



## University "Isa Boletini" Mitrovicë Research Strategic Plan 2022 - 2026

UNIVERSITETI ISA BOLETINI MITROVICË  
REKTORATI

Pranuar me dt. 08.03.2022			
Njesia orga	Num	Nr Ekзем	Vlera
	584		

# Research Strategic Plan

2022 - 2026



## **Strategic Research Plan of the University "Isa Boletini" Mitrovicë 2022 - 2026**

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*The Strategic Research Plan is supported by the Heras + Project, and the ResearchCult Project, Erasmus + (through a focus group - representatives of academic units)*

***Strategic Research Plan 2021 - 2026 is part of University Strategic Plan (revised) 2019 -2021 and aims to harmonize with the mission, vision, values and priorities set out in this plan, to contribute and provide new intellectual research paths to the preparation and development of the University in increasing local and international competitiveness to meet the social and economic demands of society.***



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## Introduction

Research is the foundation of an active scientific life and long-term education. It is a direct influence of multiple professional perspectives for perfect qualification, well-being and qualitative employment coefficient. Naturally, knowledge and insights are the source and basis for new scientific ideas and innovations, but they are insufficient, closed and do not flow unless transformed and used in sustainable innovative actions. This shows what the Strategic Research Plan with its Action Plan wants to achieve: **research capacity building, modernization of research infrastructure and strengthening of partnerships**, because the system of high research and implementation of research results is a necessary basis for scientific success.

Today, science is evolving rapidly and we observe throughout human world how innovative research is accelerating toward solving scientific problems. It is extremely important and worthwhile to approach in-depth research and if you do it right, then you have paved the way towards participation in the dynamic and competitive environment, with the right positioning in line with the perspective needs of society and the economy.

Prosperity of University "Isa Boletini" in Mitrovica (UIBM), one of the main public educational institutions in Kosovo, is based mainly on the commitment to acquire new knowledge through research, from basic to applied, increase competitiveness, achieve results and their application in solving complex problems of the present and the future about society, culture, environment, industry, etc.

The Strategic Research Plan, the first of its kind for the University, has many purposes. It provides the strategic orientation of research development and advancement in university establishment in order to become of the most research universities in the country and a contributor even within the international research communities.

With the measures and actions, the Strategic Research Plan focuses on helping the University a great deal in the next five years, to transform it into a modern research Institution by maintaining and developing research capacities and infrastructure.

Through strategic areas and objectives, identified for action, the Strategic Research Plan process supports research projects, faculty programs, academic staff, students and research partners by contributing to maintaining and developing a sustainable environment with excellence in research and education of scholars and future generations.

In order to expand the offer of research education and increase interaction with the community, the Strategic Research Plan is built on the strategic plan and purpose of UMIB for service to the community through creative research, providing efficient services such as: **advice, help and support in opportunities to explore, distribute**



*the results of our research* etc. It is our privilege and duty to be the center of society by respecting and treating co-creators of knowledge. We will strive to do this through research that is meaningful to science and responds closely to the needs of society.

### Methodology

In order to increase the quality of research, the ability to implement the results and the development of research culture in the improvement and best use of research in UIBM, with the decision of the Rector, dated. 10.02.2020, prot.no. 206, *the Commission/Working Group for Drafting the Strategic Plan for Scientific Research* is initiated and formed in line with the *UIBM Strategic Plan*, based on research priorities:

- *Defining and achieving excellence in research;*
- *Promoting and integrating research into teaching;*
- *Expanding partnerships;*
- *Internationalization of research activity;*
- *Opening of the University to the market;*
- *Increasing competitiveness through improved research capacities and services.*

The drafting of *Strategic Research Plan of the University "Isa Boletini" Mitrovica 2022 - 2026*, is done in the spirit of Sustainable Development Goals 2030 and relies on the analysis of a series of strategic documents, periodic reports on the implementation of *University Strategic Plan (revised) 2019 -2021* and analysis of *Academic Staff Development Plan 2019 - 2021 at UIBM*. In addition, many other local and international documents and reports that examine the state of scientific research have been analyzed, identifying the challenges related to the development of research culture in Kosovo. Furthermore, special attention has been paid to the current research capacities at UIBM, infrastructure and the necessary budgetary funds as prerequisites in the promotion and development of scientific research.

Scientific research activity and the function of academic research in higher education institutions are defined through: *Law no. 04/L-037 on Higher Education; Law no. 04/L-135 on Research - Scientific Activities; National Science Program; Strategic Education Plan in Kosovo 2017 - 2021*, which aim at the development of higher education in Kosovo and promotion of scientific research according to international standards.

The drafting of *Strategic Research Plan of the University "Isa Boletini" Mitrovica 2022 - 2026* is also based on numerous communications, discussions within academic units and advice of *Study Committees, Faculty Councils, Academic Quality Coordinators, Administration Representatives, Student Representatives,*



*Civil society*, all acting as a support in identifying problems and qualitative solutions to the current state of study programs and research in the University units, conducting a comparative study of staff, research-promoting policies and support budgets.

*Working Group for Drafting the Strategic Plan for Scientific Research* has issued the necessary orientations to advance the research process and environment at UIBM. From internal assessments, including *SWOT analysis* the **Research Mission and Vision** has been developed, **Thematic Research Areas**, and **Strategic Research Objectives** have been defined, and the **Action Plan** has been designed for the implementation of the Strategic Research Plan. In addition, **Potential Risks** that may affect the implementation of this strategic plan have been identified and the **Measures for Minimization of Risks** have been defined.

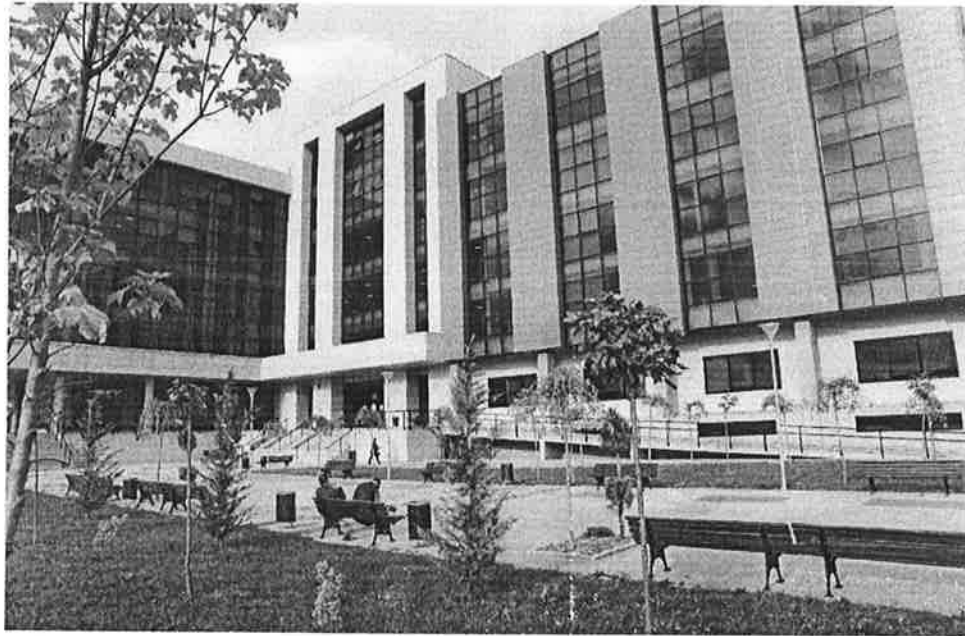
Regarding the implementation, monitoring and reporting of the Strategic Research Plan as well as the evaluation of how UIBM at the level of academic units has performed against the objectives set by the Strategic Research Plan, **Implementation, Monitoring and Reporting Structures** of the Strategic Research Plan have been defined.

In order for the Strategic Research Plan to take the form of a current, dynamic and developed strategic plan, but also more efficient in planning policies and action plans related to the budgeting process, based on international practices, in particular in meeting the standards and guidelines of research strategies in The European Higher Education Area, to enhance the University's performance, it has been supported by experts engaged by **HERAS Plus Project** and the ResearchCult Project, ERASMUS +, in order to provide views, experience, exchange of ideas, guidelines and their advice in the process of drafting and developing policies in the field of higher education in Kosovo.

## 1. About the University and research priorities

University "Isa Boletini" in Mitrovica is positioned in the city of Mitrovica, a city of four rivers, **Ibri, Sitnica, Lushta and Trepca**; a city near **Lake Ujman**; a city near the unique and stunning landscape of **Shala of Bajgora**, a city in the region of the Polymetallic deposit **Trepca**, with the mine of **Stantërg**, otherwise called "**City of Miners** ", a city which has a great past, which with its mineral wealth for centuries was considered as a special city and since antiquity played an important role for economic purposes, as well as a city with an academic-university tradition.





*University "Isa Boletini" in Mitrovica - is a combination of science, economy and culture of Mitrovica, the main academic-research institution in Kosovo in the preparation of graduates in unique disciplines and individual programs, traditionally related to the development of the mining sector, but also in other technical and social disciplines as well as interdisciplinary collaborations in various fields of knowledge.*

UIBM sees itself as a current research center of new research and innovative activities, concentrated in Kosovo, especially in the promising regions of mineral resources, reflecting and continuing the long tradition of mining, first in the city of Mitrovica and presenting a balance between research, expansion of new knowledge about the formation, distribution and exploitation of minerals, necessary for the developing society.

UIBM, has its foundations on the **High Technical** School (opened in 1961), then **Technical Faculty** with branches of **Mining, Technology** and **Metallurgy**, since the school year 1970/71 and since 1981 also with the branch of **Geology**. Hence, UIBM through access to the whole spectrum of **Geosciences**, is traditionally associated with the development of the mining sector, and undoubtedly this sector is still one of the pillars of the national development strategy. By expanding collaborations with industry, government and the local community, UIBM aims to increase its contribution to the pursuit of new ideas, state-of-the-art technologies for mineral



exploration, extraction and processing by applying the knowledge and scientific results derived from relevant academic programs.

On the other hand, the construction of the new University Campus, within which there is sufficient space for infrastructure and research activities, enables UIBM, in addition to traditional disciplines, to expand the transdisciplinary and interdisciplinary research studies, where the disciplines work together, such as: ***Food Technology, Mechanical and Computer Engineering*** and socio-economic disciplines (***Education - Economics - Law***), to bring forth the research potential and research the needs of the community.

Thus, UIBM is constantly improving its research profile, with an impact on changing the quality of scientific, cultural and economic life in the country. The entire UIBM community is engaged in the creation of new knowledge that brings innovative solutions for the benefit of society, contributing to the promotion, preservation of curious scientific interest and transfer of research values to new generations to enhance their professional training.

For UIBM, the potential of young scientists is essential; hence, with the Strategic Research Plan UIBM opens suitable conditions for the next generation and innovative scientific career, offering high quality research and teaching, with attractive qualification programs and support for creative ideas aimed at the future. The long-term goal of UIBM is to strengthen external links through research activity by increasing relations with the community, increasing the number of partnerships at home and abroad, in order to expand and become more visible in the region and beyond, with its academic units in natural, technical and social sciences. Therefore, UIBM aims to inspire and attract students and academics at the University, to support creative ideas, values and the results associated with them.

### **1.1 Defining research roles and responsibilities at UIBM**

In UIBM the roles and responsibilities of management, central research office and academic units are defined both in terms of legislation, action plan and description of duties and responsibilities. In addition, through special regulations, the academic staff is encouraged and supported materially and in other forms for participation in research and application projects and scientific conferences, and is also supported by the office for research and international cooperation. The research office is established by a special decision and based on the organizational scheme of the institution it reports to the vice-rector for international cooperation and research.

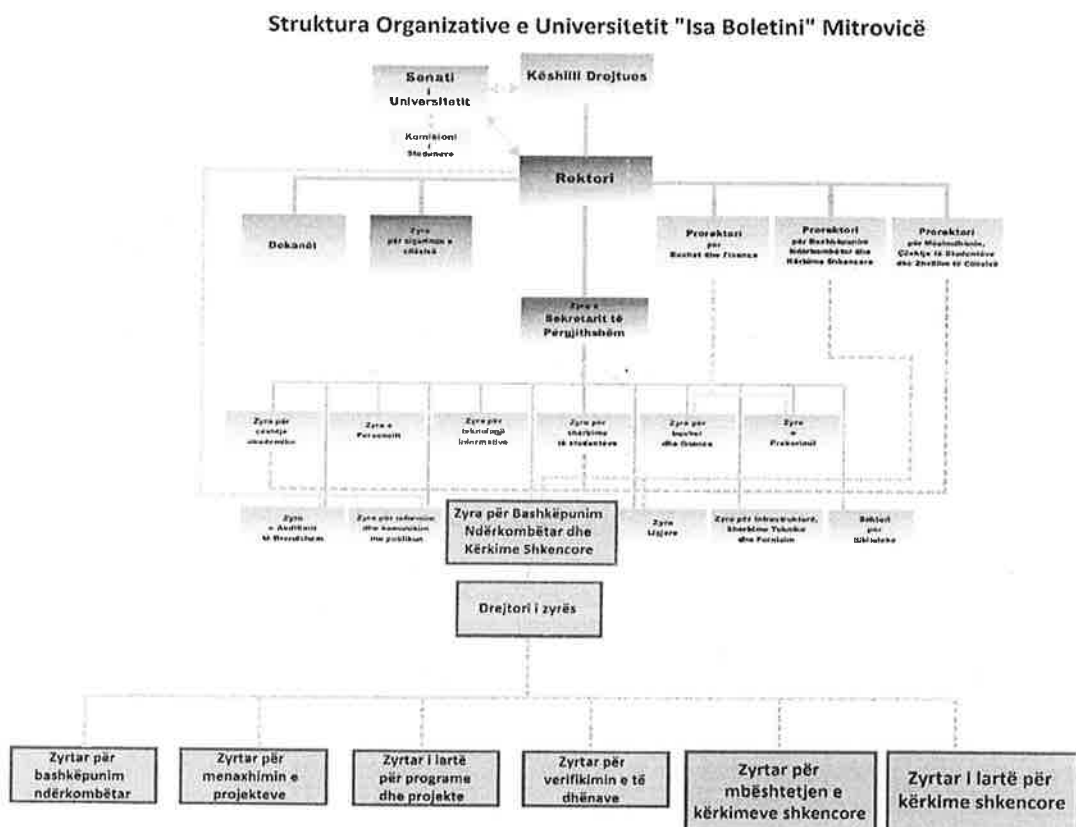
### 1.1.1 The role and responsibility of the central research office

An office for international research and cooperation has been established within UIBM. The central research office according to the scheme of institutional organization reports directly to the vice-rector for international cooperation and research. The manner of reporting and accountability is regulated by special regulations.

The main duties and responsibilities of the research office are:

- Prepares concept projects for scientific and applied research;
- Applies to local and international institutions for professional and material support of research projects;
- According to the needs of the staff and the institution, it organizes professional trainings for the preparation of concept projects and applications in local and international institutions for support;

The research office follows contemporary trends and identifies needs for innovative research, mobilization of academic research staff, etc.





### 1.1.2 Role and responsibility of UIBM management in research

UIBM management has built the legal and physical support infrastructure for the research office and academic staff in general, which provides a solid basis for research progress. The university management allocates the annual budget for the research office and for research in general, supports the academic staff financially and in other forms for participation in research, specializations and scientific conferences.

### 1.1.3 The role and responsibility of academic units and institutes

Academic units and research institutes (operating within academic units) implement certain activities in achieving research objectives according to the UIBM Strategic Plan, and according to their strategic plans. Academic units and research offices interact, and in coordination explore opportunities for applications to local and international funds and collaboration on research projects.

## 1.2 SWOT ANALYSIS

Table. SWOT analysis for research

STRENGTHS:	WEAKNESSES:
<ol style="list-style-type: none"><li>1. Qualified and ambitious research staff;</li><li>2. Offering unique study programs and in accordance with market demands;</li><li>3. Existing research infrastructure;</li><li>4. Involvement in various international projects (ERSAMUS +, ResearchCULT, HERAS, QADIK, QATEK) for capacity building in research;</li><li>5. Commitment of the institution to research developments and advancements;</li><li>6. Cooperation agreements with universities and research institutions inside and outside the country;</li></ol>	<ol style="list-style-type: none"><li>1. Insufficient level of research application in the development of the country's resources - in specific areas;</li><li>2. Insufficient level of UIBM cooperation with industry and businesses;</li><li>3. Lack of competent administrative staff for research;</li><li>4. Limited budget for research;</li><li>5. The culture of commercialization of research and development;</li><li>6. Insufficient cooperation in research projects with local and international partners;</li></ol>



7. Adaptation of policies for open access to research infrastructure;	
<b>OPPORTUNITIES:</b>	<b>CHALLENGES:</b>
<ol style="list-style-type: none"><li>1. Engagement in international mobility - academic staff and students;</li><li>2. Focus of studies on resource development and country development - in specific areas;</li><li>3. UIBM cooperation with industry, businesses ... (Trepça, KEK, Feronikeli) etc.;</li><li>4. Participation of academic staff in boards and scientific evaluations;</li><li>5. Involvement of academic staff in applied research projects with an impact on the community;</li></ol>	<ol style="list-style-type: none"><li>1. Increasing the budget for scientific research;</li><li>2. Inconsistent policies in government institutions;</li><li>3. Young researchers leaving the country and their impact on research;</li><li>4. Advancing and engaging staff in projects and research;</li><li>5. Completion of the legal infrastructure in the research sector;</li></ol>

## 2. Research mission and vision

The research mission and vision were developed on the basis of the importance that the University is committed to advancing research activity in academic units, programs and infrastructure, to meet the needs of research staff, students and the community in order to create a broad research culture.



## 2.1 Research mission

*The university research mission is:*

- *To enable and advance scientific research at the University by supporting and training curious researchers for advanced research;*
- *To create a research leader by increasing the sense of scientific values to make research accessible, applying the knowledge and the transformation of innovative ideas into action projects, inspired by research and needs;*
- *Interaction, increased engagement and community involvement in the common challenges of society, to create a more competitive and globalized environment, wider institutional cooperation and partnership, and economization of valuable resources.*

The Strategic Research Plan enables the University to build on its research success by identifying the essential qualities for service improvement and how best to support researchers in their pursuit of successful research over the next five years. It advances the **university research mission** by providing guiding paths as to the focus, what priorities to set in research, and what strategic decisions help us move forward.

The Strategic Research Plan reaffirms and reflects the key role and common goal of the University, in the creation, growth and dissemination of knowledge that contribute to the advancement of unique scientific fields: **Geosciences and Food Technology**, in combination with the technical ones **Mechanical and computer engineering** and social (**Education - Economics - Law**) through creative research-inspired programs and, most importantly, the education culture of university students.

In support of the strategic priorities of society development, it orients university academic units towards research and their connection with the economy at home and abroad, for the benefit of society, through increasing institutional performance by establishing strategic partnerships and increasing research projects.



## 2.2 Research vision

*The University of Mitrovica "Isa Boletini" creates suitable conditions for quality research and a culture of excellence for all researchers. We aim to be a leader and partner for research projects in our priority areas at the national and regional level, to contribute to the integration and use of innovative knowledge to change and improve the quality of life.*

Strategic research plan, through strategic policies and mechanisms, in the next five years helps the University, to be transformed into a growing, progressive research center, for the fulfillment of **university research vision**, to be a University of choice for outstanding students, faculties and academic staff from the country and other international academic networks.

It aspires on the one hand, the creation of **Research Institutes** in line with priority research, especially in the unique field: **Geosciences (geology, metallurgy and mining sector)** as a key issue of sustainable development of the country in the economy of raw materials and materials, especially in the industry of metals, non-metals, construction raw materials and polymeric materials, which today are a major catalyst of a country's wealth.

In this broad sense of ongoing research and the need to develop research capacity in these sectors, the Strategic Research Plan addresses the current goal: **"Through research and training of young researchers, to increase research activities in line with innovative economic interests in this field, preparing research and committed leaders, to bring and share potential with society for a long time."**

On the other hand, the Strategic Research Plan builds opportunities to increase research with high impact in other fields of study: **Food Technology, Mechanical and Computer Engineering** and social sciences (**Education - Economics - Law**) at UMIB, are also very important for the development of science and society, which complement each other in providing necessary and advanced services in these fields.

The research vision of the University is not limited to these areas of strategic priority and they do not diminish the significant contribution of individual researchers and creative practitioners, to our future success. This new approach focuses especially on: **"Transdisciplinary research, when researchers reach beyond and through other disciplines, with new ideas, clear priorities and innovative skills needed to solve the increasingly complex problems of society."**



### 3. Thematic research areas

Research strategy in the context of UIBM comprehensive strategy in selecting areas for study relies on *its academic mission*, in training staff in areas unique to Kosovo and the region, with a clear focus on research priorities. Within the next five years the University will encourage and promote the growth of disciplinary and interdisciplinary development in the following areas: (1) Minerals, Materials, Engineering and Environment, (2) Food Technology, (3) Mechanical and Computer

Engineering, and (4) Socio-Economic Sciences, based on the research priorities of academic units.

University "Isa Boletini" in Mitrovica is the only Institution in Kosovo that offers unique programs in the fields: (1) *Minerals, Materials, Engineering and Environment* and (2) *Food Technology*. UIBM makes continuous efforts to improve the research function within the University in all areas, especially the research infrastructure leading to overall transformation and focus on demand and current market conditions, on issues critical to national development and interests as well as the global community.

The University has a considerable number of research capacities, including human resources, research infrastructure (laboratories, library, IT service, etc.) as well as close cooperation with institutions and partnerships at home and abroad, to develop research priorities in line with the national strategic aspiration and challenges at the level of higher education institutions, in particular the National Science Program. *In the University Strategic Plan (revised) 2019 -2021* are clearly presented data on: history, system, staff, investments and university infrastructure , but there are not many sources of research data to obtain an analysis.

However, although due to the specific scientific and engineering nature, it was difficult to identify previous research data for comparison, based on the consideration of options and strategic goals for internal organization, professional capacity building, human resource enhancement, research infrastructure and funding for the implementation of *Research Mission and Vision*, the Drafting Group, in the opinions of the members of the working group, in the numerous workshops during the period March 2020 to March 2021, taking into account the proposals from the academic units, focused on these 4 research areas.

The Strategic Research Plan is the first of its kind at the University, so in the first meeting of the Drafting Group it was decided that during 2021, research groups in





academic units will work and cooperate with an inter-professional and open orientation in capacity assessment and infrastructure in the field of research, to find and use the University's strengths in research in these fields, as well as ways to improve research procedures and processes for the next five years, under the supervision of **Research Council and Office** of the University.

The Strategic Research Plan is based on indicators of the success of our research principles and priorities, in close connection with the University's performance appraisal for research entrepreneurship and thematic research areas, and to link research directly with government bodies, communities, organizations and research partnerships, that will convincingly focus on the following four areas. With these research topics, UMIB will strengthen national and international collaborations, to increase funding for research projects, visibility and excellence of innovation, in sustainable support of research capacity.

### 3.1 Minerals, Materials, Engineering and Environment

- **Research of mineral resources, water resources, energy resources:**  
*advancing the deep understanding of their formation, spatial distribution and vital importance to developing society.*
- **Mining Engineering:** *surface and underground mining activities; mineral processing; mining landfills and development of research strategies on the rehabilitation and recultivation of mining environments.*
- **Materials and metallurgy:** *metal research and processing; metallic materials; polymeric materials and other materials; recycling of materials through the application of advanced technological methods and processes.*
- **Impact of geological processes on engineering studies:** *natural hazards; research of materials and creative methods in infrastructure development and habitable areas.*
- **Global environment and climate change:** *conservation, resource management in terrestrial and aquatic environments, but also innovative solutions in mitigation/prevention of industrial impacts on ecosystems and human health.*



### 3.2 Food Technology

- **Food engineering and technology:** *quality of raw material; laboratory-scale technological processes for its processing and storage of products obtained; food quality and safety through organoleptic, physical-chemical and microbiological analysis.*
- **Environmental Engineering:** *causes and consequences of pollution in the environment; pollution prevention measures at source; methods of treatment and rehabilitation of pollution for a more sustainable environmental development.*
- **Chemical Engineering:** *industrial-scale technological processes through transfer, automation, design, modeling and simulation phenomena.*

### 4.3 Mechanical and Computer Engineering

- **Applied Mathematics and Physics:** *basic engineering concepts computer; integrated computer systems, their design and programming ; basics of electronic engineering and digital electronics;*
- **Microcomputer and microprocessor systems:** *concepts of operative systems; computer networks with and/or without cables; database, design and storage; aspects of computer security; statistical bases and project management.*

### 4.4 Social sciences (education, economics, law)

#### **Social Sciences - Education;**

- *Early childhood education;*
- *Preschool and primary education;*
- *Teaching and learning in pre-university education: Challenges and advantages;*
- *Family and education;*
- *School - family and community cooperation;*
- *Perspectives on teacher education policy and practices;*
- *Policies and education in the country and comparison with developed countries;*
- *Learning practices: theory to practice;*
- *Learning through play;*
- *Teaching methodologies;*
- *Lesson planning tools;*
- *Principles of student evaluation;*



- Student-centered teaching and learning and inclusion;
- Active and collaborative learning;
- Lesson planning;
- Intercultural education and equality;
- Managing inappropriate behavior in the classroom;
- Teaching strategies for the inclusion of students with learning difficulties;

**Social Sciences - Economics;**

- **Research in the field of management and business:** Managing organizations and measuring their performance, managing human resources and ways of motivation, managing investment projects, decision making in business life, strategic business viability, managing business diversity in business, leadership role and performance, organizational behavior, business and sustainable development, enterprise concepts and challenges, the role of management in small and medium business development, etc.
- **Business strategies:** the initial stages and appropriate actions taken for the further development of the business; selecting the objectives and goals of the division and creating the business statute, facing the markets, geographical areas and/or technology.
- **Financial planning and forecasting:** based on current data for existing businesses and new businesses.
- **Development of the financial system and its role in economic development:** research on the development and functioning of participants in the financial system in Kosovo and beyond, as well as the Central Bank, as the supervisor of this system.
- **Financial Crisis Research:** opportunities on how we can build a sustainable, humane economy.

**Social Sciences - Law;**

- Approximation and harmonization of local legislation with EU legislation.
- Criminal legal aspects in cases of trial in absentia and investigations into various criminal, criminology and victimology cases.
- Civil and administrative legal aspects of penalties for non-compliance with Anticovid measures 19.
- Criminal legal aspects of war crimes trials in Kosovo: A case study of sexual rape of Kosovo Albanians (1998-1999).
- Public Safety / Protection of Human Rights in Emergency Situations.
- Bullying and violent extremism in the education system and the negative impact on society.
- Freedom of expression and hate speech from a human rights perspective.



- The perspective of European Integration, the role and importance in terms of political, economic and legal security.
- Membership in International and Euro-Atlantic Organizations, cause for the strengthening of international subjectivity.

#### 4. Strategic research objectives

Research involves creative endeavors and other scientific activities that foster new knowledge and/or respond to the needs of the community. The visibility of the results from the research papers and their sharing with the society has a convincing effect on increasing the research performance of the University on providing expertise in achieving the results and the tendencies to connect with the economy. Economic success is possible only if the ideas can be implemented. To this end, UMIB focuses on fostering a culture and transdisciplinary and interdisciplinary research productivity by building institutional research mechanisms, related to research areas, to promote and involve the academic community in quality research activities, including partnerships and service delivery to third parties.

To advance and increase the research-scientific mission of our University, supporting the academic units, after an extensive university study about the circumstances and problematic issues in research productivity within the research fields as well as the possible goal of defining a vision and research goals of sustained for the next five years, the University set out three main strategic research goals:

- I ***Human capacity building for research activities;***
- II ***Functioning and modernization of research infrastructure;***
- III ***Establishing and strengthening partnerships.***

These strategic objectives will create new opportunities and focus on the complexity of processes related to mobilization, reorganization of research, administrative staff and students to increase the impact of research in and within university disciplines.

The development of best research practices and policies within the institution, the communication and dissemination of results to the wider community will give access and a new culture to academic units in a supportive research environment and to a wider range of research.

All three research ***Strategic objectives***, in accordance with the data from the representatives of the research units of the university community, are broken down into 14 ***Specific Objectives*** that pursue opportunities and are a good match to



university priorities to specify that *what needs to be achieved?, how can they be measured ?, how will they be realized / achieved ?, the actual resources available* (human and financial) and *achievement time period*. All Objectives (strategic and specific) are harmonized and clearly related to each other.

UIBM aims to achieve its strategic objectives as follows, while the organization of the operating system for the implementation of the Strategic Research Plan is presented in *Action Plan*, in tables and structured in action planning steps, by selecting action priorities and supporting indicators in achieving concrete results (see tables on pages 44 - 57).

#### 4.1 Human capacity building for research activities

University "Isa Boletini" in Mitrovica aims to develop research capacities for excellence and efficiency in all areas of research administration. It continuously modernizes processes in human resource management by helping scholars and researchers to support their research programs.

To achieve research with even higher potential and quality by inspiring an inclusive culture of participation of students, academic staff and other members of the University community in research, but also to attract researchers from the diaspora and international academic networks, as well as the promotion of young researchers, UIBM is focused on **6 Specific Objectives** to support and advance existing opportunities in research capacity development.

##### **Specific Objective 1: Assessment of human capacity in the academic and research field.**

*To achieve this, UIBM aims:*

- *the assessment of human quality and capacity by gender, age group, university studies and research work;*
- *the significant increase in the identification of needs for improving the quality of services and setting priorities in research work;*
- *the development of an institutional policy in the collection, management and storage of research data.*



**Specific Objective 2: Human resource planning, including experts from the diaspora, the region and international academic networks.**

*To achieve this, UIBM aims:*

- *the development of professional capacities and increase in quality human resources at all levels;*
- *the improvement of the recruitment policies of academic staff and other research associates according to the priorities of research programs and programs;*
- *the recruitment and engagement of Albanian professionals from the diaspora;*
- *the creation of an attractive and creative environment to further enhance the collaboration, encouragement and behavior of researchers from international academic networks;*
- *the increase in the involvement of women;*
- *the support of researchers with special needs who meet the academic criteria by providing equal opportunities for career development.*

**Specific Objective 3: Incentives for research of academic staff, research associates and students through policies and motivational mechanisms.**

*To achieve this, UIBM aims to:*

- *develop a range of measures, structures and services at the institutional level to promote research and training initiatives of academic staff, research associates and students in realizing their research potential;*
- *motivate researchers in achieving competitive results and evaluating professional performance according to perfect and quality research;*
- *focus on team-to-individual engagement in joint projects to build research capacity within university disciplines by giving Faculties access to a wider range of research;*



- *create funds for annual awards: "Academic Award ", " Student of the Year "and" Best Master Thesis ", to expand collaboration and deep recognition of the value of research within academic units;*
- *wider involvement and growth of undergraduate and graduate students in research and teaching assistance*

**Specific Objective 4: Development of doctoral programs in academic units.**

*To achieve this, UIBM aims to:*

- *take initiative for opening / organizing doctoral studies in academic units, in accordance with their research areas, academic capacities and legal provisions according to the statute of UIBM;*
- *develop development, expand research and creative activity for students, focusing on program quality assurance and dissertation mentoring competencies, depending on research projects;*
- *create and cultivate a research system to promote equal opportunities in the selection of candidates and the realization of doctoral studies;*
- *encourage and support students with special needs;*
- *consider women who align their academic careers with family (childcare) and professional challenges.*

**Specific Objective 5: Creating funds - scholarships for the support of academic**

**staff and student mobility, publications and other research activities.**

*To achieve this, UIBM aims to:*

- *increase UIBM funds and income through the activities of Research Institutes, as well as access to and use of government funds, other legal resources inside and outside the country (grants and donors);*
- *commit and care in building a capacity to seek **Funds** and **Specific Scholarships** by pursuing new supporting development paths according to research goals (mobility, publications, research and special activities);*



- *increase the mobility of academic staff, especially students of **Master** and **Phd** level, through participation in national, regional and wider research programs and projects;*
- *increase the impact of publications and the effectiveness of the degree of participation in specific activities (conferences, congresses, fairs, excursions, exhibitions, etc.).*

**Specific Objective 6: Creating networks, with a focus on young people, for promoting innovative ideas and scientific innovations, with the aim of encouraging and growing young researchers.**

*To achieve this, UIBM aims to:*

- *engage young people in research to enhance their vocational training through building youth networks in the interest of a research community;*
- *create a **League (Center) of Young Researchers** to foster and support students' creativity in transforming their innovative ideas into action projects;*
- *expand knowledge and share experiences for new generations through the organization of **Summer Academy (school)** at local and international level;*
- *focus on communication strategy using information tools and methods;*
- *educate young researchers, offering children of preschool and school institutions the opportunity to visit Research Institutes, contributing to the growth and maintenance of curious research interest in children, for a scientific life and long-term education.*

#### **4.2 Functioning and modernization of research infrastructure**

Access and investment in research infrastructure are the basis for increasing research excellence and teaching quality, in advancing teachers and students according to international standards. The innovative education process takes time. Innovative projects with high potential for the future, academic construction and modernization of studies need modern scientific infrastructure. Efforts and actions to aim at a long-term success of academic construction, introducing research into academic curricula, and engaging students in research take years to bear fruit. And





for the fruits to be healthy, the quality of teaching and equipment is as important as the quality of research, management and decision-making.

Data about the University Campus, infrastructure and research facilities as well as investments to date in laboratories, information technology, university library, external infrastructure, etc., are clearly presented in *Strategic Plan of the University (revised) 2019 -2021*. The Strategic Research Plan focuses more on new initiatives to advance a research supportive environment for the entire university community and beyond, to make it more creative, innovative and valuable in research ways.

Establishment of *Research Institutes* and dynamic investments in the functioning of the research infrastructure, including the establishment of new laboratories will be a cornerstone and a decisive factor in the goals of UIBM in the next five years. UIBM wants to open opportunities and challenges for researchers through investments in choosing the optimal infrastructure, where researchers can ambitiously concentrate on laboratory work, to fill the level of high quality.

In order for the research infrastructure to be advanced and used as efficiently as possible, UIBM will be committed to continuous long-term investments for the development of motivational research environments through modern furniture system, information technology and other research services. To support research initiatives in academic units and to provide a modern and sustainable infrastructure for staff, university students, graduate students, UIBM has focused on the following *4 Specific objectives*.

#### **Specific Objective 1: Evaluation of research infrastructure.**

*To achieve this, UIBM aims to:*

- *assess the quality and existing infrastructural capacities;*
- *significantly increase the identification of needs for quality improvement and raising standards for efficient organization of the research environment;*
- *develop an institutional policy in the collection, management and storage of research infrastructure data.*



**Specific Objective 2: Modernization of scientific laboratories and establishment of new laboratories.**

*To achieve this, UIBM aims to:*

- *ensure functioning and sustainable development of laboratory infrastructure;*
- *meet international criteria and standards in the maintenance and modernization of laboratories including security measures, services, maintenance of equipment and other accessories.*
- *ensure accreditation of laboratories, their licensing and human capacity building (laboratory technicians, scientific/technical associates);*
- *increase dynamic investments in equipping existing and new laboratories by turning them into interdisciplinary research centers with a high regulatory system;*
- *meet the criteria of effective communication between scholars and researchers in laboratory spaces as well as possess the high potential of adapting to changing user requirements.*

**Specific Objective 3: Development of information system and increase in the level of**

**digitization of the university archive and library,  
including subscription to libraries outside UIBM.**

*To achieve this, UIBM aims to:*

- *further equip the technological infrastructure with high quality computers/laptops according to the needs of the requesting staff;*
- *ensure the process of developing software with current licenses, control systems, for automation, management and rapid data flexibility;*
- *develop a digital institutional system for the digitalization of all research archives and the university library supporting the management of research data in all disciplines as well as the use of all available institutional resources.*



- ensure access to partner university libraries and initiate subscription opportunities in major magazines and publishing houses such as: Scopus, Web of Science, etc.;
- increase the budget for the modernization of the university library and faculties, as well as for the membership in the consortium of electronic libraries

#### **Specific Objective 4: Creating appropriate research infrastructure.**

*To achieve this, UIBM aims to:*

- establish **the Research Institutes** in academic units, funding, accreditation and support in services and infrastructure, to increase revenue-generating research projects;
- arrange the inventory system according to priority research, cultivating the allocation of space and resources, especially in unique areas: **Geosciences and Food Technology**;
- ensure the functioning of laboratory equipment through adequate training in their use;
- increase creative capacities through updating exercises and laboratory practices for students as well as encouraging staff for projects in research fields, in accordance with quality standards;
- make the infrastructure accessible even for researchers with special needs;
- advance cultural and ethical policy in pursuit of, in accordance with **European Regulations in Scientific Research**;
- develop the intellectual property strategy and process;
- promote open access and ethical administration of research data in line with UIBM intellectual property protection policies.

#### **4.3 Establishing and strengthening partnerships**

UIBM has a national reputation for unique field programs and research that is highly reflected in government and institutional policies, relying consistently on the implementation of **University Mission and Vision**, in capacity building and its open



commitment to the community, to contribute to and enhance interaction through productive research.

Unique programs, with a core value for the University, encourage staff and students to be an initiative and researcher in solving social problems by aligning education with scientific, cultural, economic issues and turning these issues into common research priorities.

In the next five years UIBM will focus even more on supporting the university community within their disciplines to increase the integration and impact of research, not only within the scientific and academic community, but also in the wider external community, by developing policies in addressing current innovative local and national issues to achieve research results. This will increase the opportunities for research collaborations that will connect academic units with a larger number of functional partners from the public and private sector.

UIBM is committed to expanding the culture of a research University, which cultivates, nurtures and preserves educational experience for the whole community by advancing the research environment and creativity in research programs. UIBM also aims to increase international visibility for strengthening and mutual support of partnerships with similar research strategies, for the commercialization of innovative research results.

Strategic Research Plan, with the following *4 Specific Objectives* makes clear the strategic approach of UIBM for the internationalization of research activity and the increase in close ties with the public and private sector for a successful economy.

**Specific Objective 1: Establishing functional strategic partnerships and integration of research at home and abroad.**

*To achieve this, UIBM aims to:*

- *develop the data management and administration structure of cooperation with research institutions in the country and abroad;*
- *maintain agreements and using research opportunities with current partners;*
- *expand partnerships to create new opportunities to participate in research projects;*
- *intensify the exchange of innovative knowledge and ideas with the community, donors and investors through action mechanisms, in joint*



*commitment to open new competitive research challenges for the benefit of society;*

- increase academic communication through the promotion of publications (books in the university library, journals, articles, specific research papers, etc.), but also the use of other information tools and methods to attract public and university communities;*
- ensure institutional building through the exchange of academic staff / students in research programs or the development of joint Master or Doctoral programs.*

**Specific Objective 2: Strengthening the office for international cooperation and**

**research to assist academic units in research activities.**

*To achieve this, UIBM aims to:*

- promote developing academic units and capacity planning in research services through special training in advancing research skills;*
- ensure UMIB orientation towards an intensive research university in support of the strategic priorities of the country's development and its visibility in the international communities;*
- create **Research Council** at UMIB, as a professional advisory body in creating a research environment applicable to the Strategic Research Plan;*
- increase staff in the office for international cooperation and research, to provide technical assistance in the application, management, coordination and cooperation for participation in national and international projects.*

**Specific Objective 3: Promoting cooperation and creating close ties of the academic and research community with national and international economy.**

*To achieve this, UIBM aims to:*



- *increase participation in research projects, with local and foreign partners to find common answers in coordinating development policies to social and economic requirements;*
- *enrich the UIBM website for the promotion of research skills and competencies in university disciplines;*
- *expand research activity to enable the provision of expertise in achieving results and their economic implementation;*
- *ensure financial support and increase in research funds through the impact of institutional performance on the acquisition of own or joint projects by connecting with organizations and donors such as: EU, GIZ, USAID, World Bank, etc.;*
- *establish close links with centers, agencies, institutes such as: government bodies, NGOs, companies, industry, etc., through interactive research goals.*

**Specific Objectives 4. Increase in the University's contribution through the expansion of**

**collaborations with the public and private sector for successful economies.**

*To achieve this, UIBM aims to:*

- *expand the research offer along with academic programs to meet the socio-economic needs of the community and investing in human capital;*
- *increase substantial cooperation with public and private institutions for the determination of priority research areas that justify investments, for access to public and private funds;*
- *ensure contacts with representatives from interest groups offering opportunities and their involvement in transdisciplinary research;*
- *advance research programs closer to market demands to support mutual benefit:*
  - a) *implement creative, innovative ideas of public-private partnerships in accordance with the programs (especially those Master and Doctorate);*
  - b) *ensure UIBM's contribution to enhancing the competitiveness of efficient and effective research.*



## 5. Action plan

The operating system of the UMIB Strategic Research Plan is presented in tables (see tables below on pages 44 - 57), which provide a quick overview and access to more detailed research system data, with a clear outline of *Strategic Objectives, Specific Objectives, Activities, Implementation Schedule, Funding opportunities and cost, Responsible implementation structures and output.*

The steps of action clearly and precisely show the deep directions and areas of focus for the next five years in increasing the excellence and promotion of research at the university level, providing new guidelines and opportunities to support researchers in realizing their research potential in areas with research priorities. The pursuit of new ideas, the growth of research staff, and financial resources are essential resources needed for research processes to be within and at the forefront of our research disciplines.

This will increase the quality, value and impact of our community research on productive research collaborations, encouraging the public, private sector and various national and international partnerships in the commercialization of research innovations, where required, necessary and of course appropriate for the improvement of processes and socio-economic life.

The working group of the Strategic Research Plan believes that the implementation of the Action Plan will greatly influence the advancement of the University towards the growth of research and scientific activities. Given this goal, to act according to this research vision, the leaders of the University and all responsible structures of the academic units must be engaged to address the goals and objectives in the implementation of policies, principles and procedures to increase the volume and quality of research.

## 6. Risks and measures to minimize them

The Strategic Research Plan covers the period of 5 years, respectively the period 2022 - 2026, so this period will show the approach to strategic research priorities and how UMIB will create the organizational structure for change and focus on the implementation of the plan.

During the drafting of the Strategic Research Plan, the Drafting Group presented Strategic *Research Objectives* and broke them down into *Specific Objectives* within the competencies of the University, in order to create concrete leadership steps, sharing responsibilities in management structures, academic units, teams and



individuals to meet the objectives. This will show the reality of the regular routine, the degree of performance, the unique culture and the university ability in the orientation of overall success.

The Strategic Research Plan has detailed the *Research Mission and Vision, Thematic Research Areas, Specific Objectives and Action Plan*, as well as possible budget support from UIBM, in line with financial constraints (cost coverage for activities in certain time periods).

The Strategic Research Plan has also provided the support of the University's executive leadership - *Rectorate*; agreement on *Strategic Priorities, Specific Objectives* for the development of *University Mission and Vision* and *Work Plan*, which has facilitated the measurement of *objectives* in the context of goals.

Having a Strategic Research Plan for UIBM for the next five years expresses a university culture to build a genuine research community, but the execution of this plan also requires the focus of the entire university community in its implementation.

The Strategic Research Plan may face various risks, but to avoid implementation problems, the administration of the Strategic Research Plan will approach the early stages of tactical planning to provide support and mentoring to all those who need to perform work on achieving the objectives as close as possible.

However, using data generated by analytical instruments and consulting with representatives of academic units/faculties, students, administrative structures and community individuals, risk options include:

- *insufficient research capacities to bring in proportion to the high level the teaching-research degree;*
- *individual workload in the absence of cooperation, team engagement and joint institutional irresponsibility;*
- *decrease in the number of students in the absence of access to research work as a motivating condition to pursue a professional career;*
- *the challenge of adequately recruiting local experts from international academic networks for high-impact research areas;*
- *the COVID 19 pandemic, as an obstacle to the mobility of research staff and students;*
- *the challenge of opening Doctoral studies in academic units;*





- *new competitors in the public / private market in parallel with UIBM research programs and activities;*
- *the challenge of building functional international partnerships / international visibility;*
- *budgetary constraints on increasing funding to support academic staff, research associates, students in research activities;*
- *budgetary constraints on accelerating the modernization of research infrastructure, including information technology.*

To overcome, reduce these risks, **Steering Group** of the Strategic Research Plan during its implementation will identify ways how implementers of the plan use the advantages and use the real opportunities to address critical issues of plan implementation to the responsible structures of the University, where and when will be taken/proposed corrective measures to minimize them, if the implementation of these measures requires decisions at the university level, based on the data provided by the implementing structures. The purpose of the Strategic Research Plan will be to focus on the management of **Action Plan** following the methodology and steps chosen in the plan, to fulfill as effectively as possible the realization of the plan based on university instruments (management, academic, administrative, informational, regulatory and financial).

Within the next five years the University will develop organizational structures such as: appropriate research infrastructure, high level of information technology for research data management, enrichment of the university library, digitalization and membership in electronic libraries, creation of research funds, programs for the fostering and promotion of research among young people, collaborations and links with partners, as well as other support services to promote and advance research activity and exchange of research within the University, but also with institutions in the country and abroad.

## **7. Implementation, monitoring and reporting of the Strategic Research Plan**

Implementation and evaluation of **Strategic Research Plan 2022-2026**, in principle requires the commitment of every researcher of the university research community, because ultimately they will direct university research towards the achievement of the desired results for the advancement of the **Mission** and the fulfillment of **University Vision** in achieving our goals.



The Strategic Research Plan is a dynamic process that may seem to create a simple feeling, but that continuously, during the implementation steps this process will show itself in detail and complexity to strengthen the quality managerial capacity in implementing administrative tasks for targeted research achievements. This shows the commitment of the University, respectively **Board of Directors** which in the first place will form **Research Council** and strengthen the **Office for International Relations and Scientific Research**, with the necessary staff.

Both of these university offices, in coordination with each other, will structure a clear direction for the next five years, advising, harmonizing the success indicators and supporting all other executive units in the University, for an active joint work which will lead to valuable results. This organizational path will follow the examples of good practice of developed research universities, which will accelerate the visibility and impact of UIBM in the country, the region and beyond.

**Research Council** and **Research Office** at UIBM will play a major supporting role in the implementation of the research strategy by cooperating with centers and institutions in the country and beyond to secure partnerships with the Strategic Research Plan, to develop tools and other indicators that will help in the continuous realization of the intended goals.

Regarding the monitoring and evaluation of how the institution at the level of academic units has performed against the objectives set out in the Strategic Research Plan, UIBM has formed the **Monitoring Group**. This group, with continuous review and monitoring independence, will prepare the periodic/annual report, in which it will present in detail the coordination of activities (systems and methods) related to the monitoring and evaluation of the management of the effective implementation of policies. strategic activities of completed/unfulfilled Strategic Research Plan, focusing on the degree of fulfillment of research priorities, based on the **Action Plan**.

A summary progress report will be published annually, which will be a useful correction and guide for **Research Council** and **Research Office**, to respond to the next research steps, according to university opportunities and needs.

**Monitoring Group**, in close cooperation with all relevant UIBM structures, with continuous monitoring will also identify in time all the necessary research measures during the development of the Strategic Research Plan, measures that are important and need to be improved, in order to increase the effectiveness of the development of activities, defined in the **Action Plan**. Timely reporting will reflect the sustainability of implementation and planning taking into account the resources, constraints and opportunities to achieve a five-year plan development balance



To make the final assessment, at the end of the Strategic Research Plan period, a full analysis of the whole strategy is provided for, at the request of **Rector**, in the name of **Research Council**, which serves as an oversight body in the overall progress and evaluation of the strategy, comparing the progress achieved towards the vision and strategic objectives of the research.

The Strategic Research Plan will be reviewed, discussed in detail within the university community taking into account the contributions of each university unit. After an overall evaluation, **Strategic Research Plan of the University "Isa Boletini" in Mitrovica 2022 - 2026** will be approved by **Board of Directors** of the University. After approval **UIBM Strategy** shall enter into force immediately.

## 8. Summary

In this strategic plan **Drafting Group** has presented a vision for research, to transform our University into a productive research center by advancing the integration, visibility of creative research works and their impact on the community. The Drafting Group has tried to be comprehensive by supporting specific ideas, individual and group goals and objectives, representing a broad consensus of the members of the Working Group.

The Working Group has developed a detailed plan to facilitate research in the next five years at UIBM, in particular curriculum restructuring, which will be based on a strong link between teaching and research experience, as well as cooperation with institutions, industry and market.

In implementing the Strategic Research Plan until 2026 UIBM will prepare and promote research excellence to deliver important contributions to society. UIBM will achieve this goal through: *increase in research efficiency within academic units, especially to students to take their own future into their own hands; strengthening current and new partnerships; increasing internal and external cooperation; integration of research programs increasing performance and competitive ability to ensure the best possible deliverables of the University.*

The Working Group believes that the entire university research community looks far into the future and has the strength to engage and work, so research over the next five years will greatly help us better understand our world and significantly increase our contribution to problem solving of today and the future about society, culture, environment, economy, etc.

UIBM will continue to be a leader with its research fields in Kosovo, focusing on innovative research activities with high impact nationally and beyond. Constant contact with partners, institutions, industry and the market creates a solid



foundation of trust, which on the one hand brings with it the circulation of income and on the other hand expands research work inside and outside the country.

Finally, the *Work group* would like to thank the entire university community, partners and experts assigned by *The HERAS Plus project*, for meetings, joint workshops, and ideas and advice when planning research policies. The development of this plan included engagement, extensive discussions and consultations that contributed greatly to the highest quality and targeted solution of priorities and *UIBM Strategy* for the next five years.



Table 1

Strategic Research Objectives				
Objective I. Human capacity building for research activities				
Specific Objective I.1. Assessment of human capacity in the academic and research field				
Activity/Action	Timeline	Funding		Implementation responsibilities
		Source	Cost (€)	
<b>A.I.1.1</b> Analysis of the existing situation as well as drafting and completing criteria in the field of research;	2022	UIBM	Administrative expenses	Criteria designed for human resources, based on evaluation models. Report on statistical assessment of the potential of existing research capacities.



Table 2

Strategic Research Objectives				
Objective I. Human capacity building for research activities				
Specific Objective I.2. Human resource planning, including experts from the diaspora, the region and international academic networks				
Activities/Actions	Timeline	Funding		Implementation responsibilities
		Source	Cost (€)	
<b>A.I.2.1.</b> <ul style="list-style-type: none"> <li>Drafting of instructions for planning, sustainable development and support in the advancement of human resource development.</li> </ul>	2022 - 2023	UIBM	Administrative expenses	<ul style="list-style-type: none"> <li>Drafted Plan with instructions for human resources.</li> </ul>
<b>A.I.2.2.</b> <ul style="list-style-type: none"> <li>Recruitment and engagement of researchers from international academic networks.</li> </ul>	2022 - 2026	UIBM + Partners	3500 / 2022	<ul style="list-style-type: none"> <li>Recruited staff and hiring of external researchers in the fields of high research impact.</li> </ul>



Table 3

Strategic Research Objectives				
Objective I. Human capacity building for research activities				
Specific Objective I.3. Incentives for research of academic staff, research associates and students through policies and motivational mechanisms				
Activities/Actions	Timeline	Funding		Output
		Sources	Costs (€)	Implementation responsibilities
<b>A.I.3.1</b>				
<ul style="list-style-type: none"> <li>Analysis of barrier, current situation and research needs.</li> </ul>	2022	UIBM	Administrative expenses	<ul style="list-style-type: none"> <li>Number of meetings and workshops at university.</li> <li>Analysis report and identification of research needs.</li> </ul>
<b>A.I.3.2</b>				
<ul style="list-style-type: none"> <li>Allocation of funds and drafting of regulations for evaluation and selection of annual awards:</li> <li>"Academic Award"</li> <li>"Student of the Year"</li> <li>"Best Master Thesis"</li> </ul>	2022 - 2026	UIBM	5000 / year 2022 - 2026	<ul style="list-style-type: none"> <li>Funds created and Regulations drafted with guidelines and evaluation and selection criteria.</li> </ul>



Table 4

Strategic Research Objectives				
Objective I. Human capacity building for research activities				
Specific Objective I.4. Development of doctoral programs in academic units				
Activities/Actions	Timeline	Funding		Implementation responsibilities
		Sources	Costs (€)	
<b>A_I.4.1</b> ▪ Drafting regulations for doctorate studies in academic units.	2022 - 2023		Administrative expenses	▪ Regulations drafted inside academic units.
<b>A_I.4.2</b> ▪ Development of programs in the priority fields but also with interdisciplinary opportunities.	2022 - 2026		Administrative expenses	▪ Number of programs developed with curricula consistent with regulations and research priorities.





Table 5

Strategic Research Objectives					
Objective I. Human capacity building for research activities					
Specific Objective I.5. Creating funds - scholarships to support academic staff and students in mobility, publications and other research activities					
Activities/Actions	Timeline	Funding		Implementation responsibilities	Output
		Sources	Costs (€)		
A_I.5.1. Establishment of a fund (what%?) for research at UIBM	2022	UIBM	Administrative expenses	UIBM	<ul style="list-style-type: none"><li>• Research Fund;</li></ul>
A_I.5.2 ☑ Creating funds for the allocation of mobility scholarships, publications, research, conferences and special activities.	2022 - 2026	UIBM Research Institutes	10000 / year	Rectorate Research Council Faculties	☑ Funds generated, their classification and allocation according to the purposes of research.
A_I.5.2.1 <ul style="list-style-type: none"><li>▪ Drafting criteria for awarding scholarships for mobility, publications, research and special activities</li></ul>	2022 - 2023	UIBM Research Institutes	Administrative expenses	Rectorate Research Council Faculties	☑ Criteria designed with specification of guidelines in evaluation and selection of academic staff and students.



Table 6

Strategic Research Objectives				
Objective I. Human capacity building for research activities				
Specific Objective I.6.. Creating networks, with a focus on young people, to promote innovative ideas and scientific innovations, with the aim of encouraging and growing young researchers				
Activities/Actions	Timeline	Funding		Output
		Sources	Costs (€)	Implementation responsibilities
<b>A.I.6.1</b> ▪ Establishment of the League (Center) Young Researchers	2022		Administrative expenses	Research Council Student Parliament ▪ League (Center) of Young Researchers created.
<b>A.I.6.2</b> ▪ Organization of the Summer Academy (school) at local and international level.	2022 -2026		Administrative expenses	Young Researchers League ▪ Number of Summer Academies (schools) organized.
<b>A.I.6.3</b> ▪ Organizing meetings with young people (preschool and school institutions) enabling periodic visits to UIBM	2022 - 2026		Administrative expenses	Research Council Academic units ▪ Number of meetings and visits organized.



Table 7

Strategic Research Objectives				
Objective II. Functioning and modernization of research infrastructure				
Specific Objective II.1. Evaluation of research infrastructure				
Activities/Actions	Timeline	Funding		Implementation responsibilities
		Sources	Costs (€)	
<b>A_II.1.1</b> <ul style="list-style-type: none"> <li>Drafting evaluation criteria and analysis of existing capacities related to equipment and organizational structure of space.</li> </ul>	2022		Administrative expenses	Criteria designed for research infrastructure, based on assessment models. <ul style="list-style-type: none"> <li>Report on the evaluation of existing infrastructure capacities.</li> </ul>



Table 8

Strategic Research Objectives					
Objective II. Functioning and modernization of research infrastructure					
Specific Objective II.2. Modernization of scientific laboratories and establishment of new laboratories					
Activities/Actions	Timeline	Sources	Funding Costs (€)	Implementation responsibilities	Output
<b>A_II.2.1</b> <ul style="list-style-type: none"> <li>Drafting regulations for each laboratory related to its function and use.</li> </ul>	2022- 2026		Administrative expenses	Academic units	<ul style="list-style-type: none"> <li>Regulations drafted in compliance with international standards.</li> </ul>
<b>A_II.2.2</b> <ul style="list-style-type: none"> <li>Further equipment, modernization and setting up of new laboratories.</li> </ul>	2022- 2025	UIBM	2.2 Mil.	Rectorate Academic units	<ul style="list-style-type: none"> <li>Number of invested equipment and new laboratories.</li> </ul>
<b>A_II.2.3</b> <ul style="list-style-type: none"> <li>Recruitment of laboratory technicians, scientific/technical associates.</li> </ul>	2022- 2026	UIBM	5000 / year	Rectorate Academic units	<ul style="list-style-type: none"> <li>Personnel recruited for laboratory purposes.</li> </ul>



Table 9

Strategic Research Objectives					
Objective II. Functioning and modernization of research infrastructure					
Specific Objective II.3. Development of information system and increase in the level of digitalization of the university archive and library including subscription to libraries outside UMIB					
Activities/Actions	Timeline	Funding		Implementation responsibilities	Output
		Sources	Costs (€)		
<b>A_II.3.1</b> • Software compatibility in hardware for data administration.	2022- 2026	UIBM	Administrative expenses	Research Council IT Office Academic units	• Connection of infrastructure equipment in the network through systems for data administration.
<b>A_II.3.2</b> • Structuring and setting up the database.	2022- 2023	UIBM	Administrative expenses	Research Council IT Office Academic units	• Applied software for access to information (digitization of the university archive and library).
<b>A_II.3.3</b> • Increasing investment in the university library and membership in electronic libraries.	2022- 2026	UIBM	6000 / year	Rectorate Academic units	• Number of books invested and online access (membership in electronic libraries).



Table 10

Strategic Research Objectives					
Objective II. Functioning and modernization of research infrastructure					
Specific Objective II.4. Creating appropriate research infrastructure					
Activities/Actions	Timeline	Funding		Implementation responsibilities	Output
		Sources	Costs (€)		
A_III.4.1 Drafting research regulations	2022	UIBM	Administrative expenses	Research Office;	<ul style="list-style-type: none"><li>• Regulation on research;</li></ul>
A_II.4.2 <ul style="list-style-type: none"><li>• Establishment of Research Institutes</li></ul>	2022 - 2026	UIBM	189,000 2022-2023	Academic units	<ul style="list-style-type: none"><li>▪ Number of Research Institutes established.</li></ul>
A_II.4.3 <ul style="list-style-type: none"><li>• Drafting the Research Code of Ethics and the regulation for the protection of intellectual property of UIBM</li></ul>	2022 - 2026	UIBM	Administrative Expenses and support by "ResearchCult" Project	Rectorate	<ul style="list-style-type: none"><li>▪ Research Code of Ethics drafted and regulation for the guaranteed protection in the field of intellectual property rights.</li></ul>



Table 11

Strategic Research Objectives				
Objective III. Establishing and strengthening partnerships				
Specific Objective III.1. Building functional strategic partnerships and integrating research in the country and abroad				
Activities/Actions	Timeline	Funding		Output
		Sources	Costs (€)	
<b>A_III.1.1</b> <ul style="list-style-type: none"><li>Expansion, maintenance and use of agreements for execution of projects, collaborative/exchange practices and programs</li></ul>	2022 - 2026		Administrative expenses	<ul style="list-style-type: none"><li>Number of added agreements.</li><li>Number of meetings, projects, practices and collaborative/exchange programs added.</li></ul>
<b>A_III.1.2</b> <ul style="list-style-type: none"><li>Drafting the legal basis for cooperation and connection in all areas of interest that this strategy affects.</li></ul>	2022 - 2023		Administrative expenses	<ul style="list-style-type: none"><li>Legal basis drafted and cooperation plan elaborated.</li></ul>





Table 12

Strategic Research Objectives					
Objective III. Establishing and strengthening partnerships					
Specific Objective III.2. Strengthening the office for international cooperation and research to assist academic units in research activities					
Activities/Actions	Timeline	Funding		Implementation responsibilities	Output
		Sources	Costs (€)		
<b>A_III.2.1</b> • Establishment of the Research Council at UIBM.	2022 - 2023	UIBM	14400 / year	Rectorate	<ul style="list-style-type: none"> <li>Research Council formed.</li> </ul>
<b>A_III.2.2</b> ☑ Recruitment of required officials for the office of international cooperation and scientific research.	2022 - 2026	UIBM	12000 / year	Rectorate	<ul style="list-style-type: none"> <li>Officials recruited for the purposes of office for international cooperation and scientific research.</li> </ul>
<b>A_III.2.3</b> Training of staff for research and project applications	2022 - 2026	UIBM	3000 / year	Research Council	<ul style="list-style-type: none"> <li>Certified staff (3 staff per academic unit);</li> <li>Increasing the number of projects (minimum 1 project per year per academic unit);</li> </ul>





Table 13

Strategic Research Objectives					
Objective III. Establishing and strengthening partnerships					
Specific Objective III.3. Promoting cooperation and creating a close connection of the academic and research community with the national and international economy					
Activities/Actions	Timeline	Sources	Funding Costs (€)	Implementation responsibilities	Output
<b>A_III.3.1</b> <ul style="list-style-type: none"><li>Formation of advisory groups (bodies) in academic units for cooperation in the country, region and beyond.</li></ul>	2022 - 2023		Administrative expenses	Academic units	<ul style="list-style-type: none"><li>Advisory groups formed in academic units.</li></ul>
<b>A_III.3.2</b> <ul style="list-style-type: none"><li>Providing planning of cooperation and agreements for research projects, with local and foreign partners to the benefit of development of new scientific innovations.</li></ul>	2022 - 2026		Administrative expenses	Academic units	<ul style="list-style-type: none"><li>Elaborated cooperation plan.</li><li>Number of agreements, collaborative projects executed.</li><li>Number of participants in collaborative programs.</li></ul>



Table 14

Strategic Research Objectives					
Objective III. Establishing and strengthening partnerships					
Specific Objective III.4. Increasing the contribution of the University through the expansion of collaborations with the public and private sector for successful economies					
Activities/Actions	Timeline	Funding Sources	Costs (€)	Implementation responsibilities	Output
A_III.4.1 <ul style="list-style-type: none"><li>▪ Designing academic and research programs closer to the market requirements, in a long-term.</li></ul>	2022 - 2026		Administrative expenses	Academic units	<ul style="list-style-type: none"><li>▪ Number of programs added, with community involvement of public and private sector during their design.</li></ul>
A_III.4.2 <ul style="list-style-type: none"><li>▪ Increasing contacts with representatives of stakeholders and their inclusion in the research, in order to develop national action strategy.</li></ul>	2022 - 2026		Administrative expenses	Academic units	<ul style="list-style-type: none"><li>▪ Number of meetings and other events with public and private institutions.</li><li>▪ Number of participants added, involved in research, in the fields of common interest.</li></ul>



A_III.4.3 Organizing scientific conferences	2022 - 2026	UIBM & Partners	8000 / year	UIBM & Partners	<ul style="list-style-type: none"> <li>• Conference book;</li> <li>• Cooperation agreements;</li> </ul>
A_III.4.4 Establishment of scientific (multidisciplinary) journals;	2022	UIBM & Partners	3000 / year	UIBM & Partners	<ul style="list-style-type: none"> <li>• Magazine;</li> </ul>