institutional and international cooperation.

The strategic objectives mentioned above are expended into specific objectives and concrete activities that need to be undertaken in order to be successfully implemented. SPEF also includes the holders of activities, deadlines, but also the resources needed to achieve these objectives. Also, in order to facilitate, efficiently implement and monitor the strategic plan, the operational plan contains the main performance indicators and expected results, which facilitate the holders of the activities, as well as the monitoring group measuring the performance of each activity, specific and strategic objectives.

## ACTION PLAN 2019 -2021

### Strategic objective: 1. Advancing study activities in terms of teaching, professional development and student support

#### Specific Objectives: 1.1. Improving teaching methods

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Deadline	Expected performance result
1.1.1 Conducting training on new teaching methodologies	VCTSAQD, Office for Budget and Finance, EF	500,00 €	Number of trained staff	2020	Certification 100% of EF staff
1.1.2 Advanced training on teaching methodologies.	VCTSAQD, Office for Budget and Finance, EF	500,00 €	Number of trained staff	2021	Certification 100% of EF staff
1.1.3 Training for syllabus review	VCTSAQD, Office for Budget and Finance, EF	100.00 €	Number of trained staff	2020	90% of current EF staff trained

#### Specific Objectives:1.2. Harmonization of the assessment method with the expected learning outcomes

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Deadline	Expected performance result
1.2.1 Applying changes in the design of syllabuses in accordance with the manual assessment of outcomes of learning	EF, VCTSAQD	Administrative cost	Number of modified syllabus	2020 -2021	Syllabuses have been modified to reflect the unit's new policies

#### Specific Objectives:1.3 Engagement of anti-plagiarism system

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Deadline	Expected performance result
1.3.1 Training of staff for the use of anti-plagiarism software and its application.	IT Office, EF	Administrative cost	Number of trained staff	2020	The trained staff and 100% of the students' works are subject to the anti-plagiarism system
1.3.2 System utilization monitoring	IT Office, EF	Administrative cost	Presentation of data from system utilization	2020-2021	Periodical reports every 6 months

#### Specific Objectives:1.4 The ongoing training of staff

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Deadline	Expected performance result
1.4.1 Attending a conference in the special field	EF, VRBF, Office Budget and Finance	833.00 €	Number of participations	2020-2021	At least 70% of staff attended a conference during the year
1.4.2 Publication of at least one article per year	EF, VRBF, Office Budget and Finance	833.00 €	Number of publications	2020-2021	At least 70% of staff have published an article during the year
1.4.3 Support for switching from MA to PhD	VCTSAQD, Office for Budget and Finance, EF	3.333.00 €	Number of supported staff	2020-2021	Concrete staff support

<b>1.4.4 Staff applying to participate in mobility</b>	EF, VRBF	Project funds (Erasmus +, etc.)	<b>Number of staff applications</b>	2020-2021	At least 20% of staff have applied
<b>Specific Objectives:1.5 Learning resources and support</b>					
<b>Activities</b>	<b>Responsible and supportive units</b>	<b>Financial cost (EUR)</b>	<b>The key performance indicator</b>	<b>Deadline</b>	<b>Expected performance result</b>
<b>1.5.1 Distribution of questionnaires for the evaluation of administrative services by the academic staff</b>	EF, QAO	Administrative cost	<b>Number of completed questionnaires</b>	2020	Review the results of the questionnaire
<b>1.5.2 Distribution of questionnaires for the evaluation of administrative services by students</b>	EF, QAO	Administrative cost	<b>Number of completed questionnaires</b>	2020	Review the results of the questionnaire
<b>Specific Objectives:1.6 Orientation and information for all phases of the student life cycle</b>					
<b>Activities</b>	<b>Responsible and supportive units</b>	<b>Financial cost (EUR)</b>	<b>The key performance indicator</b>	<b>Deadline</b>	<b>Expected performance result</b>
<b>1.6.1. Drafting the handbook for students with the most relevant information related to the Faculty and the study program</b>	EF, Student career development office	Administrative cost	<b>Handbook developed within the EF</b>	2020-2021	Handbook published on the EF website
<b>1.6.2 Information campaign for graduates</b>	EF, Student career development office, Student Parliament	500.00 €	<b>Number of campaign activities</b>	2020-2021	8 activities conducted
<b>1.7. Specific Objectives: Student support during the study cycle</b>					
<b>Activities</b>	<b>Responsible and supportive units</b>	<b>Financial cost (EUR)</b>	<b>The key performance indicator</b>	<b>Deadline</b>	<b>Expected performance result</b>
<b>1. 7.1. Supporting students through consultations, round tables and cooperation with business practices for students.</b>	EF	1.000,00 €	<b>Number of participating students and beneficiaries of cooperation with businesses</b>	2019-2021	Student roundtables, business collaboration practices
<b>Sub objectives: Increasing cooperation with graduate students - Alumni</b>					
<b>1.7.2. Membership of graduates in the Alumni Association</b>	Alumni, EF	Administrative cost	<b>The number of graduates who join the Alumni Association</b>	2019-2021	100 affiliated
<b>1.7.3. Organizing a meeting with EF graduates and the EF Industrial Board</b>	Alumni, EF	500 €	<b>Number of events</b>	2020-2021	Organized events

<b>1.7.4. Promoting the achievements of EF students, success stories</b>	Alumni, EF	Administrative cost	<b>Publications on the EF website and "Alumni" on social networks</b>	2020	Website of the Economic Faculty and Alumni UMIB
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## Strategic objective 2. Advancement of scientific research and development

### 2.1. Drafting a strategic research plan

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>2.1.1. Scientific research publications in the field of economics with significant impact on the economy and the community</b>	EF, Rectorate	Administrative costs	Number of published scientific research papers	2020 - 2021	Drafted Strategic Plan for Scientific Research
<b>2.1.2. Establishment of the institute of economics within the Faculty of Economics</b>	EF, Rectorate	Administrative costs	Establishment of the institute within the Faculty of Economics	2021	Institute established at the Faculty of Economics
<b>2.1.3. Establishment of a scientific research group within the Faculty of Economics</b>	EF, Rectorate	5.00.00	Establishment of scientific research group	2021	Scientific research group established

### 2.2. Establishment of the fund from financial income for research support

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>2.2.1. Application for support in MEST grant schemes, and with partnership in joint international projects</b>	EF, Academic Staff and students	Administrative costs	<b>Applications for projects and support</b>	2020-2021	20% of staff are involved in applications

### 2.3. Organizing EF conferences

<b>2.3.1. Organizing a scientific conference every year in the field of economics</b>	Organizational council	500.00 € For the conference	<b>Number of participants and scientific papers in the field of economics</b>	2021	Over 30 presentations inside and outside the country
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## Strategic objective 3. Setting up a quality assurance system

### Specific Objective 3.1 Development of quality assurance system

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
3.1.1. Establishment of a quality assurance system through the engagement of UMIB bodies and external consultancy	CCQAE; VRTSAQD; QAO; Coordinators of EF	Administrative costs	Guide and regulation for quality assurance drafted according to the Statute of UMIB.	2020	Regulation and quality assurance guide published on the website
3.1.2. Evaluation and supervision of quality assurance of teaching and learning	EF, Rectorate of UMIB	Administrative costs	Questionnaire for measuring and evaluating quality of teaching and learning.	2020-2021	Evaluation and analysis of results from the package of instruments for measuring quality within the unit
3.1.3. Application of interactive and contemporary teaching methods	CCQAE; VRTSAQD; QAO, EF	Administrative costs	Training of academic staff, new teaching techniques and approaches.	2020-2021	Implementing new interactive knowledge in the teaching process.
3.1.4. Market analysis for the suitability of curricula to market needs	QAO, EF	Administrative costs	The level of suitability of new programs with market needs	2019-2021	Market research report
3.1.5. Application for new specializations at the Bachelor and Master level	QAO; Dean, Vice Dean, Academic Staff, and Academic Unit Coordinator	Administrative costs	Drafting SERand preparing the application form for accreditation in KAA.	2020-2021	Accreditation of new specializations within the Management and Business program.
<b>Specific Objective 3.2 Advancing the internal and external quality measurement process</b>					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
3.2.1 Development and reporting by questionnaires with the EF administration and academic staff;	QAO, EF	Administrative costs	Number of questionnaires handled	2019 - 2021	Report with findings
3.2.2 Development and reporting by questionnaires with students for measuring quality: One at the end of each semester.	QAO, EF	Administrative costs	Number of questionnaires handled	First Questionnaire: January 2020; Second questionnaire: June 2020. And in each subsequent year.	Report with findings
3.2.3, Distribution of quality measurement questionnaires for	QAO, EF		Number of questionnaires placed	December 2019- July 2020.	Report with findings



completion with the management of FE		Administrative costs		And in each subsequent year.	
3.2.4 Distribution of quality measurement questionnaires for completion with graduates.	QAO, EF	Administrative costs for quality	Number of questionnaires placed	December 2019- July 2020. And in each subsequent year.	Report with findings
3.2.5 Reviewing and completing / improving program SER	QAO, EF	Administrative costs for quality	Numer of reviewed SER	October 2019, and as an ongoing process	Reviewed SERs
3.2.7 Reviewing curricula and applicable programs	QAO, EF	Administrative costs for quality	Number of lesson plans	October 2019 and as an ongoing process	Reviewed plans

### Specific Objective 3.3 Academic staff training

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
3.3.1 Continuation of trainings organized by UMIB for academic staff	PMCS, QAO, EF	300.00 €.	Number of trained teachers	2020-2021	Teacher certification

### Specific Objective 3.4 Raising the quality culture

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
3.4.1 Information and consultation on the importance of quality assurance through workshops for staff and students	QAO and EF	Administrative costs	Organized activities	2020-2021	Number of organized workshops

## Strategic objective: 4. Human resources development, digitalization and public information

### 4.1. Human resources plan for academic staff

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
4.1.1. Compilation of the Annual Plan for academic advancement and recruitment of academic staff for new specializations.	FE, Management, AAO – PO)	Administrative costs	Meritorious advances and the identification of competent academic staff	2020-2021	Personnel plan for advancement and recruitment designed in detail.

<b>4.1.2. Development of the process of recruitment based on personnel plan and budget funds</b>	FE ( Management, AAO – PO)	19.000, 00 €	<b>Competition and recruitment procedures</b>	2020-2021	Recruitment according to the drafted plan.
<b>4.1.3. Plan development for the training of the academic staff (AS).</b>	Council of the FE, Dean dhe Vicedean	Administrative costs	<b>Organizing according to the annual training plan for AS</b>	2020-2021	Annual training plan of the academic staff drafted.
<b>4.2. Development and promotion of the (Academic Staff) human resources</b>					
<b>4.2.1. Development of procedures for the promotion of academic staff</b>	Rektorate, Steering Council /Senate, The Council of Studies, Council of the FE	Administrative costs	<b>Promotion of three professors from "Prof.ass to Prof.asoc" and two "Lecturer Assistants to Prof.ass".</b>	2021	According to the regulation for the promotion of academic staff.
<b>4.3. Infrastructure update according to the most advanced technology</b>					
<b>Activities</b>	<b>Responsible and supportive units</b>	<b>Financial cost (EUR)</b>	<b>The key performance indicator</b>	<b>Time limit</b>	<b>Expected performance result</b>
<b>4.3.1. Equipping classrooms and offices with advanced hardware and software equipment.</b>	Rektorate, IT, Finance Office Management of the FE	6.000,00	<b>Classrooms and offices equipped with advanced technology</b>	2020-2021	Learning process with the application of advanced teaching methods.
<b>4.3.2. Equipping cabinets with advanced hardware and software equipment.</b>	Rektorate, IT, Finance Office Management of the FE	4.000,00	<b>Cabinets equipped with advanced technology</b>	2020-2021	Practical work with the application of advanced technology according to contemporary standards of study
<b>4.3.3. Equipping the library with advanced hardware and software equipment as well as digital library.</b>	Rektorate, IT, Finance Office FE, Auditing Office	1.333..00	<b>Library equipped with new technology</b>	2020-2021	Teaching in the library equipped with computer, internet and access to digital libraries.
<b>4.4. Specific Objectives: Digitalization of the process of identification and control of the continuity of academic / administrative staff and students</b>					
<b>Activities</b>	<b>Responsible and supportive units</b>	<b>Financial cost (EUR)</b>	<b>The key performance indicator</b>	<b>Time limit</b>	<b>Expected performance result</b>

<b>4.4.1. Digitalization of the identification and control of the continuity of the academic / administrative staff.</b>	Management, IT, VRTSAQD, Secretary, FE	1.333.00 €	<b>Integration of presence evidence service for academic / administrative staff in FE</b>	2020-2021	More efficient evidence of staff presence and facilitation of control and reporting. Raising the level of observance of working hours by 10%
<b>4.4.2. Digitization of evidence and control of student attendance.</b>	VRTSAQD, IT, SSO, FE	850,00 €	<b>Integration of student attendance service in the halls and cabinet of TI FE</b>	2020-2021	More efficient evidence of student attendance raising the level of observance of the schedule of lectures and exercises by 10%

#### 4.5. Specific Objectives: Informing and communicating with the public

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>4.5.1. Updating information on the website about events in FE</b>	Management of the FE, OPCI	Administrative costs	<b>News / announcements published on the website of UMIB, for the activities of the Faculty of Economics.</b>	2019-2021	Increasing transparency, Penetration of information for the Faculty of Economics in public.
<b>4.5.2. Promoting FE through promotional materials and other alternative tools</b>	Rektorate, Management of the FE	900.00 €	<b>Promotional brochures, notebooks, calendars, pens ...</b>	2020/2021	Increasing the prestige of FE.

#### Strategic objective: 5. Inter-institutional and international cooperation

##### 5.1. Establishment of legal basis, functioning of the office for international cooperation and drafting of strategy for internationalization

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>5.1.1 Establishment of the Industrial Board of FE</b>	FE, Rektorate	Administrative costs	<b>Number of meetings with stakeholders Recommendations</b>	2020	Industrial Board Established

##### 5.2. Raising the level of partnership and business agreements

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>5.2.1. Staff support for participation in scientific conferences</b>	VRFICSR, HRO, FE, Budget and Finance Office	3.333.00 €	Number of regular academic staff supported to participate in conferences / year.	2020-2021	Participation in International Conferences. Raising the number of academic staff serving in editorial boards of international scientific journals / conferences.
<b>5.3. Increasing the number of applications for joint projects for international funds</b>					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>5.3.1. Participation in the training of academic / administrative staff in building professional capacity for application in projects and absorption of international funds</b>	VRFICSR, HRO and FE	Administrative costs	Number of follow-up workshops for capacity building for project applications	2020-2021	Attendance of a workshop per year by representatives of the academic and administrative staff of FE
<b>5.3.2. Application in mobility projects for staff and students</b>	VRFICSR, HRO, FE, Academic and administrative staff and students	Administrative costs	Number of applications in mobility projects	2020/2021	Application of the FE with one project
<b>5.4. Increasing the mobility of staff and students (Internship, continuing studies, etc.)</b>					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>5.4.1. Participation in workshops for academic / administrative staff and students in the capacity building professional application for international mobility</b>	VRFICSR, HRO, FE, Academic and administrative staff and students	Administrative costs	Number of workshops held to increase capacity for mobility applications	2020/2021	Attendance of a workshop per year by representatives of the academic and administrative staff of FE
<b>5.5. Scholarship programs / scholarships for students</b>					

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>5.5.1. Capacity building of academic staff and students around application procedures</b>	VRFICSR, HRO, FE	Administrative costs	Number of workshops attended for capacity building for scholarships in different program schemes	2020-2021	Attendance of one workshop per year for representatives of academic staff and FE students
<b>5.6. Data management for international projects and donations</b>					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>5.6.1. Monitoring and reporting on projects benefited and realized</b>	FE, VRFICSR, HRO	Administrative costs	Compilation of a plan for quality monitoring	2020-2021	Quarterly reports
<b>5.6.2. Improving resources and infrastructure to support international cooperation</b>	FE, VRFICSR, HRO, IT	Administrative costs	Creating online access for academic staff and students to get acquainted with new achievements in the field of economics through the digital network	2020-2021	Improved resources and infrastructure for international cooperation in the field of economics
<b>5.7. Alumni / industry / local institutional and central institutional cooperation</b>					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>5.8.1. Organizing joint events related to events in academic units and UMIB in order to intensify cooperation between Alumnus, Industrial Board and industry representatives</b>	FE, together with relevant stakeholders within UMIB.	166.00 €	The guest of Alumnus, Industrial Board and industry representatives at the events of the University / Faculty of Economics	2020 – 2021	Organizing an event by the Faculty of Economics
<b>5.8. Specific Objectives: Connecting Alumni with Industry and Government Employers</b>					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
<b>5.8.1. Creating an employer data system for students</b>	FE	Administrative costs	Creating an employer database and communicating	2020 - 2021	Database with list of potential employers for employment and internship of students

## **MONITORING, ASSESSMENT AND REPORTING**

Monitoring and evaluation are fundamental factors in the implementation of a genuine strategy and aim to measure the progress made.

Within FE, a group has been set up to coordinate and monitor the implementation of the SPFE, which is led by a Coordinator appointed to the FE Council.

The main tasks of this group are:

- Drafting 6-month action achievement plans in accordance with SPFE;
- Progress analysis in the implementation of SPFE, based on the information gathered;
- Review and approve additional measures to ensure the implementation of the SPFE;
- Reporting to the FE Council.

The FE Council will be responsible for monitoring and evaluating the implementation of this Strategic Plan. The Coordination and Monitoring Group will compile the performance reports of the SPFE implementation and will report to the FE Council and this data will be reviewed by this Council. These indicators will enable the monitoring of progress by noting the level of achievement of objectives and the realization of strategic activities. Stable monitoring and evaluation of this strategy enables the implementation of the action plan and provides its implementers with an overview which enables them to act in a timely manner and in accordance with the needs and challenges they face. At the end of the implementation of the strategy, an overall assessment will be made to control to what extent this strategy has strengthened our unit, so that the results, difficulties, impact, sustainability, lessons learned and recommendations serve the strategies. in the future.

Based on the results of this comprehensive assessment, FE will be able to plan future strategies. The actions and activities that will be undertaken for the implementation of this document will enable the continuation of the development of FE, as an important institution, for advanced teaching, quality education, but also for research and scientific work, at the national level and beyond.



## CONCLUSION

The strategic plan of our institution is of great importance for the progress of affairs in our institution, as it serves as a guide on where we will move as an institution of Higher Education so that we can always keep up with the trends of economic development.

SPFE continuously will help to improve the quality of teaching, learning and development of curricula in accordance with the needs of the labor market. Therefore, the implementation of this Strategic Plan is an obligation for all FE stakeholders, to work on fulfilling and advancing the mission of the faculty, as well as the obligations that FE has to students and citizens of Kosovo for a quality and valuable education. From the date of approval of this document, all the development activities of FE will be guided by this document, which will also be an indicator of the performance of the management structure and the entire academic staff of the faculty.