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"ISA BOLETINI"**

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ASSESSMENT REPORT

**From the UMIB Strategic Plan Monitoring Process,
for the period January - September 2019**

Mitrovica, October 2019

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ABBREVIATIONS

GC Governing Council

PC Professional Commission

MEST Ministry of Education, Science and Technology

AU Academic Units

SP Student Parliament

SPUMIB Strategic Plan of the University of Mitrovica "Isa Boletini"

AS Academic staff

IS Information System

IT Information Technology

ICT Information and Communication Technology

UMIB University of Mitrovica "Isa Boletini"

OPIC Office for Public Information and Communication

QAO Quality Assurance Office

1. INTRODUCTION

The Strategic Plan of UMIB 2018-2021, was compiled based on the documents and reports on the condition of the inherited faculties as well as the new ones, organized within the University of Mitrovica "Isa Boletini". The content of the SPUMIB was drafted in accordance with the political documents mentioned below, therefore the strategic objectives of the strategic plan for the years 2018-2021 have corresponded to the objectives of the political documents and national strategies. National Development Strategy 2016-2021 of the Government of Kosovo; Law on Higher Education of the Republic of Kosovo, 2010; Kosovo Strategic Education Plan 2017-2021; Interim UMIB Statute;

The Governing Council of UMIB in the meeting held on 28.09.2017, with decision number 1307/005, set up the professional commission for drafting the strategic plan which consisted of 5 members.

At the same meeting, the group for monitoring and evaluation of the implementation of the strategic plan was approved, which after a period of 6 months after the approval of the strategic plan by the Governing Council of UMIB started with the gathering of data and drafting of this report with the findings from the implementation of the strategic plan 2018-2021.

2. EXECUTIVE SUMMARY

Based on the documents collected and the data provided during the interviews with the relevant stakeholders in the implementation of the strategic plan, the following main findings are presented from the analysis of these data.

The main objectives are reflected as follows:

1. Teaching, research and service
2. Learning resources and student support
3. Accreditation and quality control
4. Levels / Programs required by the market
5. Human resource development
6. Development of public information system
7. Fiscal accountability and improvement of financial information of data
8. Globalization / Internationalization

Some of the general assessments in the implementation of this strategy are:

- A large part of the activities, in their formulation did not follow the SMART rule, therefore it was difficult to measure their realization
- There is a clear need to review the strategic plan and consider the findings of this report as well as a more comprehensive approach during the review process.
- There is positive development in some of the objectives of the strategic plan

3. METHODOLOGY

The methodology used to draw up this report includes reports from monitoring the implementation of the Strategic Plan, data collected from the evaluation of the activities that have been developed and the review of processes, which have been an important source of information for the drafting of this document.

During the drafting of the evaluation report, various meetings were held with the academic units for the implementation of the respective activities of the strategic objectives in order to discuss the evaluation of the implementation of the strategy.

This report contains an assessment of all activities foreseen and carried out during the period January - September 2019. The report provides a realistic assessment of the achievements made in implementing the strategy. The goals and objectives for which there has been no progress are also reflected.

Finally, the report also contains recommendations that have been constructed on the basis of the challenges identified, in order to identify activities to improve the implementation of the strategy over the next year and achieve these objectives.

4. PROGRESS ACHIEVED BY OBJECTIVES

Strategic Objective 1: Teaching, research & service

Specific Objective 1.1: Interaction with learning activities.

The course of the learning process, the transfer of knowledge, experience from professors to students can be completed by organizing professional workshops, as well as presentations of joint professional projects by both parties and other employees who support the teaching process at the University.

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| Timeline: | 2018 - 2021 |
| Activity: | Organizing professional workshops with students, professors and other employees who support the teaching process at the University. Professional project leaders present their projects, each AU within the University at least one workshop during the year. |
| Status: | Not completed |
| Rationale: | There is no evidence that any initiative has been taken to organize such activities. |

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| Timeline: | 2018 and onwards |
| Activity: | Development of database of professional projects, studies and expertise. The archive should be constantly available to employees and students. |
| Status: | Partially completed |
| Rationale: | From the engaged professional group, was initiated the development of the database of professional projects, projects in which UMIB has participated as a partner in applications in recent years |

Specific objective 1.2 Increasing the opportunities for professional development of academic staff.

Strengthening of the university in terms of the number of qualified AS and that AS be more competent in teaching and evaluations in professional commissions for academic title

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| Timeline: | 2018 - ongoing process |
| Activity: | Harmonizing and increasing the number of professors in relation to the number of students, according to the UMIB budget. Increasing the coefficient of the number of professors / number of students, according to the possibilities allowed by the UMIB budget. |
| Status: | Completed |
| Rationale: | During 2019, a total of 3 academic staff have established full-time employment at UMIB |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Assessment of professors' performance through a student survey. |
| Status: | Completed |
| Rationale: | During 2019, a survey was conducted with students to evaluate the performance of academic staff. Report published on the UMIB website. |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Increasing the participation of electronic means in teaching. |
| Status: | Not measured |
| Rationale: | Data on the measurement of the realization of this activity are missing |

Specific objective 1.3. Improve guidelines by introducing new methodologies (eg e-learning, Applied Learners, etc.) to ensure the development of the pedagogical body in pedagogy
Improving student knowledge & acquisition, increasing critical thinking, switching to new teaching methods away from the format of simple lectures, evolving into a formative testing system (eg competency-based, active / applied, etc.)

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| Timeline: | 2018 - ongoing process |
| Activity :: | Intensification of the professor's work in the publication of textbooks and other teaching materials |
| Status: | Completed |
| Rationale: | During 2019, the process for the publication of 5 publications [texts] authored by the academic staff of UMIB has been completed. |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Train the whole pedagogical body in new teaching and software techniques |
| Status: | Not completed |
| Rationale: | During 2019 there is no evidence that such activities have been organized. |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Training of UMIB teachers in the framework of professional development. |
| Status: | Not completed |
| Rationale: | During 2019 there is no evidence that such activities have been organized |

Specific objective 1.4. Implementing UMIB reform initiatives.

This issue has been raised by the self-motivation and enthusiasm of the academic staff who intend to implement a number of measures in order to support the increase in the quality of teaching.

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| Timeline: | 2018 - ongoing process |
| Activity :: | UMIB makes efforts to implement European reform processes and to make this improvement in line with the structure of higher education and the legal educational framework in accordance with the specific needs of the country, in order to improve the effectiveness and consistency of accompanying measures through a framework to strengthen institutional capacity, cooperation and development. |
| Status: | Not measured |
| Rationale: | The formulation of the very general activity, the lack of specific indicators for this activity make it impossible to measure its realization. |

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| Timeline: | 2018 - ongoing process |
| Activity: | UMIB in the coming period should do everything necessary to optimize the processes through existing or new legal frameworks as well as in close cooperation with all relevant factors participating in these processes, so that these institutions of higher education be competitive in the European higher education market. |
| Status: | Not measured |
| Rationale: | The formulation of the very general activity, the lack of specific indicators for this activity make it impossible to measure its realization. |

Specific objective 1.5. Teaching resources and student support.

The university will provide sufficient adequate and contemporary resources for teaching, which will be available to students in all study programs. Improving student-professor communication.

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| Timeline: | 2018 - ongoing process |
| Activity :: | Enrich the library with professional books and magazines |
| Status: | Not completed |
| Rationale: | During 2019, no new books and magazines for the library was purchased |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Increasing the part of practical work and improving the supply of laboratories with laboratory equipment |
| Status: | Partially completed |

Rationale: During 2019, there have been investments in laboratory equipment, creating better conditions for laboratory work

Specific objective 1.6. Creating the criteria of excellence and relevance.

By promoting scientific excellence and relevance, the goal is, in addition to publishing a greater number of research, to achieve a level that will enable the creation of new knowledge, the development of existing technologies and the determination of UMIB's scientific specializations. Scientific excellence and relevance will be assessed according to international standardization.

Timeline: 2018 - ongoing process

Activity :: Creating a new model of financing activities based on their excellence

Status: Not completed

Rationale: There is no data on the realization of this activity

Timeline: 2018 - ongoing process

Activity :: Project selection, in addition to competent reviews (including international reviews), a number of performance indicators will be used for project evaluation.

Status: Not completed

Rationale: There is no data on the realization of this activity.

Timeline: 2018 - ongoing process

Activity :: Funding model based on project and institutional funding through:
Assessment of the level and quality of research in terms of excellence;
Scientific and interdisciplinary cooperation;
Cooperation with the economy and culture, and the social relevance of research

Status: Not completed

Rationale: The formulation of the very general activity, the lack of specific indicators for this activity make it impossible to measure its realization.

Specific objective 1.7. Support for young researchers.

Programs that will be developed exclusively for young researchers will be in line with European practice and standards for the support of young scientists, established on an equal footing with the higher education framework in the public and private sectors.

Timeline: 2018 - 2021

Activity: The support and promotion of young scientists is an additional value for the development of academic-scientific processes in higher education

institutions. To form criteria on the basis of which the work of young researchers will be supported and in this way it will be possible to create a quality network of young researchers from all scientific fields and there should be initiatives to create a space that will enable young researchers to publish their work on electronic platforms WEB.

Status: Partially completed

Rationale: Several activities have been organized to support and promote new students, assistants and professors, indicating a steady increase in the support of young researchers.

Strategic Objective 2: Student service development

Specific Objective 2.1: Raising student achievement during studies.

Raising student achievement in all study programs in terms of the success of study and learning outcomes.

Timeline: 2018 ongoing

Activity: Meritorious assessment of students based on public, adequate and clear criteria and rules they were familiar with beforehand in all study programs.

Status: Completed

Rationale: Study scholarships were awarded as well as scholarships for excellent students

Timeline: 2018 ongoing

Activity: Compliance of the registration in a higher year of study to be maintained in the interval up to 50% from the previous year

Status: Completed

Rationale: Data from student statistics show the realization of the activity

Timeline: 2018 ongoing

Activity: Increasing the success of students' passing from the first cycle studies to the second cycle studies up to 25%;

Status: Partially completed

Rationale: Data from student statistics show the partial realization of the activity

Timeline: 2018 ongoing

Activity: Reward of distinguished students during the academic year.

Status: Completed
Rationale: Data from student statistics show the full realization of the activity - 72 students have received scholarships

Timeline: 2018 ongoing
Activity: Shortening the average duration of the study compared to the previous period for each study program;
Status: Partially completed
Rationale: Data from student statistics show the partial realization of the activity

Timeline: 2018 ongoing
Activity: Lower percentage of unregistered students and the increase in the number of students who have continued their studies after losing the previous year
Status: Completed
Rationale: Data from student statistics show the realization of the activity. Compared to last year, the percentage of dropouts has decreased 6 times.

Timeline: 2018 ongoing
Activity: Increase in the average grade and number of graduate students
Status: Partially completed
Rationale: The number of graduate students has increased minimally

Specific Objective 2.2: Student satisfaction.

Increase in overall student satisfaction

Timeline: 2018 ongoing
Activity: Increase in the offer of extracurricular activities (recreation, informal forms of education, courses), organized by the University, student associations,
Status: Completed
Rationale: The planned activities were developed.

Timeline: 2018 ongoing

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| Activity: | lectures to enable students to experience the world experiences in real life situations ("case study"), |
| Status: | Partially completed |
| Rationale: | Several lectures were held with distinguished local and international professors. |

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| Timeline: | 2018 ongoing |
| Activity: | Students' complaints and requests should be handled correctly and in the short term. |
| Status: | Completed |
| Rationale: | Student complaints and requests were handled correctly and in the short term. |

Specific Objective 2.3: Alumni.

Market feedback analysis (indicators) on graduate student employment.

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| Timeline: | 2018 ongoing |
| Activity: | Market feedback analysis (indicators) on graduate student employment. Communicating with former students and strengthening alumni associations in order to promote the University's reputation at home and abroad; Annual update of the database of graduate students and possibly attention to the creation of a database for young researchers who are abroad. |
| Status: | Completed |
| Rationale: | Several analyses and evaluations have been performed; the database for students has been completed. |

Strategic Objective 3: Accreditation and quality control

Specific Objective 3.1: Raising student achievement during studies.

Continuous encouragement for the improvement of study programs (in accordance with the Bologna Declaration and the European Higher Education Area).

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| Timeline: | 2018 and ongoing process |
| Activity: | Contact with international institutions; Development of the legal basis for cooperation; Development and accreditation of the program for interdisciplinary studies. |
| Status: | Partially completed |
| Rationale: | |

Some contacts have been established with international institutions, with some projects where the partner is UMIB. Works have commenced on the regulation of legal infrastructure, but no interdisciplinary program has been developed.

Specific Objective 3.2: Development of quality assurance system.

Organizational creation of quality assurance system. To support the achievement of set goals, an appropriate organizational structure must be established which will be integrated into the university's higher quality assurance system.

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| Timeline: | 2018 and ongoing process |
| Activity: | Appointment of the Quality Commission and drafting of the regulation for determining the duties and responsibilities of the Quality Commission. |
| Status: | Not completed |
| Rationale: | Neither the establishment of the Commission nor the drafting of the regulation has been done. |

Specific Objective 3.3: Development of quality assurance mechanism.

In order to continuously monitor and improve the quality assurance systems at UMIB, the responsible mechanisms related to this issue should be developed.

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| Timeline: | 2018 and ongoing process |
| Activity: | Defining quality assurance mechanisms means internal mechanisms for ensuring the quality of teaching, scientific and professional work. |
| Status: | Partially completed |
| Rationale: | Only questionnaires were designed and developed with students to evaluate teachers and administrative staff for administrative services. |

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| Timeline: | 2018 and ongoing process |
| Activity: | Self-assessment means the establishment of a procedure for the evaluation of the University in accordance with the Law on Higher Education of the Republic during the academic year. |
| Status: | Partially completed |
| Rationale: | Questionnaires were designed and developed with students to evaluate teachers, and with administrative staff and ALUMNI, but not with other stakeholders. |

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| Timeline: | 2018 and ongoing process |
| Activity: | Conduct of SWOT analysis of each faculty separately, and then based on partial reports, a full SWOT analysis of the entire University is conducted. |
| Status: | Completed |
| Rationale: | The SWOT analysis was drafted and submitted with the self-assessment report for the institution. |

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| Timeline: | 2018 and ongoing process |
| Activity: | Evaluation of the work of professional services. |
| Status: | Completed |
| Rationale: | The questionnaire was drafted and developed by the administration, and the report on the findings was made public on the web. |

Specific Objective 3.4: Development of the procedure for verifying the quality of the higher education system.

In order to ensure the effectiveness of the implementation of the quality assurance system, periodic internal and external audit procedures must be developed, documented and implemented.

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| Timeline: | 2018 and ongoing process |
| Activity: | Defining the procedure for internal control -auditing the quality assurance system |
| Status: | Not completed |
| Rationale: | Apart from the Quality and Evaluation Regulation adopted in 2018, no other documents have been issued that clarify the procedures. |

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| Timeline: | 2018 and ongoing process |
| Activity: | Determining the internal audit procedures of a quality assurance system that allows the internal verification of the effectiveness of its procedures at all levels and areas of action. The internal audit result is a report that serves as the basis for the process of independent external verification of the quality assurance system. |
| Status: | Partially completed |
| Rationale: | Apart from the Quality and Evaluation Regulation adopted in 2018, no other documents have been issued that clarify the procedures. |

A report with findings and recommendations was developed after the questionnaires developed with the academic staff, administrative staff and ALUMNI.

Specific Objective 3.5: Quality self-assessment.

Quality self-assessment should be carried out (monitored) continuously throughout the school year.

Timeline: 2018 and ongoing process

Activity: Student survey (assessment of students for teaching, teaching methods, assessment methods in the exam, study program and organization of studies, examination of the work of administrative and professional services ...)

Status: Completed

Rationale: At the end of the academic year, the questionnaires were developed by the Quality Office and the reports were issued.

Timeline: 2018 and ongoing process

Activity: Employee survey.

Status: Partially completed

Rationale: At the UMIB level, these questionnaires have not been developed, but some academic units have developed questionnaires with employers to apply to new programs.

Timeline: 2018 and ongoing process

Activity: Survey of graduate students

Status: Completed

Rationale: A questionnaire was developed with UMIB graduates and the report with findings and recommendations was made public on the UMIB website.

Timeline: 2018 and ongoing process

Activity: Implementation of other procedures provided for in the self-assessment plan.

Status: Unmeasurable

Rationale: It has not been clarified what the other procedures are, there is no action plan, and no additional mechanisms have been developed.

Specific Objective 3.6: Involvement of students in quality assurance.

Representation of students in all processes for quality assurance in UMIB through review of study programs, department, faculty, student services and at the Institutional level of the university.

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| Timeline: | 2018 and ongoing process |
| Activity: | Drafting procedures for student representation in Quality Assurance. |
| Status: | Not completed |
| Rationale: | Apart from the Regulation on Quality and Evaluation drafted in 2018, no other document has been issued regulating their representation. |

Specific Objective 3.7: Accreditation of programs.

Basic and postgraduate studies ensure the acquisition of higher education based on scientific research work.

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| Timeline: | 2018 - 2021 |
| Activity: | The diploma paper for Bachelor Master and Phd should be a direct scientific contribution and is the basis for proving their scientific competencies related to the paper. Dissemination of knowledge and interpretation of scientific achievements is just as important as its creation, so the goal of the University, through the reform of doctoral study, as the third cycle of higher education, is to gather people who create and disseminate knowledge. |
| Status: | Partially completed |
| Rationale: | In 2019 UMIB has managed to accredit programs at Bachelor and Master level, but, UMIB has not developed or applied for Phd studies. |

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| Timeline: | 2018 - 2021 |
| Activity: | Increasing the success of the study, in order to complete the study within certain deadlines (implementing measures to encourage continuous progress over the years through surveys, evaluation according to ECTS credits achieved, in accordance with study programs). Increasing the number of Phd and Master degrees defended at the University; Encouraging and motivating the graduate students at Bachelor level with timely information to continue their studies; Engaging a large number of professors in mentoring students for the achievements and titles of |

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| | academic staff and students through professional work of scientific-education achievements; |
| Status: | Partially completed |
| Rationale: | Students have shown success in graduation and employment after graduation, from the Bachelor and Master level. However, no research or program has been developed in third-cycle Phd studies. ECTS is a system that UMIB uses in all its programs. |

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| Timeline: | 2018 - 2021 |
| Activity: | Encouraging the publication of joint scientific papers - students and mentors (publishing at least 2 joint papers each year). |
| Status: | Partially completed |
| Rationale: | There are cases when students have published together with their professors, but not with an average of 2 papers per year. |

Specific Objective 3.8: Research - scientific work.

Scientific-research work is based on basic, applied and developmental research that collects scientific material, categorizes existing scientific knowledge, forms and presents scientific achievements. It works in local and international scientific projects, publishes works in journals and scientific meetings, as well as activities related to the popularization of science through tribunes, round tables, conferences, symposiums, etc.

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| Timeline: | 2018 and onwards |
| Activity: | Increasing the number of publications published in journals indexed in the relevant library databases, in accordance with the rules on the requirements for selection in scientific titles. |
| Status: | Partially completed |
| Rationale: | In 2019 there is an increase in the total number of publications, but it has not been possible to verify whether they comply with the criteria presented. |

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| Timeline: | 2018 - ongoing process |
| Activity: | Increasing the number of participations in local scientific projects (to determine a feasible increase until the end of this Strategy, ie a three-year plan). |
| Status: | Partially completed |
| Rationale: | The involvement of professors and students in local scientific projects continues, but the level of realization cannot be measured without a measuring indicator. |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Increasing the number of participations in international scientific projects (to determine a feasible increase until the end of this Strategy, ie a three-year plan); |
| Status: | Partially completed |
| Rationale: | The involvement of professors and students in international scientific projects continues, but the level of realization cannot be measured without a measuring indicator. |

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| Timeline: | 2018 - ongoing process |
| Activity: | Strengthening international cooperation by establishing cooperation with foreign scientific research institutes; |
| Status: | Completed |
| Rationale: | During 2019, new cooperation agreements have been reached with international scientific institutes |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Increasing funding for scientific activities for AS in scientific titles; Partially completed |
| Status: | UMIB has organized scientific activities, such as Scientific Conferences, |
| Rationale: | but this does not mean that this was related to the scientific titles of AS. |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Holding scientific forums at the university, organizing and participating in activities for the popularization of science; posting appropriate materials on the University website. Completed |
| Status: | Various scientific activities have been carried out within the academic units (Conferences, lectures, trainings) and the UMIB website has been enriched with information about teaching and scientific activities. |
| Rationale: | |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Involving the best students in the work for scientific projects |
| Status: | Partially completed |
| Rationale: | During 2019, students continue to be involved in scientific projects, but the activity itself cannot be accurately measured. |

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| Timeline: | 2018 - ongoing process |
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| Activity :: | Providing the necessary computer equipment as a basic tool in scientific and research work; Completed |
| Status: | Even in 2019 provision of computers for the needs of academic staff has |
| Rationale: | continued. |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Monitoring and improving existing programs and purchasing programs and new licensed computer applications. |
| Status: | Completed |
| Rationale: | Even in 2019 the provision of licensed software for various fields has continued. |

Specific Objectives 3.9. Scientific progress and excellence.

Successful implementation and fulfillment of the tasks and goals of scientific-research work depends mainly on how competent a teacher is in the scientific and research field. Their continued enhancement is a prerequisite for fulfilling the tasks of the previous strategic goal. Systematic determination and monitoring of effect indicators can reflect a realistic view and opportunity for advancement of the individual and the entire University.

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| Timeline: | 2018 - ongoing process |
| Activity :: | Strengthening the scientific competencies of professors in scientific-research titles. |
| Status: | Not measured |
| Rationale: | There are no data measuring this activity |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Encouraging the advancement of young professors |
| Status: | Partially completed |
| Rationale: | Young professors are engaged in research projects, but have not developed a policy to encourage them specifically |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Encouraging mobility and improvement of the work of professors |
| Status: | Completed |
| Rationale: | Memorandums of cooperation on mobility have been signed, as well as information sessions for mobility and cooperation opportunities in international projects were held. |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Increasing the number of reviews of scientific papers, projects and programs. |
| Status: | Not measured |
| Rationale: | There is no data to measure the activity |

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| Timeline: | 2018 - ongoing process |
| Activity :: | Encouraging the commitment of professors in the work of scientific committees and associations and cooperation with business entities through the provision and implementation of mutually interesting projects. |
| Status: | Partially completed |
| Rationale: | The commitment of professors in projects continues, including the private sector, but the level of realization cannot be measured without a measuring indicator |

Specific Objectives 3.10. Development and management of material resources.

Continuous improvement and development of the University's material resources in order to provide a quality work environment and provide modern tools for the maintenance of the teaching process, research and professional work.

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| Timeline: | 2018 - ongoing process |
| Activity: | <ul style="list-style-type: none"> - Improving IT equipment (computers, laptops, projectors, etc.), employees and students, - Improving and modernizing laboratory equipment, - Purchase of new software / licenses and modernization of existing ones, - Enriching the library with professional books and magazines, - In the process of planning the procurement of material resources for each year to include all organizational parts of the University. |
| Status: | Completed |
| Rationale: | Each of the above mentioned activities was ongoing in 2019. |

Strategic Objective 4: Levels / Programs required by the market

Specific Objective 4.1: To be implemented in graduate programs in line with market needs. Make market analysis to identify which programs are relevant to market needs.

Identifying the best development programs in line with market needs; Provide guidance and structure on what diplomas are needed to meet Kosovo's employment needs. Periodic reviews of existing study programs based on labor market demand indicators.

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| Timeline: | 2018 ongoing |
| Activity: | -Approval of programs; -Application of agreements; -Development of the curriculum; -Implementation of faculty development. |
| Status: | Partially completed |
| Rationale: | The process of drafting the regulation on internal organization and systematization of jobs has been initiated. The new regulation will be approved in early 2020. |

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| Timeline: | 2018 ongoing |
| Activity: | Advisory committees for specific industries to be established within the framework of UMIB academic units; |
| Status: | Partially completed |
| Rationale: | The establishment of industry advisory committees has been initiated. So far there are 2 academic units that have advisory committees |

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| Timeline: | 2018 ongoing |
| Activity: | Cooperation with the Kosovo Chamber of Commerce. |
| Status: | Not completed |
| Rationale: | Some visits were made by representatives of KCC, mainly with information about the work and activities of KCC |

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| Timeline: | 2018 ongoing |
| Activity: | Internship programs to be institutionalized as part of curricula. |
| Status: | Partially completed |
| Rationale: | Several programs have been reviewed and practical work has a higher percentage. |

Specific Objective 4.2: Increasing the cooperation with public and private sector

Developing interactive relationships for the world of labor market and enterprise.

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| Timeline: | 2018 ongoing |
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| Activity: | Appropriate legal basis that clearly defines all mechanisms and instruments for providing professional programs in accordance with market requirements. |
| Status: | Not completed |
| Rationale: | We do not offer professional programs |

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| Timeline: | 2018 -2021 |
| Activity: | The triangle of innovative knowledge between education, research and business to be strengthened. |
| Status: | Completed |
| Rationale: | Career fair was organized. UMIB and FE organized two roundtables in order to strengthen the cooperation between universities and business. UMIB has created the industrial advisory board in order to identify the best development programs in accordance with the needs of the labor market and together with MNI has established the Innovation Center where several trainings have been held for startups. |

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| Timeline: | 2018 -2021 |
| Activity: | Discussions on career development and informing students about organizing career fairs, |
| Status: | Completed |
| Rationale: | The career fair was organized. |

| | |
|-------------------|---|
| Timeline: | 2018 -2021 |
| Activity: | Organizing a roundtable to strengthen employment opportunities during which employees and relevant stakeholders reflect on the development of cooperative strategy to improve student transition. |
| Status: | Completed |
| Rationale: | Two roundtables have been organized for this purpose. |

Strategic Objective 5: Human Resources

Specific Objective 5.1: Developing new staff organizational chart

Preparation of the organizational chart (current and future organizational chart in each faculty).
 Defining the tasks of divisions and updating staff regulations based on needs.

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|------------------|------------|
| Timeline: | 2018– 2021 |
|------------------|------------|

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| Activity: | New draft regulation |
| Status: | Not completed |
| Rationale: | The process of drafting the regulation on internal organization and systematization of jobs has been initiated. The new regulation will be approved in early 2020. |

Specific Objective 5.2: Capacitybuilding and ongoing training of academic staff and administrative staff

This objective aims to: define the areas where training is needed; contacting international donors; sending staff to language and computer skills courses.

| | |
|-------------------|---|
| Timeline: | 2018 - ongoing process |
| Activity: | Organization of training workshops; -Drafting of the training program; -Mandatory courses for staff. |
| Status: | Partially completed |
| Rationale: | <ul style="list-style-type: none"> - At the end of 2019 and the beginning of 2020, training workshops will be organized: Basic training and advanced teacher training; syllabus training; ECTS credit training for teachers and administration. - At the beginning of the calendar year 2019, the training plan for the administrative staff was drafted and approved. Based on this plan, during 2019 in the professional trainings organized by KIPA (Kosovo Institute for Public Administration) 2 administrative staff were trained. Financial officials on a regular annual basis are trained and licensed by the Ministry of Finance. - During 2019, 2 academic staffs were trained in the framework of the Erasmus + project for the development of capacities for the writing of EU projects. - Courses - basic and advanced training for academic staff will be mandatory and will be organized at the end of 2019 and will be permanent processes for all academic staff. |

Specific Objective 5.3: Ongoing transparency and accountability .

This objective aims to be as transparent as possible in presenting the results of the work achieved and accountability.

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|-------------------|---|
| Timeline: | 2018– 2021 |
| Activity: | Application of regulations. |
| Status: | Completed |
| Rationale: | All UMIB internal regulations have been made transparent by being published on the UMIB website. In addition, the annual report and periodic financial reports are published including the report of the National Audit |

Office. Based on the Audit Report for 2018, the financial regulations have been fully applied - no recommendations have been given

Specific Objective 5.4: Continuous improvement of staff and student services.

Improving service capacity for students and others.

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|-------------------|--|
| Timeline: | 2018– 2021 |
| Activity: | Increasing the number of administrative staff according to the needs presented by AU. |
| Status: | Partially completed |
| Rationale: | Recruitment of 4 administrative staff in student services with agreement for special services and the vacancy announced for 4 administrative staff of student services in regular employment in academic units and central administration, as part of the vacancy for 17 administration employees. On an annual basis, the staff recruitment plan is implemented, replacing the retired staff. |

Specific Objective 5.5: Number of employees.

We should continuously take care of the number of employees (including professors, associates and administrative and professional staff), to establish an optimal number of professors in relation to the number of students, to take care of equal representation of professors according to teaching professions and the quality of personal standard of employees and students

| | |
|-------------------|---|
| Timeline: | 2018– 2021 |
| Activity: | Harmonizing the personnel policy with the real needs and plans, according to the indicators of the workload of the professors based on the structure of the study programs. |
| Status: | It was completed based on annual-based personnel plan |
| Rationale: | The number of teaching hours per professor is 6 teaching hours. Out of 95 full professors at UMIB, in the winter semester only 36 of them have an average of 4.6 hours of overtime, while in the summer semester only 24 professors have an average of 4 hours of overtime. |

Strategic Objective 6: Development of public information system

Specific objective 6.1. Information system and UMIB support.

The University will ensure the collection, analysis and use of relevant information related to the effective management of teaching and other activities carried out.

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| Timeline: | 2018 - 2021 |
|------------------|-------------|

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| Activity: | Increasing the effective use of the University website and the use of web services developed by the university (Internet, Intranet). |
| Status: | Completed |
| Rationale: | As a result of enriching the website with new information and links in 2019, the number of visitors has increased significantly. During this year there were a total of 88 thousand 205 visitors from 113 different countries. |

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|-------------------|--|
| Timeline: | 2018 - 2021 |
| Activity: | Implementation of IS for document management, Development of IS for automatic processing of surveys, Development of IS work, for student services, staffing services and IS connections.). |
| Status: | Completed |
| Rationale: | In the framework of the development of the information system, on the official website of UMIB, during 2019, great interactive opportunities have been created for students and the university community in general. An opportunity has been created for online complaints for students, who may express their concerns while remaining anonymous. In addition, within the University Management System (SMU), there are numerous modules that have facilitated the communication of students and academic staff, but also the administration. |

Specific Objective 6.2 Public Information, Communication Strategies and Policies.

The University has a duty to regularly, fully and objectively inform the public about the achievements at the University through quantitative and qualitative coefficients. Public information on the work and results of the work of the University should be available to all stakeholders. The University pays special attention to communication with stakeholders by taking appropriate action.

| | |
|-------------------|---|
| Timeline: | 2018 - 2021 |
| Activity: | Promoting the University in public, more intensive relations with public parties, through the UMIB website and developing e-newsletters on websites, constantly informing about important events |
| Status: | Completed |
| Rationale: | The University of Mitrovica "Isa Boletini" has paid special attention to public promotion. Various tools and methods have been used in this regard: A video has been recorder for UMIB with English subtitles for what this university offers, 5 interviews have been organized on national |

televisions for UMIB officials. In addition, 5 thousand information brochures have been prepared and distributed for the study programs offered at UMIB as well as for other opportunities offered by the new university campus. Various promotional tools such as brochures, notebooks, pens, calendars, etc. have been prepared and distributed.

Timeline: 2018 - 2021

Activity: More intensive connections and communication with outside parties interested in cooperation

Status: Completed

Rationale: In addition to the opportunities created through standard methods of communication, during 2019 in UMIB were organized activities that have brought the community closer to the university. In this context, we can mention the memorial academy dedicated to the professor, Latif Berisha, which was attended by prominent personalities of art, culture and social life in the country. The First Job Fair at UMIB was also organized, where a communication between the business world and students took place.

Timeline: 2018 - 2021

Activity: Knowledge of the public on student achievement, new study programs, qualitative and quantitative indicators of University work.

Status: Completed

Rationale: In addition to the daily news regarding the developments in UMIB, the public has been informed about the achievements of the students through the success stories published for them, while for the new programs the interested parties have been notified through 5 thousand brochures distributed all over and through the Fair organized by the students, where explanations were given about the programs and opportunities offered at UMIB.

Timeline: 2018 - 2021

Activity: More accurate sharing of information that will be available to the public (website) and those that will be available only to employees of the University (Intranet), Training of employees on the importance of effective communication

Status: Completed

Rationale: The public has been informed about the developments in UMIB through the website, Facebook page, brochures and videos, etc., while the university community has also had a newsletter available every three months and an year book at the end of the year. Those in charge of communicating with the public during 2019 have attended a training on the importance of e-government.

Specific objective 6.3. UMIB reputation

Presentation - strengthening the internal reputation (strengthening the internal and academic reputation of the institution) and public presentation.

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|-------------------|--|
| Timeline: | 2018 - 2021 |
| Activity: | Increasing the image of public institutions through the development of "event marketing" and "action marketing" |
| Status: | Completed |
| Rationale: | In the context of increasing the image of UMIB and transparency, 114 press releases on UMIB activities have been prepared and distributed to the media, which have also been published on the UMIB website and on the official Facebook page. In addition to the press releases and photos for the various activities and events that have been published in the media, all in a positive aspect, attention has been paid to the cultivation of relations with media and public. In this context, positive responses have been received for all requests for access to public documents, 7 in total during 2019. In addition, 27 visits of various media to UMIB were organized. |

| | |
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| Timeline: | 2018 - 2021 |
| Activity: | Positive opinion and attitude of students regarding UMIB |
| Status: | Completed |
| Rationale: | Students provided data on their attitude towards UMIB in the questionnaire developed. The report with results was published on the website. Student attitudes are positive towards UMIB. |

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|-------------------|--|
| Timeline: | 2018 - 2021 |
| Activity: | Positive opinion and attitude of employees regarding UMIB |
| Status: | Completed |
| Rationale: | Employees provided data on their attitude towards UMIB in the questionnaire developed. The report with results was published on the website. Employee attitudes are positive towards UMIB. |

| | |
|-------------------|--|
| Timeline: | 2018 - 2021 |
| Activity: | A learning process with better learning quality |
| Status: | Completed |
| Rationale: | The formulation of the very general activity, the lack of specific indicators for this activity make it impossible to measure its realization. |

Strategic Objective 7: Development and management of financial resources

Ensuring rational management and optimal spending of funds in accordance with the plans, creation of legal infrastructure for the creation and increase in own source revenues from services provided to the business community and natural persons.

Specific Objective 7.1: Development and implementation of finance and budget systems.

Achieving monthly budget reporting. Daily improvement of the Management of the institution and the allocated funds. Improving the planning and execution of funds.

| | |
|--------------------|--|
| Time frame: | 2018 ongoing |
| Activity: | Development of a helpdesk for internal use by executives that includes financial indicators; |
| Statute: | Partially completed |
| Rationale: | The reporting of financial indicators and financial statements of revenues and expenditures for the period January / September / 2019 are reflected through the software managed by the MoF, respectively the Treasury Department - SIMFK. UMIB plans to provide a helpdesk in 2021 that will be applied only to internal information of financial indicators accessible to all executives but without the possibility of intervention. |

| | |
|--------------------|--|
| Time frame: | 2018 ongoing |
| Activity: | Receiving, executing and training - new financial software |
| Status: | Not completed |
| Rationale: | - Professional capacity building of administrative / financial personnel is completed (January / February) through training and licensing by the MoF and the Treasury for the use of software for execution of expenses. The software is managed by the Treasury Department through which resources are allocated and all financial expenses are executed. - Equipping with new financial software and application, planned in 2021 |

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|--------------------|---|
| Time frame: | 2018 ongoing |
| Activity: | Establishing and training staff for UMIB's financial policies |
| Status: | Completed |
| Rationale: | The trained staff, the increase in professional capacities made it possible to professionally implement the activities related to the financial policies planned by UMIB. |

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| Time frame: | 2018 ongoing |
| Activity: | Reforming the budget process by European standards |
| Status: | Not completed |
| Rationale: | |

UMIB functions as a sub-program of MEST and all reforms and standards are implemented through decisions by MoF and MEST. Until the financial independence from MEST we are obliged to implement the standards created by MEST which are related to the standards specified in the Laws and Regulations in the field of public finances.

Time frame: 2018 ongoing

Activity: Establishing a comprehensive annual planning process that includes budget development from bottom to top

Status: Completed

Rationale: The drafting of the UMIB budget was preceded by the organization of budget hearings at the level of: academic units, administrative offices and management. The process was comprehensive starting in May and finalized in June with the approval of the Governing Council of UMIB.

Specific Objective 7.2: Maintaining financial stability.

Ensuring rational management and optimal spending of funds in accordance with the plans, maintaining financial stability and strengthening the financial position of the institution. Increasing the share of own sources of financing by AU.

Time frame: 2018 ongoing

Activity: Ensuring the most transparent spending of University funds

Status: Partially completed

Rationale: The budget and finance office is responsible for overseeing the budget implementation. The designed cash flow plan also determines the dynamics of spending in economic categories. Supervision of the implementation of the plan, creation of obligations within the limits, allocation of funds and meticulous observance of the allocated resources also means maintaining financial stability. Stability means creating obligations in accordance with resources by eliminating the possibility of creating obligations without financial coverage. UMIB has planned (2020) to increase funding sources through the design of own source revenues in order to create financial sustainability for the implementation of planned activities that fall under the responsibility of HEIs.

Strategic Objective 8: Globalization / Internationalization

Specific Objective 8.1: Implementing strategies for the internationalization of UMIB.

Increase student mobility, specifically increase the number of students studying abroad as well as the number of incoming students

Time frame: 2018 - on going

Activity: **Identifying international partners**

Status: Partially completed

Rationale: UMIB has identified international and local partners, while it has also cooperated in initiatives with the new partners. To elaborate, UMIB has successfully applied for three Erasmus Capacity building projects as a partner institution.

Time frame: 2018 - on going

Activity: **Approval of programs**

Status: Not completed

Rationale: There is no evidence of initiatives taken to initiate activities.

Time frame: 2018 - on going

Activity: **Implement agreements**

Status: Completed

Rationale: The faculty of Food Technology has implemented agreements with international partners.

Time frame: 2018 - on going

Activity: **Developing new curricula**

Status: Not completed

Rationale: There is no evidence of initiatives taken to initiate activities.

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|--------------------|---|
| Time frame: | 2018 - on going |
| Activity: | Implementing development plans for faculties |
| Status: | Not completed |
| | There is no evidence of initiatives taken to initiate activities. |
| Rationale: | |

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|--------------------|--|
| Time frame: | 2018 - on going |
| Activity: | Promoting study programs abroad |
| Status: | Completed |
| Rationale: | Information for studying abroad programs has been made available to students and faculties via the website of the institution. |

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|--------------------|--|
| Time frame: | 2018 - on going |
| Activity: | Student exchange |
| Status: | Partially completed |
| Rationale: | One student of the Faculty of Education has benefited from a one year exchange program in the United States. |

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|--------------------|---|
| Time frame: | 2018 - on going |
| Activity: | Establishment of student services for incoming students |
| Status: | Not completed |
| Rationale: | There is no evidence of initiatives taken to initiate activities. |

Specific Objective 8.2: Increase in scholarship applications

Encouraging students to apply for international scholarships, encouraging academic staff to apply for international scholarships, functionalizing the Center for foreign languages.

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| Time frame: | Ongoing |
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| Activity: | Benefiting from scholarships provided by international partners |
| Status: | Completed |
| Rationale: | One student from the Faculty of Education has benefited from an exchange program in the United States. One professor at the Faculty of Education has benefited from a postdoctoral program in Austria through the HERAS project. |

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| Time frame: | Ongoing |
| Activity: | Assigning a coordinator at each academic unit who will be responsible for information sharing (International Relations Office) |
| Status: | Not completed |
| Rationale: | There is no evidence of initiatives taken to initiate activities. |

Specific Objective 8.3: Increase in the number of applications for projects with international partners

Sharing information on calls for international projects, training academic staff in drafting international projects, supporting initiatives for joint applications in consortiums, supporting projects which rely on co-financing.

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|--------------------|---|
| Time frame: | 2018- on going |
| Activity: | Presentations and workshops at each academic unit |
| Status: | Not completed |
| Rationale: | There is no evidence of initiatives taken to initiate activities. |

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| Time frame: | 2018- on going |
| Activity: | Workshop on writing project proposals |
| Status: | Two staff members of UMIB participated in the workshop organized by the Kosovo Erasmus + Office on “How to write successful projects for Erasmus + programs” held on June 25-26, 2019. |
| Rationale: | |

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|--------------------|--|
| Time frame: | 2018- on going |
| Activity: | Training workshops for EU funding opportunities (Horizon 2020, ERASMUS +) |
| Status: | Not completed |
| Rationale: | There is no evidence of initiatives taken to initiate activities. |

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|--------------------|--|
| Time frame: | 2018- on going |
| Activity: | Allocating funds for co-financed projects |
| Status: | Completed |
| Rationale: | UMIB has allocated funds for the co-financing of four Erasmus capacity building projects. The projects which will receive funding from UMIB are the following: iTEM, QUADIC, ResearchCult and QATEK. |








Specific Objective 8.4: Increase in global partnerships

Promoting and increasing mobility among teaching staff (national and international).













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| Time frame: | 2018- 2021 |
| Activity: | Sharing information on developments in relation to cooperation, mobility, student learning, recognition of degrees etc. |
| Status: | Partially completed (10%) |
| Rationale: | One staff member from the Faculty of Education has attended a postdoctoral program in Austria. One staff member from the Faculty of Education is doing her doctoral studies at an Austrian University. |











5. ACTIVITY IMPLEMENTATION STATUS









Completed  Partially completed  not completed 














| Strategic Objectives | Specific Objectives | Activities | Completed | Partially completed | Not completed |
|---------------------------------|---|--|---|---|---|
| 1. Teaching, research & service | 1.1. Interaction with learning activities. | 1.1.1. Organization of professional workshops with students, professors and other employees who support the teaching process at the University. Professional project leaders present their projects, each AU within the University at least one workshop during the year | | |  |
| | | 1.1.2. Development of database of professional projects, studies and expertise. The archive should be constantly available to employees and students. | |  | |
| | 1.2. Increasing the opportunities for professional development of academic staff. | 1.2.1. Harmonizing and increasing the number of professors in relation to the number of students, according to the UMIB budget. Ie. Increasing the coefficient of the number of professors / number of students, according to the possibilities allowed by the UMIB budget. |  | | |
| | | 1.2.2. Assessment of professors' performance through a student survey. |  | | |
| | | 1.2.3 Intensification of the professor's work in the publication of textbooks and other teaching materials; |  | | |
| | | 1.2.4. Increasing the participation of electronic means in teaching. | | |  |
| | 1.3. Improving guidelines by introducing new methodologies (eg e-learning, Applied Learners, etc.) to | 1.3.1. UMIB makes efforts to implement European reform processes and to make this improvement in line with the structure of higher education and the legal educational framework in accordance with the specific needs of the country, in order to improve the effectiveness and consistency of accompanying measures through a framework to strengthen institutional capacity, cooperation and development. |  | | |













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| | ensure the development of the pedagogical body in pedagogy | 1.3.2. UMIB in the coming period should do everything necessary to optimize the processes through existing or new legal frameworks as well as in close cooperation with all relevant factors participating in these processes, so that these institutions of higher education be competitive in the European higher education market. | | | ● |
| | | 1.3.3. Organizing and supporting various national and international activities in order to promote KAPS | | | ● |
| | 1.4. Implementing UMIB reform initiatives. | 1.4.1. UMIB makes efforts to implement European reform processes and to make this improvement in line with the structure of higher education and the legal educational framework in accordance with the specific needs of the country, in order to improve the effectiveness and consistency of accompanying measures through a framework to strengthen institutional capacity, cooperation and development. | | | ● |
| | | 1.4.2. UMIB in the coming period should do everything necessary to optimize the processes through existing or new legal frameworks as well as in close cooperation with all relevant factors participating in these processes, so that these institutions of higher education be competitive in the European higher education market. | | | ● |
| | 1.5. Teaching resources and student support | 1.5.1. Enriching the library with professional books and magazines; | | | ● |
| | | 1.5.2. Increasing the part of practical work and improving the supply of laboratories with laboratory equipment. | | ● | |
| | | 1.6.1. Creating a new model of financing activities based on their excellence | | | ● |
| | 1.6. Creating the criteria of excellence and relevance. | 1.6.2. -Selection of projects, in addition to competent reviews (including international reviews), a range of performance indicators will be used to evaluate the project. | | | ● |
| | | 1.6.3. Funding model based on project and institutional funding through: -Evaluation of the degree and quality of research in terms of excellence; -Scientific and interdisciplinary cooperation; -Cooperation with the economy and culture, and the social importance of research. | | | ● |










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| | 1.7. Support for young researchers. | 1.7.1. The support and promotion of young scientists is an additional value for the development of academic-scientific processes in higher education institutions to form criteria on the basis of which the work of young researchers will be supported and in this way it will be possible to create a quality network of young researchers from all scientific fields and initiatives and there should be initiatives to create a space that will enable young researchers to publish their work on electronic platforms WEB | |  | |
| 2. Student service development | 2.1. Increase in student achievement during studies | 2.1.1. Meritorious assessment of students based on public, adequate and clear criteria and rules with which they are familiar beforehand in all study programs |  | | |
| | | 2.1.2 The compliance of registration in a higher year of study to be maintained in the interval up to 50% from the previous year |  | | |
| | | 2.1.3. Increasing the success of students' passing from the first cycle studies to the second cycle studies up to 25%; | |  | |
| | | 2.1.4. Reward of distinguished students during the academic year. |  | | |
| | | 2.1.5. Shortening the average duration of the study compared to the previous period for each study program | |  | |
| | | 2.1.6. Lower percentage of unregistered students and the increase in the number of students who have continued their studies after losing the previous year |  | | |
| | | 2.1.7. Increase in the average grade and number of graduate students | |  | |
| | 2.2.Satisfaction of students. | 2.2.1. Increase in the offer of extracurricular activities (recreation, informal forms of education, courses), organized by the University, student associations, |  | | |
| | | 2.2.2. lectures to enable students to experience the world experiences in real life situations ("case study"), | |  | |
| | | 2.2.3. Students' complaints and requests should be handled correctly and in the short term |  | | |
| | 2.3. Alumni. | 2.3.1. Communicating with former students and strengthening alumni associations in order to promote the University's reputation at home and abroad; Annual disclosure of the database of graduate students and possibly paying attention to the creation of a database for new governors who are abroad |  | | |

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| 3. Accreditation and quality control | 3.1 Increasing student achievement during studies. | 3.1.1. Contact with international institutions; Development of the legal basis for cooperation; Development and accreditation of the program for interdisciplinary studies. | |  | |
| | 3.2. Development of quality assurance system. | 3.2.1. Appointment of the Quality Commission and drafting of the regulation for determining the duties and responsibilities of the Quality Commission. | | |  |
| | 3.3. Development of quality assurance mechanism. | 3.3.1. Defining quality assurance mechanisms means internal mechanisms for ensuring the quality of teaching, scientific and professional work. | |  | |
| | | 3.3.2. Self-assessment means the establishment of a procedure for the evaluation of the University in accordance with the Law on Higher Education of the Republic during the academic year. | |  | |
| | | 3.3.3. Conduct of SWOT analysis of each faculty separately, and then based on partial reports, a full SWOT analysis of the entire University is conducted. |  | | |
| | | 3.3.4. Evaluation of the work of professional services. |  | | |
| | 3.4. Development of the procedure for verifying the quality of the higher education system. | 3.4.1. Defining the procedure for internal control -auditing the quality assurance system | | |  |
| | | 3.4.2. Determining the internal audit procedures of a quality assurance system that allows the internal verification of the effectiveness of its procedures at all levels and areas of action. The internal audit result is a report that serves as the basis for the process of independent external verification of the quality assurance system. | |  | |
| | 3.5. Quality self-assessment. | 3.5.1. Student survey (assessment of students for teaching, teaching methods, assessment methods in the exam, study program and organization of studies, examination of the work of administrative and professional services ...) |  | | |
| | | 3.5.2. Employee survey. | |  | |










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| | | 3.5.3. Survey of graduate students |  | | | |
| | | 3.5.4. Implementation of other procedures provided for in the self-assessment plan. | | |  | |
| | 3.6. Involvement of students in quality assurance. | 3.6.1. Drafting procedures for student representation in Quality Assurance. | | |  | |
| | 3.7. Accreditation of programs. | 3.7.1. The diploma paper for Bachelor Master and Phd should be a direct scientific contribution and is the basis for proving their scientific competencies related to the paper. Dissemination of knowledge and interpretation of scientific achievements is just as important as its creation, so the goal of the University, through the reform of doctoral study, as the third cycle of higher education, is to gather people who create and disseminate knowledge. | |  | | |
| | | 3.7.2. Increasing the success of the study, in order to complete the study within certain deadlines (implementing measures to encourage continuous progress over the years through surveys, evaluation according to ECTS credits achieved, in accordance with study programs). Increasing the number of Phd and Master degrees defended at the University; Encouraging and motivating the graduate students at Bachelor level with timely information to continue their studies; Engaging a large number of professors in mentoring students for the achievements and titles of academic staff and students through professional work of scientific-education achievements; | |  | | |
| | | 3.7.3. Encouraging the publication of joint scientific papers - students and mentors (publishing at least 2 joint papers each year). | |  | | |
| | 3.8. Research - scientific work | 3.8.1. Increasing the number of publications published in journals indexed in the relevant library databases, in accordance with the rules on the requirements for selection in scientific titles. | |  | | |
| | | 3.8.2. Increasing the number of participations in local scientific projects (to determine a feasible increase until the end of this Strategy, ie a three-year plan). | |  | | |

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| | | 3.8.3. Increasing the number of participations in international scientific projects (to determine a feasible increase until the end of this Strategy, ie a three-year plan); | |  | |
| | | 3.8.4. Strengthening international cooperation by establishing cooperation with foreign scientific research institutes; |  | | |
| | | 3.8.5. Increasing funding for scientific activities for AS in scientific titles; | |  | |
| | | 3.8.6. Holding scientific forums at the university, organizing and participating in activities for the popularization of science; posting appropriate materials on the University website. |  | | |
| | | 3.8.7. Involving the best students in the work for scientific projects | |  | |
| | | 3.8.8. Providing the necessary computer equipment as a basic tool in scientific and research work |  | | |
| | | 3.8.9. Monitoring and improving existing programs and purchasing programs and new licensed computer applications. |  | | |
| | | 3.9. Scientific progress and excellence. | 3.9.1. Strengthening the scientific competencies of professors in scientific-research titles. | | |
| | 3.9.2. Encouraging the advancement of young professors | | |  | |
| | 3.9.3. Encouraging mobility and improvement of the work of professors | | |  | |
| | 3.9.4. Increasing the number of reviews of scientific papers, projects and programs. | | | |  |
| | 3.9.5. Encouraging the commitment of professors in the work of scientific committees and associations and cooperation with business entities through the provision and implementation of mutually interesting projects. | | |  | |
| | 3.10. Development and management of material resources. | 3.10.1. Improving IT equipment (computers, laptops, projectors, etc.), employees and students, |  | | |
| | | 3.10.2. Improving and modernizing laboratory equipment, |  | | |

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| | | 3.10.3. Purchase of new software / licenses and modernization of existing ones |  | | |
| | | 3.10.4. Enriching the library with professional books and magazines, |  | | |
| | | 3.10.5. In the process of planning the procurement of material resources for each year to include all organizational parts of the University. |  | | |
| 4. Levels / Programs required by the market | 4.1. To be implemented in graduate programs in line with market needs. Make market analysis to identify which programs are relevant to market needs. | 4.1.1 Approval of programs; -Application of agreements; - Development of the curriculum; -Implementation of faculty development | |  | |
| | | 4.1.2. Advisory committees for specific industries to be established within the framework of UMIB academic units; | |  | |
| | | 4.1.3. Cooperation with the Kosovo Chamber of Commerce. 2018 | |  | |
| | | 4.1.4.To institutionalize internship programs as part of curricula. | |  | |
| | | 4.1.5. Appropriate legal basis that clearly defines all mechanisms and instruments for providing professional programs in accordance with market requirements | | |  |
| | 4.2. Increasing cooperation with the sector | 4.2.1. The triangle of innovative knowledge between education, research and business to be strengthened. |  | | |
| | | 4.2.2. Discussion for career development and informing the students about the career fair organizations |  | | |
| | | 4.2.3. Organizing a round table to strengthen the employment opportunity during which employees and relevant stakeholders reflect on the development of cooperative strategy to improve student transition |  | | |
| | 5. Human resources | 5.1. Developing new staff organizational chart | |  | |
| | | 5.1.1. New draft regulation | | | |

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| | 5.2. <i>Capacitybuilding and ongoing training of academic staff and administrative staff</i> | 5.2.1. Organization of training workshops; -Drafting of the training program; -Mandatory courses for staff. | |  | |
| | 5.3. Ongoing transparency and accountability . | 5.3.1. Application of regulations |  | | |
| | 5.4. Continuous improvement of staff and student services. Improving service capacity for students and others. | 5.4.1. Increasing the number of administrative staff according to the needs presented by AU | |  | |
| | 5.5. Number of employees | 5.5.1. Harmonizing the personnel policy with the real needs and plans, according to the indicators of the workload of the professors based on the structure of the study programs. | |  | |
| 6. Development of public information system | 6.1. Information system and UMIB support. | 6.1.1Increasing the effective use of the University website and the use of the electronic web services developed at the university (Internet, Intranet). |  | | |
| | | 6.1.2. Implementation of IS for document management, Development of IS for automatic processing of surveys, Development of IS work, for student services, staffing services and IS connections.). |  | | |
| | 6.2. Public Information, Communication Strategies and Policies. | 6.2.1.Promotion of the University in public, more intensive relations with public parties, through the website of UMIB and development of e-newsletters on websites, to constantly inform about important events |  | | |
| | | 6.2.2. More intensive connections and communication with outside parties interested in cooperation |  | | |
| | | 6.2.3. Knowledge of the public on student achievement, new study programs, qualitative and quantitative indicators of University work. |  | | |

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| | | 6.2.4. More accurate sharing of information that will be available to the public (website) and those that will be available only to employees of the University (Intranet), Training of employees on the importance of effective communication | ● | | |
| | 6.3. UMIB reputation | 6.3.1 Increasing the image of public institutions through the development of "event marketing" and "action marketing" | ● | | |
| | | 6.3.2. Positive opinion and attitude of students regarding UMIB | ● | | |
| | | 6.3.3. Positive opinion and attitude of employees regarding UMIB | ● | | |
| | | 6.3.4. A learning process with better learning quality | | ● | |
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| 7. Development and management of financial resources | 7.1 Development and implementation of finance and budget systems. | 7.1.1. Development of a helpdesk for internal use by executives that includes financial indicators; | | ● | |
| | | 7.1.2. Receiving, executing and training - new financial software; | | | ● |
| | | 7.1.3. Establishment and training of staff for UMIB financial policies; | ● | | |
| | | 7.1.4 Reforming the budget process in line with European standards | | | ● |
| | | 7.1.5. Establishing a comprehensive annual planning process that includes budget development from bottom to top. | ● | | |
| | 7.2 Maintaining financial stability. | 7.2.1 Ensuring the most transparent spending of University funds. | | ● | |
| 8. Internationalization | 8.1. Implementing strategies for the internationalization of UMIB | 8.1.1 Identifying international partners | | ● | |
| | | 8.1.2. Approval of programs | | | ● |
| | | 8.1.3. Implementing agreements | ● | | |
| | | 8.1.4. Developing new curricula | | | ● |
| | | 8.1.5. Implementing development plans for faculties | | | ● |
| | | 8.1.6. Promoting study abroad programs | ● | | |

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| | | 8.1.7. Student exchange | |  | |
| | | 8.1.8. Establishment of student services for incoming students | | |  |
| | 8.2. Increase in scholarship applications | 8.2.1. Benefiting from scholarship provided by international partners |  | | |
| | | 8.2.2. Assigning a coordinator at each academic unit who will be responsible for sharing information | | |  |
| | 8.3. Increase in the number of applications for projects with international partners | 8.3.1. Presentations and workshops at each academic unit | | |  |
| | | 8.3.2. Workshop on writing project proposals |  | | |
| | | 8.3.3. Training workshops for EU funding opportunities | | |  |
| | | 8.3.4. Allocating funds for co-financed projects |  | | |
| | 8.4. Increase in global partnerships | 8.4.1. Sharing information on developments regarding international cooperation, mobility, student learning etc. | |  | |

