Chairman of GC   Prot. No. 1189   Date: 20.05.2022

Prof. assoc. Dr. tech. Salem Lepaja

Pursuant to Article 23 of the Statute, the Governing Council of the University "Isa Boletini" Mitrovice, at the meeting held on 29.04.2022, issued the following:

DECISION

I.   It is hereby approved the Report on the Implementation of the Strategy and Action Plan 2019-2021, in the University of Mitrovica "Isa Boletini".

II.   The Report on the Implementation of the Strategy and Action Plan 2019-2021 is enclosed in this Decision.

III.   This Decision shall enter into force with immediate effect.

Reasoning

After examining the Report on the Implementation of the Strategy and Action Plan 2019-2021, the Governing Council concluded that the goals provided for under these two strategic documents have been achieved, and it is therefore decided as in the enacting clause of this Decision.

This decision is served on:
1. UMIB archive
2. Management,
3. Budget and Finance Office

Kryesuesi Këshillit Drejtues

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Prof. asoc. Dr. tech. Salem Lepaja

UNIVERSITY "ISA BOLETINI" MITROVICË

REPORT ON THE IMPLEMENTATION OF THE STRATEGIC PLAN 2019-2021

March, 2022

Content

8. Creation of legal infrastructure related to the inclusion of staff engagement in international and institutional cooperation in performance evaluation

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6. Objective 4: Building the quality assurance system

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3. Planning to increase personal income and financial independence

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11. Summary table - Conclusion, challenges and recommendation

Abbreviations:

GE	Group of experts
HEI	Higher Education Institution
IMGC	International Multidisciplinary Geo-Science Conference
MTEF	Medium Term Expenditure Framework
SC	Steering Council
PC	Professional Commission
CCQAA	Central Commission for quality assurance and assessment
MPA	Ministry of Public Administration
MEST	Ministry of Education, Science and |Technology
AU	Academic Units
PS	Parliament of Students
PICSR	Prorector for international cooperation and scientific research
SPUIBM	Strategic Plan of the University of Mitrovica "Isa Boletini"
LO	Learning outcomes
AS	Academic staff
IS	Information system
IT	Information technology
OR	Own revenues
UIBM	University "Isa Boletini" Mitrovica
OIC	Office for International Cooperation
OAA	Office for Academic Affairs
OPIC	Office for Public Information and Communication
PO	Personnel Office
OQA	Office for Quality Assurance
OSS	Office for Student Services

1. Introduction

University "Isa Boletini" in Mitrovica was established by the decision of the Government of the Republic of Kosovo dated 6.3.2013, while the Assembly of Kosovo, on 31 May 2013, ratified the decision Based on the 60-year tradition of Higher Education in Mitrovica. 6 (six) faculties are organized within the University, namely: Faculty of Geosciences; Faculty of Food Technology; Faculty of Mechanical and Computer Engineering; Faculty of Law; Faculty of Economics; and Faculty of Education. Within these faculties, the total number of accredited programs at UIBM, until September 2020, is 20 programs within two levels: Bachelor and Master.

The Strategic Plan has been drawn up with the aim of institutional advancement and development and has served as a guide for the University in its journey towards raising the quality of teaching and learning, the development of educational programs in accordance with the needs of the labor market, scientific research, internationalization and networking , digitization and public information, as well as sustainable financial management. This strategic document, through the action plan, has defined strategic objectives, specific objectives, as well as planned activities, implementation deadlines, responsibilities. In order to facilitate the efficient implementation and monitoring of the Strategic Plan, the action plan also contains the key performance indicators (Key Performance Indicators), as well as the expected results, which facilitate the activity bearers, as well as the monitoring group, to measure the performance of each activity, specific and strategic objectives. The Strategic Plan has served as the main planning document, but also as a document through which the institution's performance should be evaluated.

The report on implementation of the Strategic Planit is part of the monitoring and reporting of the planning cycle for the last three years. Through this report, the implementation activity of UIBM's Strategic Plan is reflected in accordance with legal obligations and duties.

The information, findings and recommendations of this report, as well as the lessons learned, will help in future planning. The report will contribute to educational policies, the mid-term budgeting process, which is key in determining the strategic direction, the allocation of resources, as well as facing difficulties as a result of the COVID 19 pandemic.

The COVID 19 pandemic has greatly slowed down the dynamics of UIBM in 2020 and 2021 in many directions and as a result some of the activities with physical participation have not been developed.
Despite the difficulties achieved during this period, they include the implementation of a relatively high percentage of the activities planned with the strategic plan. However, the bottlenecks should be examined in detail in the next Strategic Plan based on the experience gained.

2.   METHODOLOGY

The report was drawn up based on:

- Analyzing all monitoring reports of the implementation of the Strategic Plan 2019-2021;
- Analyzing the annual work reports of 2019, 2020 and 2021;
- Analyzing external evaluation reports, NGOs, EU and various mechanisms, donor projects that have supported UIBM during the period 2019-2021;
- Meetings with the implementing, management and management staff of UIBM;
- The understandable design of the Strategic Plan, which has made it easier to measure performance indicators, namely, to measure progress.
- The lack of information on the implementation of all strategic objectives, specific objectives and activities foreseen in the Strategic Plan have made it difficult to measure progress more accurately

3.   Strategic Objective 1: Teaching and professional development

In order to achieve the first strategic objective, the following specific objectives have been defined:

1. Improvement of teaching methods
2. Harmonization of the assessment method with the expected learning outcomes
3. Establishment of the anti-plagiarism system
4. Building and operationalizing an accountability system
5. Continuous staff training
6. Harmonization of course learning outcomes with program outcomes
7. Harmonization of subject learning outcomes with the national qualifications framework
8. Learning resources and support
9. Orientation and information for all phases of the student life cycle

Specific objectives: 1.1. Improving teaching methods

Activity	1.1.1 Organization of training on new teaching methodologies
Status	Implemented
Rationale	75 academic personnel have attended basic training with eight sessions from the Center for Excellence in Teaching of UP "Hasan Prishtina". After the training, the staff who have successfully completed the training are provided with a relevant certificate.

Activity	1.1.2 Advanced training on new teaching methodologies
Status	Largely implemented
Rationale	47 academic personnel have attended advanced training from the Center for excellence in teaching of UP "Hasan Prishtina", while the training for the rest continues. The dynamics of the training implementation is determined by the QPM, determining the number of trainings offered to the academic staff of UIBM. Likewise, the Faculty of Law has organized training for teaching methodology, respectively legal pedagogy with experts from Ohio Northern University for Academic Staff and Students, within the framework of the Kosovo Demand for Justice Program.

Activity	1.1.3 Syllabus review training
Status	Implemented
Rationale	Most of the academic staff have attended training on reviewing syllabuses.

Activity	1.1.4 Adaptation of syllabuses to developments in the specific domain
Status	Implemented
Rationale	Most of the syllabuses have been revised and modified according to the developments in the relevant domain, after the trainings.

Specific objectives 1.2. Harmonization of the assessment method with the expected learning outcomes

Activity	1.2.1 Drafting the assessment manual with the expected learning outcomes
Status	Implemented
Rationale	Guidance published on the UIBM website regarding assessment with expected learning outcomes[1].

Activity	1.2.2 Application of changes in syllabus design
Status	Implemented
Rationale	In all academic units, as part of the trainings attended and the program re-accreditation process, more than 80% of the syllabi have been changed/improved. This has also been evaluated by external experts in reports as part of the program reaccreditation process.

[1]https://www.Uibm.net/wp-content/uploads/2022/03/Udhezues-Harmonizimi-i-vleresimit-me-rezultatet-e-te-students.pdf

Specific objectives 1.3 Establishment of the anti-plagiarism system

Activity	1.3.1 Staff training on anti-malware software. and software application
Status	Partially implemented
Rationale	A Google Webinar about the use of the anti-plagiarism system, within the Research Cult project, was distributed to the academic staff. While the deployment of the anti-plagiarism system was carried out in cooperation with the Erasmus project and the implementation of the system on the Plagiarism check platform began from 01.02.2021 - 31.01.2024. Until January 2022, 38 academic staff out of 200 users for UIBM, have registered on the platform. Within the University Management System (UMS), the anti-plagiarism system is at the level of the demo version system and is expected to be fully operational very soon.

Activity	1.3.2 System use monitoring
Status	Implemented
Rationale	Reports for two periods: October 2021 - 16 users of the Antiplagiarism platform January 2022 - 38 registered, but only 20 users

Specific objectives 1.4. Construction and operation of an accounting system

Activity	1.4.1 Creation of accounting instruments

Status	Implemented
Rationale	Teaching policies changed: • Class schedule - public on the website • Consultation hours – public in offices + online at UMS • Approval by the Studies Committee of the academic units of the syllabuses for each semester • Placement of materials for teaching subjects in UMS • Staff training for the use of UMS • The use of anti-plagiarism (Research Cult -38 by academic staff registered with 20 users) • Using EBSCO (Research Cult) • Reports at the end of the semesters for the development of the lesson • Annual reports of faculties • Improvement plans from accreditation processes

Specific objective 1.5 Continuous training of staff

Activity	1.5.1 Attending a conference in the special field
Status	Implemented
Rationale	Most of the academic staff have attended at least one conference in their respective field of study.

Activity	1.5.2 Publication of at least one article per year
Status	Partially implemented
Rationale	20 staff publications in 2020 on Web of Science and SCOPUS platforms 35 academic staff publications in 2021 on the Web of Science and SCOPUS platforms

Activity	1.5.3 Support for transition from MA to PhD
Status	Not implemented
Rationale	There have been no requests for support from UIBM for doctoral studies

Activity	1.5.4 Staff application for participation in mobility.
Status	Partially implemented
Rationale	In 2020, due to the pandemic, there was no participation in mobilities. In 2021, only 2 professors have applied for participation in mobility [Faculty of Economics] In 2020, 4 students were on mobility [from FFT] In 2021, 3 students were on mobility [from Faculty of Economics]

Specific objectives 1.6. Harmonization of the learning outcomes of the subjects with program learning outcomes

Activity	1.6.1 Drafting of the report on harmonization of LO of subjects with the program LOs program
Status	Implemented
Rationale	After the developed training, each of the academic units has ensured that in their SER the adaptation of the LOs of the subjects to the LOs of the program is ensured. Evaluation reports from external experts have positively evaluated this adaptation. At the central level, the members of the studies committee have expressed the need for preparatory training for the drafting of such a report at UIBM levels and have brought the proposal that these reports be made by the vice-deans of the academic units.

Activity	1.6.2 Organization of a workshop for academic staff on adaptation of LOs of subjects with LOs of the program.
Status	Implemented
Rationale	About 50 percent of the staff have participated in the training organized for adaptation of the LOs of the subjects with the LOs of the program.

Activity	1.6.3 Programs in the process of reaccreditation reviewed according to the instructions of the Studies Committee
Status	Implemented
Rationale	The issues raised at the meetings of the study committee were presented at the meetings of the collegium of deans.

Specific objectives 1.7. Harmonization of the learning outcomes of the subjects with the national qualifications framework

Activity	1.7.1 Holding an informative workshop
Status	Implemented
Rationale	Two day workshop organized in September 2020. Staff participation relatively low.

Activity	1.7.2 Examining the learning outcomes in the syllabus
Status	Implemented
Rationale	In all academic units, as part of the trainings attended and the program re-accreditation process, more than 80% of the syllabi have been changed/improved

Specific objectives 1.8 Learning resources and support

Activity	1.8.1 Design of questionnaire for administrative services assessment by the academic staff
Status	Implemented
Rationale	CCQAA has drafted the questionnaire for the evaluation of services by the academic staff which have been approved by the commission and are located in the 2019 instrument package[2] and 2020[3]. OQA has placed in SEVC the questionnaire for the assessment of services by the academic staff and we have reports which are generated with the data of the assessment of services by the academic staff 2019/2020,[4] and 2020/2021[5].

Activity	1.8.2 Drafting of questionnaires for administrative services assessment by students
Status	Implemented

Rationale	CCQAA in 2020 has drawn up the questionnaire for the assessment of services by students which have been approved by the commission and are located in the 2020 instrument package[6]. OQA in the academic year 2019/2020 did not carry out the evaluation questionnaire of services by students, while in the academic year 2020/2021 we have reports which are generated with the data of the evaluation of services by students for the year 2020/2021[7], report published

Specific objectives 1.9 Orientation and information for all phases of the student life cycle

Activity	1.9.1. Designing a handbook for students with the most relevant information related to Faculties and study programs.
Status	Implemented
Rationale	The handbook has been drafted[8]for students with the most relevant information related to Faculties and study programs. The handbook was drafted in 2019, distributed to students and published on the website. In 2019 and 2021, a total of 400 handbooks were printed.

Activity	1.9.2 Information campaign for graduates
Status	Implemented
Rationale	The office for students has supported the Student Parliament with handbooks for students with study program plans. The student parliament has made an information campaign for graduates. The academic unit held meetings with the graduates of Mitrovica and Skenderaj municipalities.

[2]. The package of instruments for quality measurement 2019, link: https://www.Uibm.net/wp-content/uploads/2021/01/Paketa- of-instruments-for-quality-measurement-2019.pdf

[3]. The package of instruments for quality measurement 2020, link: https://www.Uibm.net/wp-content/uploads/2021/01/Paketa-of-instruments-for-quality-measurement-2019.pdf

[4]. Summary report for assessment 2019/2020, link: https://www.Uibm.net/wp- content/uploads/2020/01/REPORTI-P%C3%8BRMBLEDH%C3%8BS-ZYRA-P%C3%8BR-CIL%C3%8BSI-P%C3%8BR-PUBLIKIM-N%C3%8B-WEB-PAGE-T%C3%8B-UIBM-.pdf

[5]https://www.Uibm.net/wp-content/uploads/2021/12/Report-permbledhes-per-vleresimin-e-sherbimeme- support-at-UIBM-by-the-academic-staff-and-students.pdf

[6]. The package of instruments for quality measurement 2020, link: https://www.Uibm.net/wp-content/uploads/2021/01/Package-of-instruments-for-quality-measurement-2019.pdf

[7]https://www.Uibm.net/wp-content/uploads/2021/12/Report-permbledhes-per-vleresimin-e-sherbimeme- support-at-UIBM-by-the-academic-staff-and-students.pdf

[8]https://www.Uibm.net/manual-per-studente/

4. Strategic objective 2: Scientific Research

In order to achieve the second strategic objective, the following specific objectives have been defined:

1. Drafting of the strategic plan of scientific research
2. Creation of the fund from the financial income to support the research
3. Organization of UIBM conferences

1. *Drafting of the strategic plan of scientific research*

Activity	2.1.1. Establishment of the working group and the drafting of the strategic scientific research plan
Status	Largely implemented
Rationale	For the drafting of the strategic research plan (SRP), a working group was formed in v. 2020, as planned. The final draft of the PSK was drawn up in April 2021, at which stage we also had the contribution of HERAS plus. The pandemic has caused some delays in the drafting of the PSK, but on the other hand, the process of the ResearchCult project has been kept up, within the framework of which support is provided in the drafting of the PSK. Now we have the final Draft completed with the revenues from the project, and within 1-2 months PSK is expected to be approved.

Activity	2.1.2. Establishment of research institutes in academic units
Status	Largely implemented
Rationale	By decision of the Governing Council of UIBM, in 2021 the Scientific Institute within the FG, and the Institute for Legal and Legal Studies and Research within the Faculty of Law were established. FFT is working on the regulation of the Institute of Food Technology and Environmental Engineering.

Activity	2.1.3. Functionalization of the office for scientific research
Status	Partially implemented
Rationale	Within the Office for International Cooperation and Scientific Research, the central coordinator for scientific research was appointed in 2021. Data on the work performed by the scientific research coordinator are missing.

2.   *Creation of the fund from the financial income to support the research*

Activity	2.2.1. Allocation of a fund from UIBM's own revenues
Status	Partially implemented
Rationale	UIBM has drafted the regulation (2020) for financial support of academic staff, for publication of scientific works and participation in scientific conferences. In total, 4 scientific papers from the academic staff and one participation in an international conference have applied for compensation.

Activity	2.2.2. Application for support from different schemes of MEST and partnership in joint international projects
Status	Minimally implemented
Rationale	During 2020, there were only two projects won within the framework of calls for small scientific projects from MESTI and one international project in 2021, within the EU4TECH PoC Western Balkans.

3.   *Organization of UIBM conferences*

Activity	2.3.1. Organization of the annual edition of the multidisciplinary and international conference at the Faculty of Geosciences
Status	Implemented
Rationale	The multidisciplinary and international conference at the Faculty of Geosciences was held online on October 8, 2020. 31 scientific papers were presented. The Third International Multidisciplinary Geoscience Conference (IMGC2021, took place on October 14-15, 2021. In this edition, which was held online due to the Covid-19 pandemic, a total of 38 papers were presented from different countries such as: Canada, Norway, Poland , Slovenia, Hungary, Turkey, North Macedonia, Albania and Kosovo.

Activity	2.3.2. Organization of the specialized Conference in the field of University - Industry Interaction (UII).
Status	Implemented
Rationale	The scientific conference "University-Industry Cooperation" is organized by the Center for Innovation and Entrepreneurship (2021).
	Likewise, the Innovation and Entrepreneurship Center in collaboration with the Faculty of Food Technology (FFT) at the University "Isa Boletini" Mitrovica (UIBM), have organized the online conference: "Safety of food products during the COVID-19 pandemic in Kosovo (2020).
	The XV international interdisciplinary conference: "Comparative studies in modern society, the Balkans in the European and global context", where UIBM is a co-organizer.
	The Faculty of Economics in cooperation with the Center for Innovation and Entrepreneurs have also organized the online conference: "Effects of COVID 19 in the economy".
	Also, FE and UIBM have been co-organizers of the "Third International Conference on Global Competitiveness and Innovation Management", which was held at Istanbul University and due to the Covid-19 pandemic was organized online.
	Conference "HUMAN RIGHTS, CRIME AND THE ECONOMY DURING THE PANDEMIC COVID-19" was organized and implemented by the Faculty of Law (2021)

5. Strategic objective 3: Institutional and international cooperation

In order to achieve the third strategic objective, the following specific objectives have been defined:

1. Establishment of the legal basis, operationalization of the Office for international cooperation and drafting of the strategy for internationalization
2. Raising the level of partnership and international agreements
3. Increasing applications in joint projects for international funds
4. Increased mobility of staff and students (Internship, continuing studies, etc.)
5. Program schemes/scholarships for students
6. Data management for international projects and donations
7. Increasing efficiency in accessing documents (at the request of international partners)
8. Creation of legal infrastructure related to the inclusion of staff engagement in international and institutional cooperation in performance evaluation
9. Institutional cooperation Alumni / industry / local and central level institutions
10. Linking Alumni to industry and government employers

3.1 Establishment of the legal basis, operationalization of the Office for international cooperation and drafting of the strategy for internationalization

Activity	3.1.1. Drafting of the Regulation for international cooperation
Status	Implemented
Rationale	In December 2019, the Regulation on internationalization and mobility was approved and placed on the University's website https://www.Uibm.net/wp-content/uploads/2020/01/Regular-per-internationalization-and-mobility.pdf

Activity	3.1.2. Functionalization of the Office for international cooperation
Status	Partially implemented
Rationale	The Office for International Cooperation is partially functional, because within this Office, based on the Regulation for the systematization of workplaces, there must be 7 administrative officers, including the Director of the Office, meanwhile

	so far in this Office there is neither a director nor an employee, except for the coordinator for projects. This office has sufficient functional equipment for work, which has been provided by the Erasmus+ QUADIC project.
Activity	3.1.3. Drafting the strategy for internationalization
Status	Partially implemented
Rationale	The draft strategy for international cooperation has been drawn up as part of the Erasmus+ QUADIC project The strategy has been approved by the KD, it is located on the UIBM website and its activities are being implemented according to the relevant plans.

Activity	3.1.4. Training of OHR staff
Status	Partially implemented
Rationale	Within the framework of the QUADIC project, in the period 2020-2021, the project coordinator, together with some of the academic staff, attended four trainings on internationalization and applying for donations (grants). Of course, these trainings should be carried out for the administrative staff of this Office, but currently the OHR has only one coordinator.

2.   Raising the level of partnership and international agreements

Activity	3.2.1. Membership in various international associations
Status	Partially implemented
Rationale	UIBM has adapted policies for open access to research infrastructure and has become part of the network of Western Balkan countries that have adapted these policies.

Activity	3.2.2. Increasing activities for concluding agreements with international institutions of higher education
Status	Partially implemented
Rationale	A total of 6 cooperation agreements were signed within the Erasmus+ Exchange KA107 scheme (exchange of students and/or academic staff). All of these are staff and student exchange programs, for which UIBM has applied together with partner institutions in 2020. Staff and student exchange programs will be implemented with these universities: 1. University of Camerino Italy 2. Hellenic Mediterranean University Crete, Greece 3. West Pomeranian University of Technology, Poland 4. University of Ljubljana, Slovenia 5. Van Hall Larenstein University of Applied Sciences, The Netherlands 6. University of Eastern Finland, Finland

Activity	3.2.3. Staff support for participation in scientific conferences
Status	Partially implemented
Rationale	The academic staff is financially supported for participation in scientific conferences only according to the Decision of the Governing Council.

3. Increasing applications in joint projects for international funds

Activity	3.3.1. Participation and organization of academic/administrative staff training in raising professional capacities for application in projects and absorption of international funds
Status	Partially implemented

Rationale	A small part of the staff attended four trainings on internationalization and applying for donations (grants) within the QUADIC project, in the period 2020-2021.
	Meanwhile, no workshop has been organized for capacity building for project applications and for obtaining international funds, within the framework of HERAS+.

Activity	3.3.2. Application in mobility projects
Status	Partially implemented
Rationale	In this period, UIBM has applied to 3 international projects, two of them were won in cooperation with Leoben University and Graz University in the financing schemes APPEAR ADC and HERAS+
	In 2020 UIBM has won 6 projects for exchange of students and academic staff within the Erasmus Exchange scheme KA107
	The presentation of the Covid 19 pandemic has negatively affected the implementation of the third objective. Due to the pandemic, the vast majority of calls for projects (Erasmus+) have been canceled and this has made it impossible for the academic units to complete the 5 project applications as foreseen.

4. *Increased mobility of staff and students (Internship, continuing studies, etc.)*

Activity	3.4.1. Participation and organization of workshops for academic/administrative staff and students in building professional capacities for application for international mobility
Status	Not implemented
Rationale	The main activities are mainly focused on sharing information about applications and providing information to interested staff and students.

Activity	3.4.2. Determination of subjects and organization of teaching for subjects worth 60 credits to be taught in English (30 credits in Social Sciences and 30 credits in Technical Sciences).
Status	Partially implemented
rationale	Each faculty has defined 4 courses (two in the summer semester and two in the winter semester) that will be taught in English. However, none of these subjects have been developed.

Activity	3.4.3. Organization of the orientation week about applying for scholarships as exchange students and full studies
Status	Not implemented
Rationale	Observing the rules due to the pandemic has made it difficult to organize this week. Orientation information is provided mainly through announcements on the web page and in the common address of the academic staff and students.

5. *Program schemes/scholarships for students*

Activity	3.5.1. Raising the capacities of academic staff and students regarding application procedures
Status	Partially implemented
Rationale	A workshop was held for students of the Faculty of Economics to inform them about scholarship opportunities within the Erasmus+ Exchange KA 107 scheme, as well as a workshop for academic staff members of the Faculty of Economics to apply to the mobility project at West Pomeranian Uni. of Technology, Poland. Due to the COVID19 pandemic, the number of staff and student mobilities has decreased.

6.   *Data management for international projects and donations*

Activity	3.6.1. Establishing a data management system for international projects and donations
Status	Partially implemented
Rationale	The construction of the software for the management of data from international projects is being compiled and underway within the Erasmus+ QUADIC project. Due to the pandemic and the impossibility of organizing the planned activities, the finalization of the software has not been implemented until the end of 2021. This software will be similar for all public universities in Kosovo and is expected to be fully implemented in 2022.

Activity	3.6.2. Monitoring and reporting on projects benefited and implemented
Status	Partially implemented
Rationale	With the introduction of the aforementioned software, a more accurate monitoring of the development of the projects will be possible, while for now the project managers are obliged to report on the progress of the projects. However, there is a lack of annual reports on the implementation of projects and information about them for academic, administrative staff and students.

7.   *Increasing efficiency in access to documents (according to the request of international partners).*

Activity	3.7.1. Creating an efficient system for access to official documents for students
Status	Implemented
Rationale	The three main and standard documents issued by UIBM to students (Student Certificate, Transcript and Diploma) can be verified online through the University's website.

8.   *Establishment of legal infrastructure related to the inclusion of staff engagement in international cooperation and institutional performance evaluation*

Activity	3.8.1. Activities to change the Regulation for the advancement of academic staff
Status	Implemented
Rationale	In 2021, the Regulation for the election, re-election and advancement of academic staff was revised and approved. Indicators for the engagement of academic staff in international and institutional cooperation initiatives are included in the academic staff performance assessment forms.

9.   *Institutional cooperation between Alumni/industry/local and central level institutions*

Activity	3.9.1. Organization of joint events related to events in academic units and UIBM, with the aim of intensifying cooperation between Alumni, Industrial Board and industry representatives
Status	Implemented
Rationale	Within the framework of various activities, several agreements of cooperation/understanding have been concluded with local institutions and organizations: • Ministry of Economy and Environment • IPKO foundation • Prishtina REA • Business Support Center Kosovo • Public Safety Academy • M&Sillosi • Teach for Kosovo • Prosecution Council of Kosovo • VIPRINT • ACI Sh.A-Aqua Park Mitrovica • Air Navigation Services Agency - ASHNA • National Library of Kosovo "Pjetër Bogdani" • Pedagogical Institute of Kosovo

10.   *Linking Alumni to industry and government employers*

Activity	3.10.1. Creation of employer data system for students
Status	Partially implemented
Rationale	The list of the main and potential enterprises for the employment of our graduates has been created. Most of them employ ALUMNI, who also contribute to communication between students, graduates and industry/enterprises. Likewise, current employers have been contacted to evaluate the preparation of our graduates through questionnaires within the instrument package. The organization of Job Fairs at UIBM creates a good opportunity for potential employers to meet our students and get to know the programs on offer. However, our graduates are not regularly offered notices of employment opportunities or other professional engagement opportunities.

6. Strategic objective 4: Establishment of the quality assurance system

In order to achieve the fourth strategic objective, the following specific objectives have been defined:

1. Development of the quality assurance system

2. Advancement of internal and external quality measurement processes

3. Raising the culture of quality

1. *Development of the quality assurance system*

Activity	4.1.1. Drafting of the Guidelines on quality assurance through the engagement of UIBM bodies and an external consultancy
Status	Implemented
Rationale	UIBM has drafted the Guidelines on Quality Assurance, which are being implemented by the OQA and other bodies involved.

Activity	4.1.2. Functionalization of the Office for quality assurance
Status	Partially implemented
Rationale	In the period 2020-2021, UIBM has operationalized the Office for Quality Assurance within the central administration in the Rectors, with the employment of a senior official for quality assurance. At the end of 2021, with the withdrawal of the senior quality officer, this office has been left without any full-time staff to perform tasks and responsibilities, one of which is the drafting of the institution's SER. In October 2022, UIBM applies for institutional accreditation and the lack of administrative staff of this office has created a challenge that requires priority solutions. In the office for quality, an official has been appointed who is exercising part-time the duty of the quality officer. According to the Regulation for the systematization of workplaces, this Office is expected to have 4 officials, including the Director of the Office.

Activity	4.1.3. Designing questionnaires for internal evaluation
Status	Implemented
Rationale	CCQAA has drafted the Package of instruments for quality assessment 2019 and revised it in 2020 and 2021, within which questionnaires for internal assessment are included. Quality assessment is done by OQA through instruments in the quality measurement package, which include: student assessment of academic staff, student assessment of services, student assessment of the program, academic staff assessment of services, academic staff assessment for management, evaluation of the administrative staff for the University, evaluation of the rector for the deans, evaluation of the deans for the academic staff, self-evaluation of the academic staff, self-evaluation of the deans, "peer to peer" evaluation and other evaluations according to the needs of quality. Within the framework of the Erasmus + project, QATEK, the Faculty of Education has also drawn up the Package of instruments for quality development, which includes questionnaires that specifically assess aspects of teaching, pedagogical practice, professional development of staff, etc.

Activity	4.1.4. Revision of the Quality Regulation
Status	Not implemented
Rationale	The quality assurance and assessment regulation was approved in 2018 but has not yet been revised due to the functionalization of all quality bodies, so that the revision is as comprehensive as possible. CCQAA has provided the main issues where this regulation should be revised, and it is expected that the employment of at least 3 quality officials will create the circumstances for this regulation to be revised. With the HERAS project, in July 2022, the revision of the Regulation is foreseen.

2.   *Advancement of internal and external quality measurement process*

Activity	4.2.1 Development and reporting of questionnaires with UIBM administration and academic staff
Status	Implemented

Rationale	The OQA, based on the Package of instruments for measuring quality, at UIBM, has carried out the evaluation of the academic staff and the questionnaire with the administration in 2021, the report of which has been presented on the website of UIBM
	https://www.Uibm.net/wp-content/uploads/2021/12/Raporti-i-evaluation-of-administrative-staff-for-UIBM-ne.pdf

Activity	4.2.2 Development and reporting of quality measurement questionnaires with students: One at the end of each semester
Status	Implemented
Rationale	The OQA, based on the 2019 and 2020 Quality Measurement Toolkit at UIBM, developed the questionnaire with students at the end of each semester. General reports are published on the website: Bachelor, January 2020 - Master, January 2020); Bachelor, August 2020 - Master, August 2020; Bachelor, January 2021 - Master, January 2021. Also, specific reports at the level of faculties, programs, subjects and academic staff can be issued at any time by SEVC.
	https://www.uibm.net/sigurimi-i-quality-reports/

Activity	4.2.3 Development (implementation, distribution and completion) of questionnaires for measuring quality with the management of UIBM
Status	Partially implemented
Rationale	The OQA, based on the Package of instruments for quality measurement at UIBM, in 2020 and 2021 has carried out the questionnaire with the management (deans) through self-evaluation by the deans and their evaluation by the academic staff. The data is

Activity	4.2.4 Development (implementation, placement for completion) of questionnaires for measuring quality with business
Status	Implemented

rationale	In 2020, based on the Quality Measurement Toolkit at UIBM, a questionnaire was developed with external stakeholders and their evaluation reports for the University are public on the website. In 2021, each of the programs in the process of accreditation has adapted the questionnaire for the specifics of the program, has implemented this questionnaire and its results have been expressed in the SERs of the respective programs.

Activity	4.2.5 Development (implementation, distribution and completion) of questionnaires for quality measurement with graduates.
Status	Implemented
Rationale	OQA, in 2019, carried out the questionnaire with external stakeholders. In 2020, based on the Package of instruments for quality measurement at UIBM, a questionnaire was developed with graduate students - ALUMNI and the report was made public on the website. In 2021, each of the programs in the process of accreditation has implemented this questionnaire and its results have been expressed in the SERs of the respective programs. The specificity of completing this questionnaire is the small number of graduated students.

Activity	4.2.6 Reviewing and supplementing/improving the programs' SERs
Status	Implemented

Rationale	Based on the accreditation plan, the academic units, together with the support offices at UIBM, completed/improved the SERs of the programs through which they applied for reaccreditation.

Activity	4.2.7 Review of applicable curricula and syllabi
Status	Implemented

Rationale	The academic units, based on the accreditation plan, together with the management and the academic staff have reviewed the teaching plans based on the requirements and needs, as well as revised the syllabi of all teaching subjects.

4.3. Raising the culture of quality

Activity	*4.3.1 Information and consultation on the importance of quality assurance through workshops, tables, information sessions and conferences*
Status	Partially implemented
Rationale	The OQA has made public all the quality assessment reports that have been sent to students and academic staff. The quality officer and coordinators at the level of academic units have participated in information sessions at the level of academic units at UIBM and have also participated in conferences and discussions related to the improvement of quality in higher education in Kosovo.

7. **Strategic objective 5: Development of human resources**
In order to achieve the fifth strategic objective, the following specific objectives have
been defined:
5.1. Human resources plan for academic personnel;
5.2. Human resources plan for administrative personnel; and
5.3. Review of the development and advancement of human
resources

5.1. Human resources plan for academic staff

Activity	5.1.1. Drawing up the annual plan for advancements, raising professional capacities and filling vacancies for academic staff
Status	Partially implemented
Rationale	Based on the reports sent by the academic units to the Faculty of Law, the Faculty of Economics, the Faculty of Food Technology and the Faculty of Geosciences, these units submit requests to fill vacancies for academic staff depending on their needs. While the Faculty of Education has stated that it has partially implemented this objective.

Activity	5.1.2. Development of the process of filling vacant positions, based on the personnel plan and budgetary means
Status	Partially implemented
Rationale	Based on the reports sent by the academic units to the Faculty of Law, the Faculty of Economics and the Faculty of Food Technology, these units submit requests to fill vacancies for academic staff depending on their needs. The Faculty of Education has stated that it has partially implemented this objective. While the Faculty of Geosciences must fill the position of Secretary of the Academic Unit. The position remained vacant after the transfer of the Secretary to a new position.

EVENTS	Year 2019	Year 2020	The year 2021

recruitment	8	35	Competitions in progress: 36 positions: appointment; reappointment or promotion – regular and 27 – engaged with honoraria

2.   *Human resources plan for administrative staff*

Activity	5.2.1. Drawing up the annual plan for filling vacancies for administrative personnel
Status	Implemented
Rationale	The annual plan is drawn up every calendar year and submitted to the Ministry of Public Administration.

Activity	5.2.2. Development of the process of filling vacant positions, based on the personnel plan and budgetary means
Status	Implemented
Rationale	The personnel plan for filling vacancies has been fully implemented.

 In order to prove the fulfillment of the plan and to compare the differences in the activities that were carried out in 2019, 2020 and 2021, the data is provided in tabular form.

EVENTS	Year 2019	Year 2020	The year 2021
recruitment	6	15	6

Activity	5.2.3. Scheduling of administrative staff trainings
Status	Implemented
Rationale	The personnel office has drawn up the training plan for the administrative personnel of the University and all academic units.

Status	Implemented
Rationale	Various trainings were carried out in which the personnel were provided with certificates

Activity	5.2.5. Participation of personnel in trainings from other specialized institutions in areas of interest
Status	Implemented
Rationale	22 certificates were distributed to the administrative staff of UIBM

In order to prove the fulfillment of the plan and to compare the differences in the activities that were carried out in 2019, 2020 and 2021, the data is provided in tabular form.

EVENTS	Year 2019	Year 2020	The year 2021
Training	3	12	4

3.   *Review of human resource development and advancement*

Activity	5.3.1. Review of the organizational structure of UIBM - it
Status	Implemented
Rationale	The Steering Council has approved the Regulation for the internal organization and systematization of workplaces, in February 2020. This regulation defines the internal organization at UIBM, including the academic units.

Activity	5.3.2. Review of the plan for the development of academic personnel with budgetary costs
Status	Not implemented
Rationale	None of the responsible or supporting units (Management, Steering Council, NJA) have presented data that they have reviewed such a plan

Status	Implemented
Rationale	In December 2019, the Governing Council approved the Regulation on disciplinary measures and procedures for the personnel of the University of Mitrovica.

8. Strategic objective 6: Digitization, data management and public information

In order to achieve the sixth strategic objective, the following specific objectives have

been defined:

6.1. Updating the infrastructure according to the most advanced technology;

2. Data management in UMS;
3. Digitization of the process of recording and monitoring the continuity of academic/administrative staff and students;
4. Information and communication with the public;
5. 6.5. Public promotion

1. *Updating the infrastructure according to the most advanced technology*

Activity	Supplying classrooms and offices with advanced hardware and software equipment.
Status	Implemented
Rationale	• Supplying academic units with IT equipment and computers, monitors, laptops, projectors, projector screens in each classroom, etc. o Every classroom and office has internet access. o Provision of the platform for online learning (online learning) Google (google meet, google classroom). The COVID-19 pandemic and the government's decisions on online learning for students have pushed the IT office to do much more in this direction, so that online learning is kept free of obstacles. ▪ Opening emails for every new registered student and other staff, providing professor internet and other distance learning equipment. ▪ Support from MAP with one-year licenses for operating system WIN10 Education, programs Microsoft Office 2019 Professional, Microsoft Office Project 2019 Professional, Microsoft Visio Professional 2019, Core Infrastructure SVR Standard Edition, Core Infrastructure Server Suit Datacenter, SQL Server Enterprise Edition 2019, SQL Server Standard Edition 2019, Exchange Server Enterprise 2019, SharePoint Server Standard 2019, Microsoft Visual Studio Professional 2019, Microsoft Visual Studio Enterprise 2019, Microsoft MS Imagine Academy All languages. ▪ Management of supply and installation of SOPHOS antivirus software for the entire campus and server.

Activity	2 Supply of cabinets and laboratories with advanced hardware and software equipment.
Status	Implemented
rationale	• Supplying the computer cabinets of the Faculty of Geosciences with 10 computers and the Faculty of Computer Engineering with 25 computers. • Software for the Faculty of Geosciences ArcGIS 10.5
Activity	6.1.3 Supplying the library with advanced hardware and software equipment
Status	Implemented
Rationale	• The IT office has developed a web application that serves students to access the university library. • Placement of 30 computers in the library. • Provision of internet and wireless in the library spaces as well as access to links to scientific journals, national and international libraries.

Activity	4 Supplying corridors and learning spaces with information technology equipment
Status	Implemented
Rationale	• Installation of 55" digital TV signalers in all spaces and hallways of facility 1 and Rectors of the University Campus. Each faculty has access to monitors dedicated to posting announcements and information for students. • Completing the Server Room for uninterrupted work on the University Campus with: Generator 38kVA 3f, UPS 20kVA 3f, Backup Servers, etc. • Installation of the VoIP phone switchboard in the Server Room and the distribution of SIP phones throughout the University Campus. • Installation of the CCTV system of IP cameras, internal external and 5MP PTZ for monitoring in object 1 and the addition of external IP cameras and 5MP PTZ in the Rectors. • The extension of the optical cable to connect the facilities on the University Campus.

No.	EVENTS	Year 2019	Year 2020	Year 2021
Statement of expenses for activities				
6.1.1.	Supplying classrooms and offices with advanced hardware and software equipment			€42,624
6.1.2.	Supplying cabinets and laboratories with advanced hardware and software equipment,		€12,500	19,965€
6.1.3.	Supplying the library with advanced hardware and software facilities		4,999€	
6.1.4.	Supplying corridors and learning spaces with information technology equipment	199,600€		

2.	*Data management in UMS*

Activity	6.2.1 Update and advancement in data system management
Status	Implemented
Rationale	A contract was signed with EO "Unisoft" for the maintenance and security services of UMS from 26.10.2021 to 25.10.2024. With UMS - the University Management System, it has become possible to increase the speed and efficiency of digital data processing. The IT office, constantly according to the needs and requests from the student service, professors and students, represents the necessary need for the advancement and development of the University Management System (UMS). The IT office has compiled a draft regulation for the use of the UMS, and it has been approved by the UIBM Senate.

Activity	6.2.2 Automated Student Services at any time
Status	Not implemented

Rationale	The non-implementation of this specific objective was the result of the COVID 19 pandemic, namely the budget reduction of the UIBM by the Government of Kosovo.

3. *Digitization of the process of recording and monitoring the continuity of academic/administrative staff and students*

Activity	6.3.1 Advancement and digitization of the recording and control of the continuity of the academic/administrative staff.
Status	Not implemented
Rationale	The non-implementation of this specific objective has been the COVID 19 pandemic, namely the budget reduction of UIBM by the Government of Kosovo.

Activity	6.3.2 Advancement and digitization of the registration and control of students' attendance
Status	Not implemented
Rationale	The non-implementation of this specific objective has been the COVID 19 pandemic, namely the budget reduction of UIBM by the Government of Kosovo.

4. *Information and communication with the public*

Activity	6.4.1 Updating information about events at UIBM
Status	Implemented
Rationale	In the period 2019 - 2021, a total of 346 announcements were made, mainly news about the activities at UIBM. They have also been photographed and sent to the media for publication. Interviews have also been arranged with television stations, radio stations and portals for UIBM activities. Statements and answers to all media questions have been provided and all requests for access to official documents have been answered.

Activity	6.4.2 Reorganization of the UIBM website.
Status	Implemented
Rationale	Security: Measures have been taken to prevent hacking and misuse of the web: • Installation of the Sucuri module, which notifies the administrator every time someone accesses the web, as well as the details about the access. • Updating the platform to the newest version is also the most secure version. • Tracking of visitors and activities on the web. • Web bac

Activity	6.4.3 Drafting of documents regulating transparency
Status	Not implemented
Rationale	The work on the drafting of the Regulation on transparency has been delayed due to the waiting for the new UIBM Statute.

5. *Public promotion*

Activity	6.5.1 Drafting of the marketing strategy
Status	Implemented
Rationale	The marketing strategy has been drawn up in time and it serves as a guide to the work of the Office for Public Information and Communication.

Activity	6.5.2 Preparation of promotional materials
Status	Implemented
Rationale	For the promotion of UIBM, informational campaigns, "Open days" were held, then promotional videos were prepared, which can be found on the website https://www.Uibm.net/video-3/. Brochures and other promotional materials have also been prepared, which have also been uploaded to the website and can be found at the link: https://www.Uibm.net/brochureor/

Activity	6.5.3 Promotion through alternative means
Status	Implemented
Rationale	For the promotion of UIBM, social networks were also used: Facebook: "Isa Boletini" University - Mitrovica, UIBM_net, Lin: "Isa Boletini" University, Mitrovica and Youtube at the address: "Isa Boletini" University, Mitrovica. A newsletter has also been prepared every 3 months (https://www.Uibm.net/newsletter/), as well as the yearbook (https://www.Uibm.net/vjetaret/)

9. Strategic objective 7: Learning resources and student support

In order to achieve the seventh strategic objective, the following specific objectives have been defined:

    7.1. Infrastructure and spaces for teaching;

2. Student support;

3. Increasing cooperation with graduate students and promoting the Alumni Association

    1. *Infrastructure and spaces for teaching*

Activity	7.1.1. Construction of the canteen, dormitories and amphitheater
Status	Partially implemented
Rationale	The amphitheater has been completed and is functional while the canteen and dormitories are in the final stage but are not yet functional

Activity	7.1.2. Construction of recreational facilities
Status	Not implemented
Rationale	UIBM has yet to build any recreational facilities

Activity	7.1.3. Agreement with the Recreation Center near the Campus
Status	Implemented
Rationale	In April 2020, UIBM reached a cooperation agreement with "ACI Sh.A-Aqua Park Mitrovica (APM)", for recreational and sports activities.

Activity	7.1.4. Equipping laboratories with the necessary infrastructure for FG, FFT and FIMK
Status	Implemented
Activity	7.1.5. Designing the questionnaire for the assessment of learning resources and physical infrastructure
Status	Implemented
Rationale	The Quality Office has designed and developed the learning and physical infrastructure assessment questionnaire

2.   *Student support*

Activity	7.2.1 Student support
Status	Implemented
Rationale	UIBM has awarded over 200 university scholarships to students from 2019 to 2021

3.   *Increasing cooperation with graduate students and promoting the Alumni Association*

Activity	7.3.1Alumni membership in the Alumni Association
Status	Partially implemented
Rationale	228 graduates have joined the Alumni Association

Activity	7.3.2 Organization of the meeting with UIBM graduates "Alumni Day"
Status	Implemented
Rationale	Two events were organized with UIBM graduates, one (Alumni Day), was organized in March 2019, while the other activity: (Challenges and barriers to success), was held in March 2021
Activity	7.3.3 Opening the page on social networks in order to create an even stronger cooperation link with Alumni
Status	Implemented
Rationale	The Alumni page has been opened and is active on social networks
Activity	7.3.4 Publication of success stories for UIBM graduate students
Status	Partially implemented
Rationale	About 60 success stories for graduate students have been published

10. Strategic objectives: 8 Financial planning and management

In order to achieve the eighth strategic objective, the following specific
objectives have been defined:

8.1. Planning of financial resources;

8.2. Planning and rationalization of expenses in accordance with planned resources;

8.3. Planning to increase personal income and financial independence;

8.4. Efficiency, accountability and transparency in financial
management

Specific objective: 8.1. Planning of financial resources

Activity	8.1.1 Organization of budget hearings at the level of academic units and the central unit/rectorate, related to the planning of activities based on the financial resources determined by MF and MEST
Status	Implemented
Rationale	The office for budget and finance, the carrier of the budget drafting process, based on the budget circulars, has organized budget hearings for academic units and central administration. The priorities determined by the budget hearings have been harmonized with the final limits structured according to economic categories.

Activity	8.1.2. Drafting of strategic documents in the field of finance: MTEF 2020/2022, Law on Budget Allocation for UIBM for the fiscal years 2020 and 2021
Status	Implemented
Rationale	Based on the responsibilities, documents MTEF 2020/2022 were drawn up and on this document the budget for UIBM was drawn up, in which the activities which are structured through economic codes and sub-codes are reflected. MTEF 2020/2022 and the budget for the years 2020 and 2021 have been approved by the Governing Council of the University. The approved documents are incorporated as an integral part of the Law on the Budget allocation for the fiscal years 2020 and 2021.

Specific objective: 8.2. Planning and rationalization of expenses in accordance with the planned
resources

Activity	8.2.1 Drafting of the action plan and financial cost based on the objectives and activity specified according to the thematic areas reflected in the revised budget and PSUIBM
Status	Implemented
Rationale	Based on the responsibilities and the defined budget limits, the office for budget and finance carrying the process of drafting and supervising the implementation of the budget has

Activity	8.2.2. Review of expenditures based on the report from the SPUIBM monitoring group and proposals for changes in activities and financial resources
Status	Partially implemented
Rationale	The management has reviewed the expenses for the six-month periods of 2020 and 2021 which, according to the decisions, have been incorporated into the revised Budgets for 2020 and 2021. The monitoring group has not submitted a request to propose the review of expenses based on the planned activities.

Specific objective: 8.3. Planning to increase personal income and financial independence

Activity	8.3.1. Drafting of the Regulation for the collection of own revenues/fees for the services provided by established institutes and centers
Status	Partially implemented
Rationale	The process for the drafting of the Regulation for the collection of own revenues is in progress. Institutes, Centers for innovation and administration are obliged to determine the structure and level of services offered to legal entities and natural persons. In the budget planning for 2020 and 2021, funds are planned which will be collected from these services, but due to the lack of legal infrastructure and the situation created with the management of Covid 19, the collection from these services has not been done.

Activity	8.3.2. Planning the raising of own revenues and distribution based on the planned activities reflected in the SPUIBM/financial sustainability
Status	Partially implemented

Rationale	Based on the defined priorities, the management has drawn up the plan for raising own revenues. The increase in revenues was related to the expansion of the structure of services offered to legal and natural persons. Management with Covid 19 and Government Decisions prevented the activities for raising own incomes. The situation imposed that according to the Government's decision to release the obligations per student from the fees for the services provided, the reduction of the own revenues in the amount of €90,000.00 compared to the revenues planned in January of 2021 in the amount of €114,661.00.

Activity	8.3.3. Designing the program for financial independence
Status	Partially implemented
Rationale	The management, based on the criteria defined by the MFPT, has developed activities that were related to raising professional capacities in the management of public finances to submit a request for financial independence. The request was also reviewed at the rectors' conference and from this it emerged that a request was submitted to MESTI and MFPT to review the request for financial independence.

Specific objective: 8.4. Efficiency, accountability and transparency in financial management

Activity	8.4.1. Raising the level and updating the implementation of planned revenues and expenses.
Status	Implemented
Rationale	In order to increase the speed of implementation of own revenues, the management has made the recruitment of the official of own revenues who has been certified by MFPT or by the Treasury. Activities have been intensified through the revenue officer, which is also reflected in the performance of responsible officers in academic units. The performance is also reflected in the periodic and annual reports in which the recommendations for this purpose are also reflected.

Activity	8.4.2. Raising professional capacities, licensing and responsibility in the field of public finance
Status	Implemented

Rationale	Regarding the financial management, the management drafted the plan for raising the professional capacities for the officials who are responsible for financial supervision and fair management of public money. Through the training process, the licensing of the revenue and expenditure officer, accounting officers and we are in the process of licensing the internal auditor. Professional development is the basis for submitting the request for financial independence.

Activity	8.4.3. Publication of periodic and annual reports of revenues, expenses and the internal and external auditor's report on the website
Status	Implemented

Financial difficulties during the implementation of SPUIBM 2019/2021

The late approval of the budget, the allocation, the decisions of the Ministry of Finance, the revision of the budget and other interventions by the Government and the Ministry of Finance, conditioned by the management of the situation with Covid 19, had the effect that the objectives planned according to the MTEF were not implemented to a significant extent. 2020/2022, the Strategic Plan (revised) for the years 2019/2021 and the objectives related to the planning of activities for the beginning of the new academic year 2020/2021. The reduction of the budget in total of 874,004,54 was reflected in the implementation of planned activities in the economic category: goods and services, municipal expenses, subsidies and in particular in capital investments.

Despite the financial difficulties, the extension of the deadlines for allocation, the reporting period can be considered quite successful with the fact that the activities that the management characterized as priorities were carried out.

1. Delay in budget approval,
2. Late allocation of funds for the reporting period,
3. Arbitrary intervention of the Treasury in the means planned for capital investments.
4. Decisions of the Ministry of Finance to reduce the budget amount related to the situation created by COVID/19
5. Decisions of the Ministry of Finance regarding the suspension of the initiation of the procurement process for capital investments.
6. Budget Review and Budget Reduction for Fiscal Year 2020.

7. Arbitrary government intervention to withdraw budget funds

8. Adjustment/partial returns of funds received and impossibility of implementation.

9. Saving funds in the economic category wages and salaries.

10. CBK's decisions for non-implementation of some expenses incurred by the university.

11. Summary table

Strategic Objectives	Specific objectives	Activity	Status
1. Teaching and professional development	*1.1. Improving teaching methods*	1.1.1 Organization of training on new teaching methodologies	Implemented
		1.1.2 Advanced training for new teaching methodologies	Largely implemented
		1.1.3 Syllabus review training	Implemented
		1.1.4 Adaptation of syllabi to developments in the specific domain	Implemented
	1.2. Harmonization of the assessment method with the expected learning outcomes	1.2.1 Drafting the assessment manual with the expected learning outcomes	Implemented
		1.2.2 Application of changes in syllabus design	Implemented
		1.3.1 Staff training for anti-malware software. and software application	Partially implemented
		1.3.2 System utilization monitoring	Implemented

1.4. Establishment and operation of an accounting system	1.4.1 Establishment of accounting instruments	Implemented
1.5 Continuous staff training	1.5.1 Attending a conference in a specific field	Implemented
	1.5.2 Publication of at least one article per year	Partially implemented
	1.5.3 Support for transition from Master to PhD	Not implemented
	1.5.4 Staff application for participation in mobility	Partially implemented
1.6. Harmonization of the learning outcomes of the subjects with the program outcomes	1.6.1 Drafting of the report on the adaptation of the LOs of the subjects with the LOs of the program	Implemented
	1.6.2 Organization of a workshop for the academic staff to adapt the LOs of the subjects to the LOs of the program.	Implemented
	1.6.3 Programs in the process of reaccreditation revised according to the instructions of the Studies Commission	Implemented

	1.7. Harmonization of learning outcomes of subjects with the framework of national qualifications	1.7.1 Holding an informative workshop	Implemented
		1.7.2 Examining the learning outcomes in the syllabus	Implemented
	1.8 Learning resources and support	1.8.1 Drafting of questionnaires for the evaluation of administrative services by the academic staff.	Implemented
		1.8.2 Drafting of questionnaires for the assessment of administrative services by students	Implemented
	1.9 Orientation and information for all phases of the student life cycle	1.9.1. Designing a handbook for students with the most relevant information related to Faculties and study programs	Implemented
		1.9.2 Information campaign for graduates	Implemented
2. Scientific Research	*2.1. Drafting of the strategic plan of scientific research*	2.1.1. The formation of the working group and the drafting of the strategic plan of scientific research	Largely implemented
		2.1.2. Establishment of research institutes in academic units	Largely implemented
		2.1.3. Functionalization of the office for scientific research	Partially implemented

	2.2. Creation of the fund from the financial income to support the research	2.2.1. Allocation of a fund from UIBM's own revenues	Partially implemented
		2.2.2. Application for support from different schemes of MEST and partnership in joint international projects	Not implemented
	2.3. Organization of UIBM conferences	2.3.1. Organization of the annual edition of the multidisciplinary and international conference at the Faculty of Geosciences	Implemented
		2.3.2. Organization of the specialized Conference in the field of University - Industry interaction (UII).	Implemented
3. Institutional and international cooperation	3.1 Establishment of the legal basis, operationalization of the Office for international cooperation and drafting of the strategy for internationalization	*3.1.1. Drafting of the Regulation for international cooperation*	Implemented
		3.1.2. Functionalization of the Office for international cooperation	Partially implemented
		3.1.3. Drafting the strategy for internationalization	Partially implemented
		3.1.4. Training of OHR staff	Partially implemented

3.2 Raising the level of partnership and international agreements	*3.2.1. Membership in various international associations*	Partially implemented
	3.2.2. Increasing activities for concluding agreements with international institutions of higher education	Partially implemented
	3.2.3. Staff support for participation in scientific conferences	Partially implemented
3.3 Increase of applications in joint projects for international funds	*3.3.1. Participation and organization of academic/administrative staff training in building professional capacities for application in projects and the benefit of international funds*	Partially implemented
	3.3.2. Application in mobility projects	Partially implemented
3.4. Increased mobility of staff and students (Internship, continuing studies, etc.)	*3.4.1. Participation and organization of workshops for academic/administrative staff and students in building professional capacities for application for international mobility*	Not implemented
	3.4.2. Determination of subjects and organization of teaching for subjects worth 60 credits to be taught in English (30 credits in Social Sciences and 30 credits in Technical Sciences).	Partially implemented
	3.4.3. Organization of the orientation week about applying for scholarships as exchange students and full studies	Not implemented
3.5. Program schemes/scholarships for students	3.5.1. Capacity building of academic staff and students regarding application procedures	Partially implemented

3.6. Data management for international projects and donations	3.6.1. Establishing a data management system for international projects and donations	Partially implemented
	3.6.2. Monitoring and reporting on projects benefited and implemented	Partially implemented
3.7. Increasing efficiency in accessing documents (according to the request of international partners	3.7.1. Creating an efficient system for access to official documents for students	Implemented

	3.8. Establishment of legal infrastructure related to the inclusion of staff engagement in international and institutional cooperation in performance evaluation	3.8.1. Activities to change the Regulation on advancement of academic staff	Implemented
	3.9. Alumni institutional cooperation /industry/local and central level institutions	3.9.1. Organization of joint events related to events in academic units and UIBM, with the aim of intensifying cooperation between Alumni, Industrial Board and industry representatives	Implemented

	3.10. Linking Alumni to industry and government employers	3.10.1. Creation of employer data system for students	Partially implemented
4. Establishment of the quality assurance system	4.1 Development of the quality assurance system	4.1.1. Drafting of the Guide for quality assurance through the engagement of UIBM bodies and an external consultancy	Implemented
		4.1.2. Functionalization of the Office for quality assurance	Partially implemented

	4.1.3. Designing questionnaires for internal evaluation	Implemented
	4.1.4. Re-viewing the Regulation for quality	Not implemented
4.2 Advancement of internal and external quality measurement process	4.2.1 Development and reporting of questionnaires with UIBM administration and academic staff	Implemented
	4.2.2 Development and reporting of quality measurement questionnaires with students: One at the end of each semester	Implemented

		4.2.3 Development (implementation, placement for completion) of questionnaires for measuring quality with the management of UIBM	Partially implemented
		4.2.4 Development (implementation, placement for completion) of questionnaires for measuring quality with business	Implemented
		4.2.5 Development (implementation, placement for completion) of questionnaires for quality measurement with graduates.	Implemented
		4.2.6 Reviewing and completing/improving the SERs of the programs	Implemented
		4.2.7 Review of applicable curricula and programs	Implemented
	4.3. Raising the culture of quality	*4.3.1 Information and consultation on the importance of quality assurance through workshops, tables, information sessions and conferences*	Partially implemented

5. Development of human resources	5.1. Human resources plan for academic staff	5.1.1. Drawing up the annual plan for advancements, raising professional capacities and filling vacancies for academic staff	Partially implemented
		5.1.2. Development of the process of filling vacant positions, based on the personnel plan and budgetary means	Partially implemented

	5.2 Human resources plan for administrative personnel	5.2.1. Drawing up the annual plan for filling vacancies for administrative personnel	Implemented
		5.2.2. Development of the process of filling vacant positions, based on the personnel plan and budgetary means	Implemented
		5.2.3. Scheduling of administrative staff trainings	Implemented
		5.2.4. Staff participation in training	Implemented
		5.2.5. Participation of personnel in trainings from other specialized institutions in areas of interest	Implemented
	5.3 Review of the development and advancement of human resources	5.3.1. Review of the organizational structure of UIBM	Implemented
		5.3.2. Review of the plan for the development of academic personnel with budgetary costs	Not implemented

		5.3.3. Review of integrity regulations	Implemented
6. Digitization, data management and public information	6.1 Updating the infrastructure according to the most advanced technology	6.1.1 Supplying classrooms and offices with advanced hardware and software equipment.	Implemented

		6.1.2 Supply of cabinets and laboratories with advanced hardware and software equipment.	Implemented
		6.1.3 Supplying the library with advanced hardware and software equipment	Implemented
		6.1.4 Supplying corridors and learning spaces with information technology equipment	Implemented
	6.2 Data management in UMS	6.2.1 Update and advancement in data system management	Implemented
		6.2.2 Automated Student Services at any time	Not implemented
	6.3 Digitization of the process of recording and controlling the continuity of academic/administrative staff and students	6.3.1 Advancement and digitization of the recording and control of the continuity of the academic/administrative staff.	Not implemented

| | | 6.3.2 Advancement and digitization of the registration and control of students' attendance | Not implemented |
| | 6.4 Information and communication with the public | 6.4.1 Updating information about events at UIBM | Implemented |

		6.4.2 Reorganization of the UIBM website	Implemented
		6.4.3 Drafting of documents regulating transparency.	Not implemented
	6.5 Public Promotion	6.5.1 Drafting of the marketing strategy	Implemented
		6.5.2 Preparation of promotional materials	Implemented
		6.5.3 Promotion through alternative means	Implemented
7. Learning resources and student support	7.1 Infrastructure and spaces for teaching	7.1.1. Construction of the canteen, dormitories and amphitheater	Partially implemented
		7.1.2. Construction of recreational facilities	Not implemented
		7.1.3. Agreement with the Recreation Center near the Campus	Implemented
		7.1.4. Equipping laboratories with the necessary infrastructure for FG, FFT and FIMK	Implemented
		7.1.5. Designing the questionnaire for the assessment of learning resources and physical infrastructure	Implemented

	7.2 Student support	7.2.1 Student support	Implemented
	7.3. Increasing cooperation with graduate students and promoting the Alumni Association	7.3.1 Membership of graduates in the Alumni Association	Partially implemented
		7.3.2 Organization of the meeting with UIBM graduates "Alumni Day"	Implemented
		7.3.3 Opening the page on social networks in order to create an even stronger cooperation link with Alumni	Implemented
		7.3.4 Publication of success stories for UIBM graduate students	Partially implemented
8. Planning and financial management	8.1. Planning of financial resources	8.1.1 Organization of budget hearings at the level of academic units and the central unit/rectorate, related to the planning of activities based on the financial resources determined by MF and MEST	Implemented
		8.1.2. Drafting of strategic documents in the field of finance: MTEF 2020/2022, Law on Budget Allocation for UIBM for the fiscal years 2020 and 2021	Implemented
	8.2. Planning and rationalization of expenses in accordance with planned resources	8.2.1 Drafting of the action plan and financial cost based on the objectives and activity specified according to the thematic areas reflected in the revised budget and SPUIBM	Implemented

	8.2.2. Review of expenditures based on the report from the SPUIBM monitoring group and proposals for changes in activities and financial resources	Partially implemented
8.3. Planning to increase personal income and financial independence	8.3.1. Drafting of the Regulation for the collection of own revenues/fees for the services provided by established institutes and centers	Partially implemented
	8.3.2. Planning the raising of own revenues and distribution based on the planned activities reflected in the SPUIBM/financial sustainability	Partially implemented
	8.3.3. Designing the program for financial independence	Partially implemented
8.4. Efficiency, accountability and transparency in financial management	8.4.1. Raising the level and updating the implementation of planned revenues and expenses	Implemented
	8.4.2. Raising professional capacities, licensing and responsibility in the field of public finance	Implemented
	8.4.3. Publication of periodic and annual reports of revenues, expenses and the internal and external auditor's report on the website	Implemented

12. Conclusion, challenges and recommendations

The Strategic Plan for the period 2019-2021 has served as a guide for University "Isa Boletini" in Mitrovica in its journey towards raising the quality of teaching and learning, the development of educational programs in accordance with the needs of the labor market, scientific research, internationalization, digitization and public information, as well as sustainable financial management.

The report on the implementation of the Strategic Plan is part of the monitoring and reporting of the planning cycle for the last three years. Through this report, the implementation activity of UIBM's Strategic Plan is reflected in accordance with legal obligations and duties.

The importance of monitoring lies in the assessment of the implementation of the obligations projected in the objectives of the 2019-2021 Strategic Plan, on the one hand, while on the other hand, as an aid to the drafting of the Strategic Plan for the period 1922-26.

The COVID 19 pandemic has greatly slowed down the dynamics of UIBM in 2020 and 2021 in many directions and as a result some of the activities with physical participation have not been developed. Also, the lack of information on all strategic objectives, namely specific objectives and activities for the implementation of the Strategic Plan, have made it difficult to measure progress more precisely; Despite the difficulties, the achievements of this period include the implementation of a relatively high percentage of the activities planned with the Strategic Plan. As a result of effective work during 2021, which was guided by its vision and mission guided by professional, transparent, ethical, responsible and effective principles, UIBM was ranked second in the Republic of Kosovo after the University of Pristine.

Furthermore, the information, findings and recommendations of this report, as well as the lessons learned, will help in the planning of the new Strategic Plan. In particular, the Report will contribute to educational policies, the medium-term budgeting process, which is key in determining the strategic direction, the allocation of resources, as well as facing difficulties as a result of the COVID 19 pandemic.

Meanwhile, the setbacks and weaknesses should be examined in detail in the next Strategic Plan in order to raise the quality of teaching, learning and management of the University.

Special attention should also be paid to the further strengthening of the Management System and more frequent monitoring of its use by staff, students, administration, so that this platform is at the service of students and provides closer access to the teaching materials of the programs and in increasing the online communication of the academic staff with the students.

Analyzing the presented report, respectively the results of the implemented obligations, we can derive the following assessments - lessons:

- How realistic were the objectives foreseen in the monitored strategic plan
- What were the difficulties in realizing them, taking into account the time of the Covid 19 pandemic
- What are the real possibilities of UIBM, especially in raising the quality of teaching and learning
- How to further advance UIBM in all fields of its activity - pedagogical, scientific and managerial.