



University of Mitrovica "Isa Boletini"

**STRATEGIC PLAN OF
UNIVERSITY OF MITROVICA "ISA BOLETINI"
(REVISED)
2019-2021**

Abbreviations:

AS	Academic staff
AU	Academic Units
CCQAE	Central Commission for Quality Assurance and Evaluation
GC	Governing Council
GE	Group of experts
HEI	Higher Education Institution
IMGC	International Multidisciplinary Geo-Science Conference
IS	Information System
IT	Information Technology
LO	Learning Outcomes
MAP	Ministry of Public Administration
MEST	Ministry of Education, Science and Technology
MTEF	Medium Term Expenditure Framework
OAA	Office for Academic Affairs
OIC	Office for International Cooperation
OR	Own revenues
PC	Professional Commission
PICO	Public Information and Communication Office
PO	Personnel Office
QAO	Quality Assurance Office
SER	Self Evaluation Report
SP	Student Parliament
SPUMIB	Strategic Plan of the University of Mitrovica "Isa Boletini"
SSO	Student Services Office
UMIB	University of Mitrovica "Isa Boletini"
VRICR	Vice Rector for International Cooperation and Research
VRTSAQD	Vice Rector for Teaching, Student Affairs and Quality Development

RECTOR'S INTRODUCTORY REMARKS

Dear all,

It is my honor and pleasure to present the document of the Revised Strategic Plan of the University of Mitrovica "Isa Boletini" for the period 2019-2021, which will be a sustainable platform for development, research and innovation in this institution.

In this strategic plan, short-term and medium-term institutional objectives are designed and they derive from the ideas of the management, academic units, administrative staff, students, the University's industrial board as well as other stakeholders, which are consistent with the revised mission and vision.

The Strategic Plan will be a guide for the University on its path to raising the quality of teaching and learning, developing curricula in accordance with the needs of the labor market, scientific research, internationalization and networking, digitalization and public information, and sustainable financial management.

The implementation of the Strategic Plan requires the synergies of all stakeholders to make the maximum contribution to its most efficient implementation. Therefore, I invite the academic and administrative staff, students, public institutions, the business community and all other stakeholders to use and support this document as an action plan towards achieving strategic objectives and identifying opportunities, overcoming difficulties and challenges that the future can bring.

On this occasion, I would like to cordially thank all those who contributed to the drafting of this valuable document.

Sincerely,

Prof. Dr. sc. Alush Musaj, Rector

DRAFTING OF THE STRATEGIC PLAN

The revised strategic plan for the period 2019-2021 is drafted in line with the Standards and Guidelines for Quality Assurance in the European Higher Education Area, Law 04 / L-037 on Higher Education in the Republic of Kosovo, the Provisional Statute of University “Isa Boletini” in Mitrovica, Standards Accreditation Guide of the Kosovo Accreditation Agency (KAA) and the Recommendations of the Group of International Experts as well as in the comprehensive consultation of external and internal stakeholders of the Professional Commission, which was appointed by decision 2108 of the Governing Council of UMIB composed of 21 members:

1. Nurten Deva, GC - chairwoman,
2. Musa Dibrani, GC - member,
3. Meriton Hajzeri, GC - member,
4. Merita Shala, Vice Rector - member
5. Ajtene Avdullahi, Vice Rector - member,
6. Behxhet Shala, Vice Rector - member,
7. Naser Peci, Dean - member,
8. Besim Gollopeni, Dean - member,
9. Zahir Qerkini, Coordinator for academic development - member,
10. Albulena Grajcevci, Assistant - member,
11. Faton Merovci, Professor - member,
12. Bekim Samadraxha, MEST Representative - member,
13. Camel I.l.c, Representative of the Industrial Board - member,
14. Apetit Group, Representative of the Industrial Board - member,
15. Bleona Musliu, Student representative - member,
16. Edona Haxhimehmeti, Student representative - member,
17. Egzona Osmani, Student representative - member,
18. Xhelal Smakiqi, General secretary - member,
19. Besim Kurti, Director of budget and finance - member,
20. Ermira Sopa, Representative of the legal office - member,
21. Avdyl Beqiri, Secretary of the law faculty - member.

BACKGROUND AND PROFILE OF THE UNIVERSITY OF MITROVICA "ISA BOLETINI"

The foundations of higher education studies in Mitrovica were laid with the opening of the High Technical School in 1961. In 1970, within the Technical Faculty, the departments of Mining, Technology and Metallurgy were opened, initially in Mitrovica, in the academic year 1970/71, and then continued in Prishtina until the establishment of the Faculty of Mining and Metallurgy in Mitrovica in 1974. In the founding year the studies were organized in the following departments: Mining, Technology and Metallurgy, and in the academic year 1980/81 the department of Geology was opened.

The Faculty of Mining and Metallurgy was of great importance for Kosovo but also for the whole country. The graduates from this faculty were distinguished for their professionalism and occupied a deserved place in the giants such as the Kosovo Power Plant, the Mining and Metallurgical Plant "Trepça", but also in the entire industry and economy of Kosovo and beyond.

From the first days of its establishment, Higher Education at the Faculty of Mining and Metallurgy in Mitrovica has been internationalized, based on the fact that students studying at this faculty came from all parts of Kosovo, but also other ethnically Albanian students from Northern Macedonia, Preshevo, Bujanovac, Medvegja and Montenegro, there were also many foreign students, mostly coming from the Middle East.

Based on the 60-year tradition of Higher Education in Mitrovica, unique departments, and the needs of labor market, The Government of the Republic of Kosovo on 06.03.2013 established the Public University of Mitrovica, and on 31 May 2013 the Assembly of Kosovo ratified the decision. Based on the Provisional Statute, approved by the Ministry of Education, Science and Technology, six faculties operate within the University of Mitrovica "Isa Boletini".

Faculties at the University of Mitrovica "Isa Boletini"



Faculty of Geosciences



Faculty of Food Technology



Faculty of Mechanical and Computer Engineering



Faculty of Law



Faculty of Economics



Faculty of Education

In these faculties, the total number of programs accredited in UMIB until September 2019 is 20, at two levels: Bachelor and Master.

Study programs offered at Bachelor and Master level

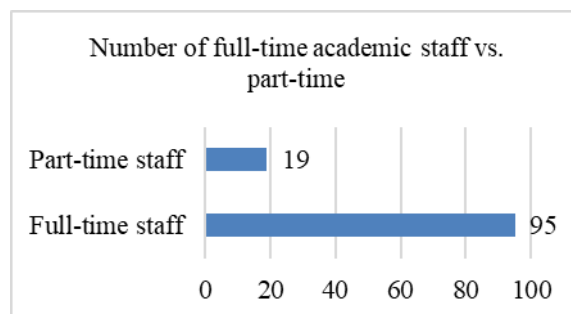
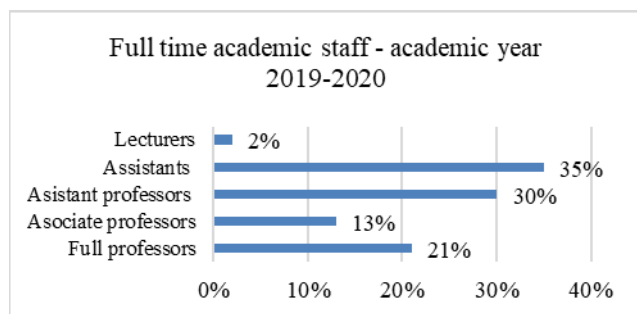
No.	Study program Specializations	Year of accreditation	Accredited until	Academic Title	ECTS
1.	Technology Specializations: Environmental Engineering Chemical Engineering	1.10.2019	30.9.2022	BSc (Level VI)	180
2.	Technology Specializations: Environmental Protection Engineering Chemical Engineering	1.10.2019	30.9.2022	MSc (Level VII)	120
3.	Engineering and Food Technology	1.10.2019	30.9.2022	BSc (Level VI)	180
4.	Engineering and Food Technology	1.10.2019	30.9.2022	MSc (Level VII)	120
5.	Economic Engineering	1.10.2019	30.9.2022	MSc (Level VII)	120
6.	Geology	1.10.2017	30.09.2021	BSc (Level VI)	180
7.	Mining	1.10.2019	30.9.2022	BSc (Level VI)	180
8.	Mining	1.10.2019	30.9.2022	MSc (Level VII)	120
9.	Business and Management with specialization: Banking, Finance and Accounting	1.10.2019	30.9.2022	BA (Level VI)	180
10.	Materials and Metallurgy Specializations: Materials Metallurgy	1.10.2017	30.09.2021	BSc (Level VI)	180
11.	Deposits of raw minerals	1.10.2019	30.9.2022	MSc (Level VII)	120
12.	Hydrogeology and Engineering Geology	1.10.2017	30.09.2021	MSc (Level VII)	120
13.	Materials	1.10.2017	30.09.2021	MSc (Level VII)	120
14.	Metallurgy	1.10.2017	30.09.2021	MSc (Level VII)	120
15.	Engineering Informatics	1.10.2017	30.09.2021	BSc (Level VI)	180
16.	Manufacturing Machinery	1.10.2017	30.09.2021	BSc (Level VI)	180

17.	Economic Engineering	1.10.2017	30.09.2021	BSc (Level VI)	180
18.	Law	1.10.2017	30.09.2021	LLB (Level VI)	240
19.	Primary Education	1.10.2017	30.09.2021	BSc (Level VI)	240
20.	Preschool Education	1.10.2017	30.09.2021	BSc (Level VI)	240

Academic personnel of the University of Mitrovica "Isa Boletini"

A total of 114 Academic staff are assigned in the teaching process at UMIB. Of these, 95 are full-time teachers and 19 are engaged with honorarium. Of all professors, 20 are full professors, 12 associate professors, 28 assistant professors, and 33 assistants and 2 lecturers. The UMIB professor-student ratio for this academic year is 1:16.

Statistics related to academic staff



Academic staff based on the degree of education

Academic rank	Full time	Engaged with honorarium	Total
Dr.sc.	61	16	76
Mr / Msc	36	3	38
Total	97	19	114

Academic staff based on academic titles

	Full professors	Associate professors	Assistant professors	Lecturers	Assistants	Total
Full time	23	13	25	2	34	97
Engaged with honorarium	6	7	2	1	3	19

Administrative staff of the University of Mitrovica "Isa Boletini"

Based on the Regulation on Internal Organization and Systematization of Jobs, UMIB has organized the Central Administration (CA) at the level of the Rectorate and administrative offices at the level of each academic unit.

Currently, the number of administrative employees in the Central Administration is 17, while 27 administrative employees are currently employed in the administrative offices.

Academic and administrative staff in CA and AU

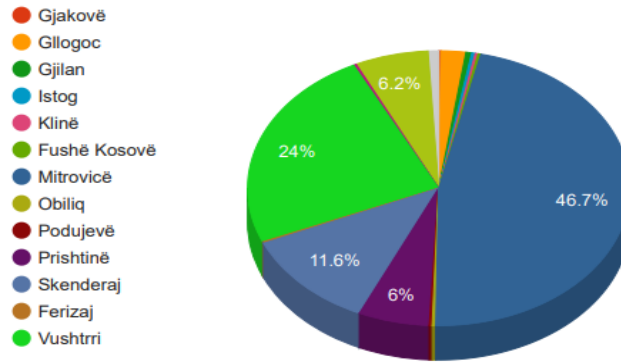
Faculty - CA	Full academic staff	Engaged academic staff	Administrative staff
Faculty of Geosciences	25	6	5
Faculty of Food Technology	19	4	8
Faculty of Mechanical and Computer Engineering	22	0	9
Faculty of Law	8	3	3
Faculty of Economics	11	0	2
Faculty of Education	12	6	2
Central Administration			17
Total	97	19	46

Students of the University of Mitrovica "Isa Boletini"

At the University of Mitrovica, within 6 faculties in the academic year 2019/2020, a total of 1812 students attend their studies in all years of study, in bachelor and master studies.

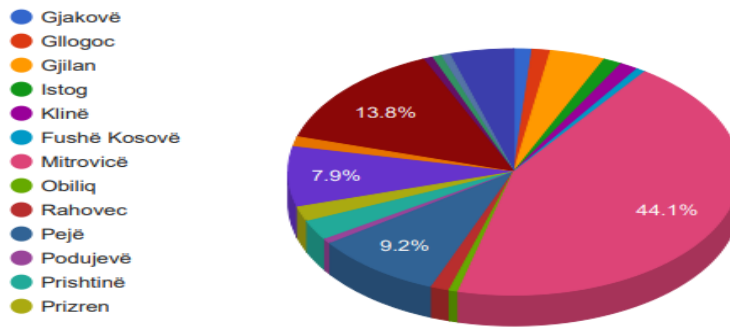
Thanks to the unique programs, tradition and image, the new, most modern campus in the country, the quality of teaching and the sufficient number of professors, the University of Mitrovica "Isa Boletini" continues to be attractive to many students coming from other countries where according to statistics in Bachelor's degree only 46.7% of students are from Mitrovica.

Graphic overview of local students by cities at the Bachelor level



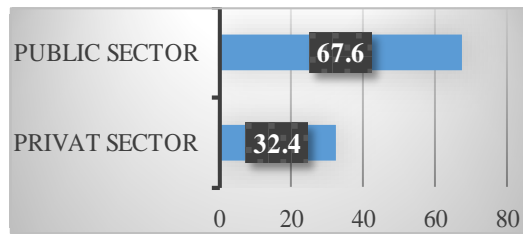
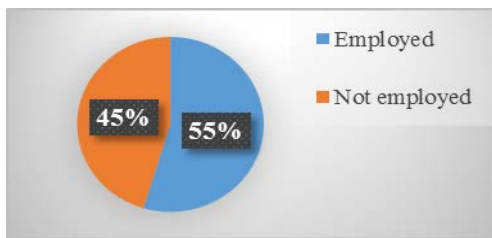
While at the Master level this percentage is even lower, 44.1%.

Graphic overview of local students by cities at Master level



As for our graduates, the graph below shows the percentage of employment levels for alumni (where not all of our graduate students are enrolled in alumni) and the percentage of their employment in the public and private sector is shown in the following graph:

Percentage of employed Alumni and percentage of employed Alumni by public / private sector



Campus and Infrastructure of University “Isa Boletini”

The University of Mitrovica operates in an area of about 18 hectares. The location of the campus lies in a very picturesque landscape on the banks of the river Iber and near the artificial lake, a locality that is very quiet and suitable for the development of higher education, but at the same time represents added value for the locality and the municipality of Mitrovica.

The campus and the investments made created the required standards in learning and the external environment. The constructed buildings have an area of 36,004,31m² (two buildings of academic units with an area of 33,509 m² and the building of the central administration/rectore with an area of 2,495 m²). For the years 2019/2021, investments have been provided for the construction of two facilities that will be at the service of students: the facility for food and the facility for housing students in an area of 7,389m² (The construction of these buildings has commenced and is to be finalized in 2021).

Campus of the University of Mitrovica



The dormitory facility will accommodate 279 students, and is being built on a gross area of 7,896 m². The building will have 4 floors, ground floor and basement. It is designed for accommodation of students, academic staff and guests, through 3 sections with vertical divisions, and has a block for Men and Women.

The laboratories of the academic units are located within the facilities: Faculty of Mechanical and Computer Engineering, Faculty of Food Technology and Faculty of Geosciences. Laboratories that operated in the previous facilities met the required standards in the respective

fields. The value of the equipment of these laboratories is € 2,500,000.00. The transfer of equipment (€2,500,000.00) to new facility laboratories and investments made during 2019 have created facilities in line with the standards required in the areas of specialization of academic units. The investments made for equipment for the laboratories of the academic units for the fiscal year 2019 are in the amount of €663,789.57, which compared to 2018 are higher by € 545,961.68 or with an index of 463.35%. The amounts invested in laboratories: €97,489.00 at FMCE; €257,550.00 at FFT and €255,561.10 at FG. Laboratories of academic units now meet the required standards and through the application of practical training, the students prepare for the labor market. For the work process in laboratories, required equipment has been provided in the amount of €63,397.98. This equipment serves for the practical work and proper functioning of laboratories.

The investments made in 2019 in the laboratories and laboratory equipment of the faculties in the amount of € 727,186.67 will have a further impact on the increase in opportunities of the students for laboratory exercises and practical work. This way, in addition to gaining theoretical knowledge during their studies as part of laboratory exercises and practical work in laboratories, students will benefit from practical work for professional development in their careers.

In addition to laboratories that meet the required standards, UMIB has also invested in raising the level of information technology. IT equipment is not only for laboratories but also for other learning services. For these needs, for this year projects have been realized in the amount of € 131,042.00, of which in computer equipment € 98,620.00; software supply € 29,965.00 and maintenance of information technology/SMU €28,457.00. For the functioning and adaptation of spaces (offices and classrooms and laboratories) €64,081.00 were allocated. Investments have also been made for the establishment of communication-VOIP operator in the amount of € 21,183.00 as well as the placement of curtains in facilities 1 of the academic units and the Rectorate in the amount of €42,898.00.

The environment and investments in external infrastructure created standards for student recreation and relaxation. Investments in green areas, spaces and paths built until 2018 in the amount of €260,000.00 have been supplemented by additional investments in green areas in the amount of €34,500.00. The created environment is good and gives a view of a modern campus, which is not only attractive to current students, but has contributed to a growing demand for studies at this university.

STRATEGIC PLANNING PROCESS

The strategic planning process of the University has started as an initiative of the University itself to review the Strategic Plan 2018-2021, as well as based on the recommendations of the Group of International Experts on Accreditation and SCQ.

The Commission formed for the review of the Strategic Plan 2018-2021 (representatives from the Industrial Council, students, representatives of the managerial staff of the academic units, representatives of the academic and administrative staff of UMIB) has reviewed the Plan and produced a summarized draft, which was revised by the close working group of UMIB.

Throughout the drafting of the Strategic Plan the working group received ideas and suggestions from all staff and other stakeholders including MEST representatives.

Therefore, this Strategic Plan is a unique document, it is a result of teamwork, it is the voice of all staff and other stakeholders, and it is easy to understand and use by all parties but also by the external reader.

Before reviewing the Strategic Plan with all internal and external actors, the mission of the University was discussed, which also served as a guide for the strategic objectives of the University.

The strategic plan is designed in harmony with the vision, mission and taking into account:

- *National Strategy for Development 2016-2021 of the Government of Kosovo*
- *Law on Higher Education of the Republic of Kosovo, 2010*
- *Strategic Education Plan in Kosovo 2017-2021*
- *Provisional Statute of UMIB*
- *National Qualifications Framework 2011*

The mission of University of Mitrovica "Isa Boletini" is to provide relevant and high-quality higher education for the preparation of cadres in unique fields for the labor market in Kosovo, region and beyond, committed to developing research, professional projects, professional advising and to serve better on sustainable development, wellbeing, and social advancement.

The vision of the University of Mitrovica "Isa Boletini" is to be a leading Higher Education Institution in the region, in education and scientific research and in preparing competitive professionals in areas unique to Kosovo and the region, in order to meet the requirements of the present and project the needs of the future, for the scientific-academic needs, the needs of the market economy, and institutional and diplomacy needs, focused on sustainable development and social welfare.

Values on which the activity of the University of Mitrovica "Isa Boletini" is based and on which the Strategic Plan 2019-2021 has been drafted, are guided towards the fulfillment of its mission and vision. The University promotes universal, group and individual values.

The values underpinning the operation of the University of Mitrovica "Isa Boletini" are the following



Stakeholders

The strategic development of the University of Mitrovica for the period 2019-2021 is planned to be implemented in close interaction and cooperation with all stakeholders. Human resources are the most important asset of the University, therefore, the academic, administrative and technical staff as well as the Management of the University are listed on top in the group of stakeholders.

Academic staff - are the main providers of the effective teaching process, academic counseling and student counseling and are responsible for the continuous development of the curriculum through assessment, study activity, scientific research and international cooperation. In this group of stakeholders are included full-time professors, engaged professors, assistants, and research associates. In terms of academic title, the academic staff has the following composition: Prof. Dr., Prof. Assoc. Dr., Prof. Ass. Dr., Ass. and Lecturer.

Administrative and technical staff - constitute the internal stakeholders who perform the operational and administrative functions of the University, the administration of faculties and departments, public relations and marketing, and student services. In this group of stakeholders are: the general secretary and the secretaries of the academic units, the office directors, the administration officials, the librarians and the technical staff.

University Management - The University management consists of the leading and decision-making bodies that take care of the management and progress of educational work, scientific research, quality assurance, international cooperation and financial management. This group of stakeholders consists of: Governing council, Senate, Rector, Vice-Rectors, Deans, Vice-Deans and Heads of Departments.

Students - Students represent the most essential stakeholder for the development of the University. The success of students' post-academic careers reflect in the University where they attended their studies, and therefore, students are considered the main stakeholder in the University. Student evaluations and suggestions represent the driving forces towards the overall success of the University. This stakeholder consists of full-time students from all parts of Kosovo.

Alumni - are graduate students, whom the University sees as an indispensable asset and of particular importance. The University has established the Alumni Association which serves as a bridge between current students, academic and administrative staff, Alumni and the community. The University continues to provide services to this stakeholder and keeps them informed and interested in the continuous development of the University and the opportunities for cooperation.

Business community - It consists of industry representatives, the Kosovo Chamber of Commerce, local and international businesses and is a strategic stakeholder. In order to increase cooperation with this stakeholder, the University has established an Advisory Board, and plans to establish Advisory Boards in all its academic units.

Local and central government authority - This group of stakeholders includes representatives of Municipal Assemblies of the Mitrovica region, MEST, Ministry of Finance, Ministry of Public Administration, etc. This group is of great importance for the implementation of the strategic plan, but also for the history and development of the University and Higher Education in general.

External academic and scientific community - consists of external strategic partners of the University. This group includes cooperating universities in Kosovo and abroad, scientific-research Institutes, as well as High Schools and other Institutions which help the University to increase its academic, research and scientific capacities.

Strategic objectives

The strategic plan identifies the strategic development objectives of the University for the medium term of development 2019-2021.

Strategic objectives



The Strategic Plan contains the Action Plan. Within the Action Plan, strategic objectives, specific objectives are presented and activities, implementation deadlines, responsibilities and financing costs are planned.

In order to facilitate the effective implementation and monitoring of the strategic plan, the action plan also contains the main performance indicators as well as the expected results (targets), which help the providers of activities and the monitoring group to measure the performance of each activity, specific and strategic objectives.

SWOT ANALYSIS

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Unique, qualitative and attractive study programs, 2. Readiness of management to support initiatives in increasing the quality of teaching and learning, 3. The newest and most modern campus in the country, equipped with modern laboratories, with location in the city and a picturesque view nearby the lake, 4. Sufficient number of academic staff (professor-student ratio 1:16), 5. Location of all AUs within the campus area enables research-scientific cooperation opportunities as well as efficient communication. 6. Low and affordable cost of study for students, 7. Financial support of academic staff in scientific research from the University, 8. Involvement of students in all decision-making structures at UMIB; 9. Extensive consultation with the business community, Alumni students and their employers 10. Staff readiness for collaboration with students. 	<ol style="list-style-type: none"> 1. Underdeveloped career guidance and counseling service (center is at the beginning of operation), 2. Lack of Phd programs, 3. Restriction of international cooperation and mobility due to visa regime, 4. Insufficient integration of scientific research in teaching, 5. Currently limited services in sports activities for students.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Increased EU funding for higher education, 2. Increased MEST funding for scientific research, 3. Full institutional independence in operational, organizational and financial terms, 4. Providing opportunities for new programs according to local and national interests, 5. Staff training with teaching methodologies in higher education, 6. Continuous commitment of donor community (exchange opportunities), 7. Positive trend of cooperation with the business community, 8. Introduction of study programs in English, 9. Increase in University - Industry cooperation. 	<ol style="list-style-type: none"> 1. Demographic change and youth emigration, 2. Institutional dependence on MEST, 3. Institutional accreditation of the university, 4. Unfair competition from private colleges, 5. Fluctuation of academic staff in other universities, 6. Prolongation of decisions by the Assembly of Kosovo for approval of strategic decisions (statute), 7. Limited financial resources for scientific research.

ACTION PLAN

Strategic objective 1. Professional teaching and development					
Specific Objective 1.1. Improving teaching methods					
Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
1.1.1 Organization of training on new teaching methodologies	VRTSAQD Budget and finance office	€3,000.00	Organized trainings	2020	105 certificates
1.1.2 Advanced training on teaching methodologies	VRTSAQD Budget and finance office	€3,000.00	Organized trainings	2021	105 certificates
1.1.3 Training for syllabus review	VRTSAQD Budget and finance office	€300.00	Organized trainings	2020	80% of current staff trained
1.1.4 Adaptation of syllabuses to developments in the specific domain	Academic staff, Deanships VRTSAQD	Administrative costs	Number of reviewed syllabuses	2020	30% of syllabuses updated
Specific Objective 1.2. Harmonization of the assessment method with the expected learning outcomes					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
1.2.1 Drafting the assessment manual with the expected learning outcomes	VRTSAQD	Administrative costs	Ready-to-use manual	2020	Manual published on the UMIB website
1.2.2 Application of changes to syllabus design	VRTSAQD	Administrative costs	Number of amended syllabuses	2020 -2021	Syllabuses have been changed to reflect new policies
Specific Objectives 1.3 Setting up of anti-plagiarism system					
Activities	Responsible and	Financial cost	The key performance indicator	Time limit	Expected performance result

	supportive units	(EUR)			
1.3.1 Training of staff for Anti-plagiarism software. and software application	IT office	Administrative costs	Organized staff training	2020	The trained staff and 50% of the papers of the staff and students are subjected to the anti-plagiarism system.
1.3.2 System utilization monitoring	VRTSAQD IT office	Administrative costs	Presentation of data from system utilization	2020-2021	Periodic 6-month reports
Specific Objective 1.4. Setting up and functioning of an accountable system					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
1.4.1 Setting up accountability instruments	VRTSAQD QAO	Administrative costs	Package of accountability instruments	2020	Amended teaching policies
Specific Objectives 1.5 Continuous staff training					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
1.5.1 Attending a conference in a special field	VRTSAQD, VRICR Budget and finance office	€5,000.00	Number of participations	2020-2021	At least 70% of staff attended a conference during the year
1.5.2 Publication of at least one article per year	VRTSAQD, VRICR Budget and finance office	€5,000.00	Number of publications	2020-2021	At least 70% of staff have published an article during the year
1.5.3 Support for switching from MA to PhD	VRTSAQD, Budget and Finance Office	€20,000.00	Number of supported staff	2020-2021	5 staff members were supported
1.5.4 Application of staff for participation in mobilities	Governing council VRTSAQD VRICR	Project funds (Erasmus +, etc.)	Number of staff applications	2020-2021	At least 10 staff members have applied
Specific Objective 1.6. Harmonization of the course learning outcomes with the program outcomes					

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
1.6.1 Drafting the report on the adaptation of the course learning outcomes to the program learning outcomes	Study Commission	Administrative costs	Percentage of adaptation of course learning outcomes to program outcomes	2020	Published report
1.6.2 Organizing a workshop for academic staff to adapt the course learning outcomes to the program learning outcomes	Study Commission	€300.00	Workshop development	2020	Organized workshop
1.6.3 Programs in the re-accreditation process reviewed according to the guidelines of the Study Commission	Faculty study commissions University study commission	Administrative costs	Number of reviewed programs	2020	Reviewed programs
Specific Objective 1.7. Harmonization of student learning outcomes with the national qualifications framework					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
1.7.1 Organizing an information workshop	VRTSAQD	€150.00	Workshop development	2020	Organized workshop
1.7.2 Review of syllabus learning outcomes	Academic staff, Deanships VRTSAQD	Administrative costs	Number of reviewed syllabuses	2020-2021	35% of syllabuses are reviewed each year
Specific Objective 1.8 Lesson resources and support					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
1.8.1 Drafting questionnaires for the evaluation of administrative services by the academic staff.	QAO	Administrative costs	Developed questionnaire	2019	Drafted questionnaire

1.8.2 Drafting questionnaires for the evaluation of administrative services by students	QAO	Administrative costs	Developed questionnaire	2019	Drafted questionnaire
Specific Objectives 1.9 Orientation and information for all phases of the student life cycle					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
1.9.1.Drafting the handbook for students with the most relevant information related to the Faculties and study programs.	SSO	Administrative costs	Drafted manual	2019-2020	Manual published on the website
1.9.2 Information campaign for graduates	SSO, Student Parliament	€300.00	Number of campaign activities	2020	20 activities performed

Strategic objective 2. Scientific Research

Specific Objective: 2.1. Drafting a strategic research plan

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
2.1.1. Forming a working group and drafting a strategic research plan	VRICR, Rectorate,	Administrative costs	Drafting of the document: Strategic Plan for scientific research	2020	The strategic plan document for scientific research drafted
2.1.2. Establishment of research institutes in academic units	AU	Administrative costs	Establishment of an Institute within an AU	2020	Institute established in an AU
2.1.3. Functioning of the scientific research office	VRICR, Rectorate	€3,000.00	Appointment of a central coordinator for scientific research	2020	Central coordinator for scientific research appointed

Specific Objective: 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
2.2.1. Allocation of a fund from UMIB's own revenues	Rectorate, Faculties	€20,000.00	Scientific papers and conferences funded	2021	At least 70% of the staff attended a conference and published a paper during the year

2.2.3. Application for support from various MEST schemes and partnership in joint international projects	Research Institute, AU, Vice Rectors, Academic Staff and students	Administrative costs	Applications for projects and support	2020-2021	50 applications
Specific Objective: 2.3. Organizing UMIB conferences					
2.3.1. Organizing the annual edition of the multidisciplinary and international conference in Geosciences	Organizational council	€16,000.00	Increasing the number of participants and scientific works in the IMGCC 2020/2021 event	2020-2021	10% more participants from home and abroad than previous editions
2.3.2. Organizing a specialized conference in the field of interaction University - Industry (UIC).	Scientific Council	€3,000.00	Successful organization of the Conference UIC	2021	over 20 presentations

Strategic objective 3. Institutional and international cooperation

Specific Objective: 3.1. 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
3.1.1. Drafting the regulation for international cooperation	Vice Rectors Rectorate	Administrative costs	Drafting the regulation for international cooperation	2020	Approved regulation for international cooperation
3.1.2. Operationalization of OIC	Rectorate Vice Rectors	€14,000.00	Creating conditions for the functioning of the office	2020-2021	Functional office
3.1.3. Drafting an internationalization strategy	VRICR, Working groups	Administrative costs	Drafting a strategy document for internationalization	2020	The strategy document drafted
3.1.4. Training of OIC staff	UMIB and partners	€1,000.00	Completed trainings	2020	OIC staff trained

Specific Objective: 3.2. Raising the level of partnership and international agreements

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
3.2.1. Membership in various international associations	VRICR, OIC	€3,000.00	Number of memberships in international associations	2020-2021	3 memberships new/year 10 agreements with international HE institutions

3.2.2. Increasing activities for concluding agreements with international higher education institutions	VRICR, OIC	€8,000.00	Number of agreements with international HE institutions	2020-2021	70% of staff supported to participate in conferences
3.2.3. Staff support for participation in scientific conferences	VRICR, OIC	€20,000.00	Number of full-time academic staff supported to participate in conferences/year.	2020-2021	Increase in the number of academic staff serving in editorial boards of international scientific journals / conferences.
Specific Objective: 3.3. Increasing applications for joint projects for international funds					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
3.3.1. Participation and organization of training of academic / administrative staff in building professional capacity for application in projects and receipt of international funds	VRICR, OIC	Administrative costs	Number of capacity building workshops held for project applications	2020-2021	One workshop per year for representatives of academic and administrative staff from all AU
3.3.2. Application in mobility projects	VRICR, OIC, AU, Academic and administrative staff and students	Administrative costs	Number of applications in mobility projects	2020/2021	5 projects from each AU
Specific Objective: 3.4. Increasing the mobility of staff and students (Internship, continuing studies, etc.)					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result

3.4.1. Participation and organization of workshops for academic/administrative staff and students on professional capacity building for application for international mobility	VRICR, OIC, AU, Academic and administrative staff and students	Administrative costs	Number of capacity building workshops held mobility applications	2020/2021	One workshop per year for representatives of academic staff and students from all AU
3.4.2. Subject designation and organization of teaching for subjects worth 60 credits that will be taught in English (30 credits in Social Sciences and 30 credits in Technical Sciences).	VRICR, OIC, AU	Administrative costs	Number of subjects from social and technical sciences	2020	At least 3 subjects from each academic unit
3.4.3. Organizing orientation week about scholarship applications such as exchange students and full studies	VRICR, OIC, AU, Student Parliament	Administrative costs	Successful organization of the orientation week	2020-2021	60% of students participated in the orientation week
Specific Objective: 3.5. Scholarship programs/ scholarships for students					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
3.5.1. Capacity building of academic staff and students for application procedures	VRICR, OIC, Academic Staff	Administrative costs	Number of capacity building workshops held for for scholarships in different scholarship programs	2020-2021	1 workshop per year for representatives of academic staff and students from all AU
Specific Objective: 3.6. Data management for international projects and donations					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result

3.6.1. Establishment of an international data management system for projects and donations	VRICR, OIC, IT	Administrative costs	Building data management software from international projects	2020	Enhanced management system
3.6.2. Monitoring and reporting on benefited and executed projects	VRICR, OIC, IT	Administrative costs	Drawing up of a plan for quality monitoring	2020-2021	Quarterly reports
Specific Objective: 3.7. Increase efficiency in accessing documents (based on the request of international partners).					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
3.7.1. Creating an efficient system for access to official student documents	SSO, IT Office	€1,960.00	Coding of the document issued by UMIB and online verification from UMIB website	2020/2021	90% of documents issued by UMIB for students can be verified online from the website
Specific Objective: 3.8. Establishment of legal infrastructure regarding the involvement of staff in international and institutional cooperation in performance evaluation					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
3.8.1. Activities for the amendment of the regulation on the promotion of academic staff	Vice Rectors, AU, Senate	Administrative costs	Amending and supplementing the regulation on staff promotion	2020	The regulation drafted
Specific Objective: 3.9. Institutional cooperation Alumni / industry / local and central institutions					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result

3.9.1. Organizing joint events in academic units and UMIB in order to intensify cooperation between Alumni, Industrial Board and industry representatives	SSO, Alumni, OIC, AU, Industrial Board, IT office	€1,000.00	Number of events and activities with Alumni, Industrial Board and industry representatives at University / Faculty events.	2020 - 2021	Min. 2 joint events within the year Each of the AU - at least one activity per year with other local institutions
Specific objective: 3.10. Connection of Alumni with the industry and government employers					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
3.10.1. Creating an employer data system for students	SSO, Alumni, OIC, AU, Industrial Board, IT office	Administrative costs	Creating an employer and communication database	2020 - 2021	Database with list of potential employers for employment and internship of students

Strategic objective 4. Setting up a quality assurance system

Specific Objective 4.1 Development of quality assurance system

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
4.1.1. Development of a quality assurance guideline through the engagement of UMIB bodies and an external consultancy	CCQAE; VRTSAQD; QAO; Coordinators of academic units	Administrative costs	The guideline drafted	2020	Quality assurance guideline published on the website
4.1.2. Functioning of the quality assurance office	Rectorate of UMIB	€32,000.00	Creating conditions for the functioning of the office	2020-2021	Functional office
4.1.3. Designing questionnaires for conducting the internal evaluation	CCQAE; VRTSAQD; QAO	Administrative costs	Questionnaire package ready	2020	Questionnaires drafted
4.1.4. Review of the Quality Regulation	CCQAE; VRTSAQD; QAO; Senate	Administrative costs	Regulation reviewed and ready to use	2020	Approved regulation

Specific Objective 4.2 Advancing the internal and external quality measurement process

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
4.2.1 Development and reporting of questionnaires to UMIB administration and academic staff;	QAO	Administrative costs for quality	Number of questionnaires developed	2019 - 2021	Report with findings

4.2.2 Development of questionnaires and reporting of quality measurement with students: One at the end of each semester.	QAO	Administrative costs for quality	Number of questionnaires developed	First questionnaire: January 2020; Second questionnaire: June 2020. And in the each following year.	Report with findings
4.2.3 Development (implementation, distribution for completion) of questionnaires for measuring quality with UMIB management	QAO	Administrative costs for quality	Number of questionnaires developed	December 2019- July 2020. And in the each following year.	Report with findings
4.2.4 Development (implementation, distribution for completion) of questionnaires for measuring quality with business	QAO	Administrative costs for quality	Number of questionnaires developed	July 2020. And in the each following year.	Report with findings
4.2.5 Development (implementation, distribution for completion) of questionnaires for measuring quality with graduates.	QAO	Administrative costs for quality	Number of questionnaires developed	December 2019- July 2020. And in the each following year.	Report with findings
4.2.6 Reviewing and completing / improving SER of programs	QAO	Administrative costs for quality	Numer of reviewed SER	October 2019 and ongoing process	Reviewed SERs
4.2.7 Reviewing curricula and applicable programs	QAO, AU	Administrative costs for quality	Number of lesson plans	October 2019 and ongoing process	Reviewed plans

Specific Objective 4.3 Raising the quality culture					
Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
4.3.1 Information and consultation on the importance of quality assurance through workshops, roundtables, information sessions and conferences	PMCS, QAO and AU	Administrative costs	Organized activities	2020-2021	Number of workshops, roundtables, conferences, information sessions.

Strategic objective 5. Human resource development

5.1. Specific Objective: Human resource plan for academic staff

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
5.1.1. Drafting an annual plan for promotions, professional capacity building and filling vacancies for academic staff	AU, (Management, OAA- PO)	Administrative costs	Identifying the needs of academic staff	2020-2021	Staff plan drafted
5.1.2. Development of the process for filling vacancies based on staff plan and budget funds	AU (Management - OAA- PO)	390,484.20 €	Vacancy and recruitment procedures	2020-2021	Filling of vacancies

5.2. Specific Objective: Human resource plan for administrative staff

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
5.2.1. Drafting the annual plan for filling vacancies for administrative staff	Management - Administrative Offices – PO	Administrative costs	Identifying the needs of administrative staff	2020-2021	Staff plan drafted
5.2.2. Developing the process of filling vacancies based on the plan and budget funds	Management - Administrative Offices – PO	158,705.00 €	Vacancy and recruitment procedures	2020-2021	Filling of vacancies

5.2.3. Scheduling of training for administrative staff	Administrative offices – PO	Administrative costs	Organizing the Annual Training Plan for administrative staff	2020-2021	Annual training plan for administrative staff approved
5.2.4. Participation of staff in training	Administrative offices – PO	IKAP	Administrative staff training	2020-2021	Trained administrative staff
5.2.5. Participation in trainings of the staff from other institutions specialized in areas of interest	Administrative offices – PO	6,000.00 €	Number of advanced staff	2020-2021	Trained administrative staff
5.3. Specific Objective: Review of development and promotion of human resources					
5.3.1. Review of the organizational structure of UMIB	Management, Governing council, AU	Administrative costs	Drafting the Regulation for internal organization	2020	Regulation on internal organization, approved
5.3.2. Review of the plan for the development of academic staff at budget costs	Management, Governing council, AU	Administrative costs	Reviewed plan for staff development	2020	Staff development plan approved Code of Ethics, approved
5.3.3. Review of integrity regulations	Rectorate, AU UP Excellence Center	Administrative costs	Reviewed regulations	2020	Regulation on disciplinary measures and procedures, approved

Strategic objective 6. Digitalization, data management and public information

6.1. Specific Objective: Infrastructure update according to the most advanced technology

Activities	Responsible and supportive units	Financial cost (EUR)	The key performance indicator	Time limit	Expected performance result
6.1.1. Supply of classrooms and offices with advanced hardware and software equipment	Rectorate, IT, Audit Office, Finance Office	29,000.00 €	Classrooms and offices equipped with new technology	2020-2021	Work and teaching process with the application of advanced teaching methods, combined teaching and online learning.
6.1.2. Supply of cabinets and laboratories with advanced hardware and software equipment,	Rectorate, IT, Audit Office, AU, Finance Office	70,000.00 €	Cabinets and laboratories equipped with new technology and professional software	2020-2021	Practical work, laboratory and experimental work according to contemporary study standards
6.1.3. Library supply with advanced hardware and software equipment	Rectorate, IT, Audit Office, AU, Finance Office	8,000.00 €	Library equipped with new technology	2020-2021	Learning in the library equipped with computer, internet and access to electronic libraries.
6.1.4. Supply of corridors and classrooms with information technology equipment.	Rectorate, IT, Audit Office, AU, Finance Office	199.600 €	Corridors, cabinets, offices, libraries equipped with new technology	2019	Information TV and security cameras in the corridors for informing and providing security to students and staff. PC, laptop.server, VoIP phone, professional software.

6.2. Specific objective: Data management in SMU

Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
6.2.1. Update and advancement in data management system	VRTSAQD, SSO, IT	€99,000.00	Module of application, online verification, registration, anti-plagiarism, grading, ID cards, diplomas, student finance and quality, student records	2019-2021	Advanced system and update, completed

6.2.2. Real-time automated services for students	VRTSAQD, SSO, IT	€5,000.00	E-kiosk installation	2021	Functional e-kiosk, student services 24/7
6.3. Specific objective: Digitalization of the record process and control of the attendance of the academic / administrative staff and students					
Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
6.3.1. Advancement and digitalization of the record and control of the attendance of the academic / administrative staff.	Management, IT, VRTSAQD, Secretary, Dean and Vice Deans	11,000.00 €	Integration of the attendance record service for the academic/administrative staff in all facilities of the University Campus.	2020/2021	More efficient record of staff presence and facilitation of control and reporting. Raising the level of observance of working hours by 10%
6.3.2. Advancement and digitalization of the record and control of student attendance.	VRTSAQD, IT, SSO, Dean, Vice Deans and academic staff	32,000.00 €	Integration of the attendance record service for students in the classrooms and laboratories of the University Campus.	2020/2021	More efficient record of student attendance Raising the level of observance of lectures and exercises by 10%
6.4. Specific objective: Informing and communicating with the public					
Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
6.4.1. Updating information on UMIB events	PICO, IT	Administrative costs	Number of press releases prepared for UMIB activities, news published in the media, number of informative meetings on important issues, number of interviews, statements given in the media, yearbook, newsletter every 3 months.	2019-2021	Increase in transparency, Dissemination of information about UMIB to public.

6.4.2. Reorganizing the UMIB website	PICO, IT	2,000.00€	Increase in web security, enrichment with new links and information for each link	2020	Well redesigned web page, complete with new links and easy to use.
6.4.3. Drafting documents that regulate transparency	PICO, IT, Legal Office	Administrative costs	Drafting transparency regulations	2021	The regulation drafted.
6.5. Specific objective: Public promotion					
Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
6.5.1. Designing a marketing strategy	PICO, IT	Administrative costs	Drafting the marketing strategy document	2020	The document drafted.
6.5.2. Preparation of promotional materials	PICO	12,000.00 €	Promotional brochure, promotional video, campus virtual tour	2020-2021	Enhancing the image of UMIB
6.5.2. Promotion through alternative means	Management	12,000.00 €	Emblems, notebooks, calendars, pens ...	2020/2021	Increasing the prestige of UMIB

Strategic objective 7. Learning resources and student support

7.1. Specific objective: Infrastructure and teaching areas

Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
7.1.1. Setting up the canteen, dormitories and amphitheater	MPA	€5,900,000.00	Number of students and staff service beneficiaries	2019-2021	The constructed areas are functional
7.1.2. Construction of recreational facilities	UMIB	€30,000.00	Sports fields	2021	Functional constructed facilities
7.1.3. Agreement with the Recreation Center near the Campus.	According to specific agreements	€1,000.00	Number of participants in the activities	2020	Activities performed
7.1.4. Equipping laboratories with the necessary infrastructure	FG, FFT, FMCE	€2,770,000.00	Number of equipment placed in the laboratory	2019-2021	Laboratories supplied with equipment
7.1.5. Drafting the questionnaire for the assessment of learning resources and physical infrastructure	UMIB AU	€500.00	Developed questionnaire	2019-2021	Drafted questionnaire

7.2. Specific objective: Student support

Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
7.2.1. Student support	UMIB	€287,000.00	Number of students receiving financial support	2019-2021	Scholarships offered, rewards received

Sub-objective: Increase in cooperation with graduate students and promotion of Alumni association					
7.3.1. Membership of graduates in the Alumni Association	Alumni Association UMIB	Administrative costs	Number of graduates joining the Alumni association	2019-2021	250 new members per year
7.3.2. Organizing the meeting with the graduates of UMIB "Alumni Day"	Alumni Association, UMIB	2,000.00 €	Number of events organized	2020-2021	Organized events
7.3.3. Opening of the page on social networks in order to create an even stronger connection of cooperation with Alumni	Alumni Association	Administrative costs	Opening of the "Alumni" page on social networks	2020	The Alumni UMIB page is active on social networks
7.3.4. Publication of success stories for UMIB graduates	Alumni Association	Administrative costs	Number of success stories	2019-2021	90 published stories

Strategic objective 8. Financial planning and management

Specific objective: 8.1. -Planning of financial resources

Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
8.1.1 Organizing budget hearings at the level of academic units and the central unit/ Rectorate regarding the planning of activities based on financial resources determined by the MF and MEST	AU/ Budget and Finance Office	Administrative costs	The participation of academic units in the process of budget hearings	2020 - 2021	Budget hearings held
8.1.2. Drafting strategic documents in the field of finance: MTEF/2020/2022, Law on Budget Allocation for UMIB for fiscal years 2020 and 2021	Budget and finance office	Administrative costs	Budget/resources structured according to economic categories	2020-2021	MTEF/ 2020/2022 and the approved 2020 and 2021 budget.

Specific objective: 8.2. - Expenditure planning and rationalization in accordance with planned resources

Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
8.2.1 Drafting the action plan and financial cost based on the objectives and activity specified according to the thematic areas reflected in the budget and the revised SPUMIB.	AU, administrative offices and budget and finance offices	Administrative costs	Structure, cost and defined dynamics for the performance of activities	2020-2021	Action plan drafted
8.2.2. Review of expenditures based on the report by the monitoring group of SPUMIB and proposals for change of activities and financial	Budget and finance office	Administrative costs	Cost structuring based on the cost ratio	2020 - 2021	Review approved by GC

resources					
Specific objective: 8.3. Planning of own revenue growth and financial independence					
Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
8.3.1. Drafting the regulation for the collection of own revenues / fees for the services provided by the institutes and established centers.	UA/ administrative offices / GC	Administrative costs	Defined structure for services provided	2020	Regulation approved by GC
8.3.2. Planning the increase of own revenues and distribution based on the planned activities reflected in SPUMIB / financial sustainability	Academic units / administrative offices / KD	Administrative costs	Index of increase in own revenues and distribution	2021	Approval of the increase in own revenues and distribution approved by GC
8.3.3. Designing a program for financial independence	UMIB Management	Administrative costs	Criteria set for financial independence	2021	Financial independence under consideration by the MF and MEST
Specific objective: 8.4. Efficiency, accountability and transparency in financial management					
Activities	Responsible and supportive units	Financial Cost (EUR)	The key performance indicator	Time limit	Expected performance result
8.4.1. Raising the level and updating the execution of planned revenues and expenditures.	AU and central administration	Administrative costs	Criteria set for the degree of execution of the action plan of the Budget and SPUMIB	2020-2021	Reporting to GC for the implementation of the plan/rise in efficiency
8.4.2. Raising professional capacity, licensing and accountability in the field of public finance.	Budget and finance office	Administrative costs	Criteria set out in institutional accountability	2020 - 2021	Responsible and accountable staff
8.4.3. Publication of periodic and annual reports of revenues, expenditures and internal and external auditor's report on the website	Budget and finance office	Administrative costs	Determining the dynamics of report publications.	2019 - 2021	Reports published on the Website

MONITORING, ASSESSMENT, AND REPORTING

Monitoring and assessment are fundamental factors in the implementation of a genuine strategy and aim to measure the progress made. UMIB will establish the Group for the Coordination and Monitoring of the Strategic Plan Implementation, which will be headed by a Coordinator appointed by the Governing council. The main tasks of this body are:

- Drafting 6-month action achievement plans in accordance with SPUMIB
- Progress analysis in the implementation of SPUMIB, based on the information collected
- Drafting the annual budget for the implementation of SPUMIB within the defined budgetary limits;
- Reviewing and approving additional measures to ensure the implementation of the SPUMIB;
- Drafting requests for support from donor programs in order to ensure the implementation of SPUMIB.

GC will be responsible for monitoring and evaluating the implementation of this strategy. The group for the Coordination and Monitoring of the Strategic Plan Implementation will prepare the reports on the performance of SPUMIB implementation and will report to GC and this data will be reviewed by the GC. These indicators will enable the monitoring of progress by highlighting the level of achievement of objectives and the realization of strategic activities of this strategy. Sustainable monitoring and evaluation of this strategy makes the Action Plan come to life and provides its implementers with an overview that 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 check to what extent this strategy has influenced the strengthening of the University, so that the results, difficulties, impact, sustainability, lessons learned and recommendations will serve future strategies. Based on the results of this comprehensive assessment, the University 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 a new university and its role, with a specific goal to be recognized at the national and international level for advanced teaching and quality education. This SPUMIB will further help the development of quality in teaching, learning and development of curricula in accordance with the needs of the labor market.

UMIB is convinced that with the implementation of these initiatives in the respective organizational structures of UMIB the developments in UMIB will positively change in achieving common goals for quality education and for enabling a higher employment rate of UMIB graduates, who will not lack the knowledge, skills and competencies that the labor market requires today.

Therefore, the implementation of this Strategic Plan is an obligation for all UMIB stakeholders, to work on fulfilling and advancing the mission of UMIB as well as the obligations that UMIB has towards students and citizens of Kosovo for a qualitative and valuable education.

From the date of approval of this document, all development activities of UMIB will be guided by this document which will also be an indicator of the performance of management structures of UMIB based on its annual monitoring and review.