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University “Isa Boletini” of Mitrovica

**STRATEGIC PLAN OF
UNIVERSITY “ISA BOLETINI” OF MITROVICA
2022-2025**

ABBREVIATIONS:

EG	Expert group
IHE	Institution of Higher Education
IMGC	International Multidisciplinary Geo-Science Conference
MTEF	Medium-Term Expenditure Framework
GC	Governing Council
PC	Professional Commission
CCQAV	Central Commission for Quality Assurance and Evaluation
CPDE	Center for Professional Development and Education
MESTI	Ministry of Education, Science, Technology and Innovation
MFLT	Ministry of Finance, Labor and Transfers
AU	Academic Units
SP	Student Parliament
VRICSR	Vice-Rector for International Cooperation and Scientific Research
VRTSAQD	Vice-Rector For Teaching, Student Affairs and Quality Development
PSUIBM	Strategic Plan of the University “Isa Boletini” of Mitrovica
LO	Learning Outcomes
AS	Academic Staff
IS	Information System
IT	Information technology
PI	Personal Income
UIBM	University “Isa Boletini” of Mitrovica
OIC	Office for International Cooperation
AAO	Academic Affairs Office
PICO	Public Information and Communication Office
PO	Personnel Office
QAO	Quality Assurance Office
SSO	Student Services Office
RO	Research Office

RECTOR'S INTRODUCTORY REMARKS

Dear,

It is my honor and pleasure to present the Strategic Plan of University "Isa Boletini" of Mitrovica (2022 - 2025), which will serve as a sustainable platform for development, scientific research and innovation at this institution.

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

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

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

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

Sincerely,

Rector Prof. dr. Alush Musaj

DRAFTING OF THE STRATEGIC PLAN

The Strategic Plan 2022-2025 was drafted in line with the Standards and Guidelines for Quality Assurance in the European Higher Education Area, Law 04/L-037 on Higher Education in the Republic of Kosovo, the Statute of University “Isa Boletini” of Mitrovica, the Standards of Accreditation Guidelines of the Kosovo Accreditation Agency (KAA) and the Recommendations of the Group of International Expert, as well as in the comprehensive consultation of external and internal actors of the Professional Commission, which was appointed by decision 2249 of the Governing Council of UIBM, composed of 30 members:

1. Ylber Januzaj, AB – coordinator,
2. Salem Lepaja, chairperson AB – member,
3. Gazmend Kacaniku, vice-chairperson AB – member,
4. Ilir Mazreku, AB – member,
5. Halil Bajrami, AB – member,
6. Valdet Gjinovci, AB – member,
7. Fatbardha Hoxha, AB – member,
8. Alush Musaj, rektor, member,
9. Merita Shala, vice-rector – member
10. Ajtene Avdullahi, vice-rector – member,
11. Behxhet Shala, vice-rector – member,
12. Naser Peci, dean FG – member,
13. Milaim Sadiku, dean FFT – member,
14. Hakif Zeqiri, dean FMCE – member,
15. Agron Beka, dean FL – member,
16. Qazim Tmava, dean FE – member,
17. Besim Gollopeni, dekan FEdu – member,
18. Zahir Çerkini, coordinator – member,
19. Albulena Grajçevci, assistant – member,
20. Faton Merovci, professor – member,
21. Representative from MESTI - member,
22. Camel SH.P.K., representative of the Industrial Board - member,
23. Apetit Group, representative of the Industrial Board - member,
24. Student from the Student Parliament - member,

25. Student from the Student Parliament - member,
26. Student from the Student Parliament - member,
27. Besim Kurti, director for Budget and Finance - member,
28. Xhelal Smakiqi, General Secretary - member,
29. Ermira Sopa, director of the Academic Affairs Office - member,
30. Avdyl Beqiri, secretary of the Faculty of Law - member.

BACKGROUND AND PROFILE OF THE UNIVERSITY “ISA BOLETINI” OF MITROVICA

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

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

Since the first days of its establishment, Higher Education at the Faculty of Mining and Metallurgy in Mitrovica has been internationalized, based on the fact that the students who studied at this faculty came from all over Kosovo, but also from other regions ethnically populated with Albanians such as: Macedonia, Presheva, Bujanovac, Medvegja and Montenegro. There were also many other students - foreign citizens, mostly coming from the Middle East.

Based on the 60-year tradition of Higher Education in Mitrovica, with its unique departments, and the needs of the labor market, the government of the Republic of Kosovo, on March 6, 2013, established the Public University of Mitrovica, while the Kosovo Assembly ratified the decision on May 31, 2013. Based on the UIBM Statute, six faculties operate within the University “Isa Boletini” of Mitrovica.

Faculties at University “Isa Boletini” of Mitrovica



Faculty of Geosciences

Faculty of Food Technology

Faculty of Mechanical and Computer Engineering

Faculty of Law

Faculty of Economics

Faculty of Education

The total number of accredited programs within the UIBM faculties, is 16 programs at two levels: Bachelor and Master.

Study programs offered at the Bachelor and Master level

Faculty	Study program	Level of studies	Accredited from	Accredited until
Faculty of Geosciences	Geology	BSc	October 1, 2021	September 30, 2024
	Hydrogeology with Engineering Geology	MSc	October 1, 2021	September 30, 2024
	Materials and Metallurgy (with specializations: 1. Materials; 2. Metallurgy)	BSc	October 1, 2021	September 30, 2024
	Materials and Metallurgy (with specializations: 1. Materials; 2. Metallurgy)	MSc	October 1, 2021	September 30, 2024
	Mining	BSc	October 1, 2022	September 30, 2025
	Mining	MSc	October 1, 2022	September 30, 2025
	Deposits of Mineral Raw Materials	MSc	October 1, 2022	September 30, 2025
Faculty of Mechanical and Computer Engineering	Computer Science and Engineering	BSc	October 1, 2021	September 30, 2026
	Economic Engineering	BSc	October 1, 2021	September 30, 2024
	Manufacturing Machinery	BSc	October 1, 2021	September 30, 2024
Faculty of Law	Law	LLB	October 1, 2021	September 30, 2024
Faculty of Education	Primary Education	BA	October 1, 2021	September 30, 2024
Faculty of Food Technology	Technology	BSc	October 1, 2022	September 30, 2025
	Technology	MSc	October 1, 2022	September 30, 2025
	Engineering and Food Technology	BSc	October 1, 2022	September 30, 2025
Faculty of Economics	Business Management with specialization in Banking, Finance and Accounting and Management and Entrepreneurship.	BA	October 1, 2022	September 30, 2025

Academic personnel of University “Isa Boletini” of Mitrovica

A total of 140 professors and assistants are full-time engaged in the teaching process at UIBM. Out of them, 111 professors, assistants and lecturers are in full-time employment relationship. 29 professors and assistants are engaged with honorarium. The UIBM professor-student ratio for this academic year is 1:15.

Administrative staff of University “Isa Boletini” of Mitrovica

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

Currently, the number of administrative employees is 53, with 27 employees in central administration and in academic units, and 26 administrative employees.

Students of the University “Isa Boletini” of Mitrovica

In the academic year 2021/2022, in 6 faculties of the University “Isa Boletini” of Mitrovica at bachelor and master level, a total of 1920 students attended their studies, out of which 456 students graduated, while in the academic year 2022/2023, so far 588 new students were registered. The current number of students is 2052.

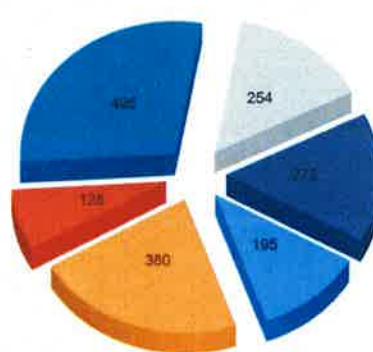
Thanks to the unique programs, tradition and image, most modern new campus in the country, the quality of teaching, as well as the sufficient number of professors, the University “Isa Boletini” of Mitrovica continues to be attractive for many students coming from other regions of Kosovo.

In this academic year (2021/2022) at UIBM, in bachelor studies, 64.5% of students are women and 35.5% are men. In master's studies, 57.65% of students are women and 42.35% are men. The male to female ratio according to the faculties, is given in the tables below:

Numri i studentëve aktiv (bachelor) sipas viteve të studimeve dhe totali : 2021/2022

Viti i studimeve	1			2			3			4			Total
	Total	F	M	Total	F	M	Total	F	M	Total	F	M	
Fakulteti Ekonomik	118	73	45	39	23	16	38	17	21	0	0	0	195
Fakulteti i Edukimit	62	61	1	127	127	0	35	34	1	156	147	9	380
Fakulteti i Gjoshkencave	57	17	40	27	6	21	44	14	30	0	0	0	128
Fakulteti i Inxhinierisë Mekanike dhe Kompjuterike	241	94	147	91	38	53	163	75	88	0	0	0	495
Fakulteti i Teknologjisë Ushqimore	105	69	36	53	38	15	96	75	21	0	0	0	254
Fakulteti Juridik	91	69	22	87	69	18	18	10	8	76	55	21	272
Total	874	383	291	424	301	123	394	225	169	232	202	30	1724

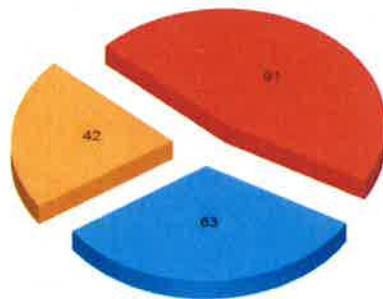
- Fakulteti Ekonomik
- Fakulteti i Edukimit
- Fakulteti i Gjoshkencave
- Fakulteti i Inxhinierisë Mekanike dhe Kompjuterike
- Fakulteti i Teknologjisë Ushqimore
- Fakulteti Juridik



Numri i studentëve aktiv (master) sipas viteve të studimeve dhe totali : 2021/2022

Viti i studimeve	1			2			Total
	Total	F	M	Total	F	M	
Fakulteti i Gjeoshkencave	30	4	26	33	9	24	63
Fakulteti i Inxhinierisë Mekanike dhe Kompjuterike	30	23	7	12	5	7	42
Fakulteti i Teknologjisë Ushqimore	50	40	10	41	32	9	91
Total	110	67	43	86	46	40	196

█ Fakulteti i Gjeoshkencave
█ Fakulteti i Inxhinierisë Mekanike dhe Kompjuterike
█ Fakulteti i Teknologjisë Ushqimore



The University “Isa Boletini” of Mitrovica Campus

University “Isa Boletini” of Mitrovica carries out its scope of activities in an area of 17.5 hectares. The campus location lies in a very suitable area for the development of Higher Education activities, and at the same time it represents an added value for the municipality of Mitrovica. The campus and the investments made created the necessary standards for learning and outdoor environment. The constructed facilities occupy an area of 36,004.31 square meters (two academic units facilities with an area of 33,509 square meters and the central administration/rectorate building with an area of 2,495 square meters). The investments in the facilities within the university campus for the period 2014/2021 are in the amount of €15,434,627.25, out of which €15,070,000.00 are from the Ministry of Public Administration and €364,627.15 from the UIBM budget.



The investments for the period 2019/2022 for the construction of two facilities that will be at the students disposal: the dormitory facility that will accommodate 279 students, and is built in a gross area of 7,896 m², have been secured. The facility is designed to accommodate students, academic staff and guests, through 3 groups with vertical divisions and has a separate building for men and women.



In building No.1 and No.2, there are 6 academic units provided with the required standards for the areas they are responsible for. Investments in infrastructure and in supply of laboratories equipment were priorities set by the management and the Governing Council. The campus is now functional due to the fact that, presently, all academic units carry out their scope of activities in the

premises that meet the standards for the development of Higher Education in Kosovo.

The laboratories of the academic units are located within the faculty facilities: Faculty of Geosciences; The Faculty of Food Technology and the Faculty of Mechanical and Computer Engineering. For the period 2016/2021, the investments in the laboratories of the academic units were executed in the amount of €1,576,030.23. The academic unit laboratories now meet the required standards, and students, through applying the practical learning, are prepared for the labor market. Thus, students, in addition to benefiting from theoretical knowledge gained during their studies, for their professional career development they will also benefit from practical work and during the laboratory exercises.



In addition to laboratories that meet the required standards, the UIBM has also invested in advancing the IT technology level. The information technology equipment is not only used for the functioning of laboratories but also for other services that are in the function of learning. For these needs, for the period 2016/2021, the amount of €90,078.30 was invested for the software supply that will be at the service of laboratories and administration. Raising the level of communication through information technology was of a particular importance, therefore laboratories, classrooms, university libraries as well as the UIBM data management (student and administration-SMU) have been equipped. During the period 2014/2021, €199,219.10 were invested for the supply with computers, while for the year 2021, €30,114.70 were invested. During the period 2014/2021, €111,294.00 were invested for the students and administration data management, while for the fiscal year 2021, €40,678.85 were invested.



Each academic unit has an IT laboratory, where students are entitled to use the computers. Depending on the academic unit, the software is updated. The UIBM continuously encourages academic units to use free softwares, e.g. instead of SPSS to use PSPP or R, where until now the use of the first software is paid, whereas the PSPP and R softwares are free. The latter two softwares can perform the same functions as SPSS. However, when the academic units need any adequate software, they are allowed to purchase or renew the license of that particular software.

At UIBM, books and other materials are from the subject of study areas taught at the University, with the addition of general reference materials and books of popular interest. Most books are available for check-out and home study, however there is a deadline when students must return these books. Students are provided with a comfortable environment for normal study and other modern auxiliary facilities. The library serves not only to borrow books, but also as a study hall. The UIBM in the University Library has a list of books, scientific papers, etc., in physical form.

The UIBM has an agreement with the National Library of Kosovo that provides our students with access to approximately 700,000 book titles and also provides opportunity to access online libraries. There are about 30 computers in the library that can be used by students during their studies. The Regulation for the Library contains what the library offers, what are the rules for its use, the rules for borrowing, as well as the procedures in cases of rules violation as well as the schedule and its contacts. A regulation summary is published at the entrance of the library and it is discussed with students in each subject.



The environment and investments in the external infrastructure have created standards for students recreation and relaxation. The created environment provides a picture of a modern campus, which is not only attractive to current students, but has also contributed to a growing demand for studies at this university. The investments made reflect added value and have created a genuine system of meeting the standards for Higher Education in Kosovo.

The facilities built on an area of 36,004.31 m², laboratories (30), library, amphitheaters (3), reading rooms, daily rest spaces, green spaces, paths on an area of 17.6 hectares require commitment and financial costs. Meeting the required standards for health and safety of the UIBM staff, especially students, requires commitment and provision of the necessary means for the services provided. The arrangement of the internal spaces is quite modern, starting from the basements where the laboratories are located, on the ground floor there are amphitheatres and also general chemistry laboratories, information technology laboratories.

STRATEGIC PLANNING PROCESS

The strategic planning process of the University is part of our development vision. The working group established for drafting of the Strategic Plan 2022-2025 (representatives from the Governing Council, Industrial Board, students, representatives of the academic units managerial staff, representatives of the UIBM academic and administrative staff) drafted the Plan.

During the course of drafting of the Strategic Plan, the working group has received ideas and suggestions from all personnel, as well as other stakeholders, including MESTI representatives.

The Strategic Plan represents a unique document of teamwork, personnel, as well as other stakeholders, therefore it is easy-to-use and understand by all parties, and also by external readers.

During the drafting of the Strategic Plan with all internal and external actors, it was made sure that the mission of the University serves as a guideline for the strategic objectives of the University.

The strategic plan is drafted in harmony with the vision, mission, based on:

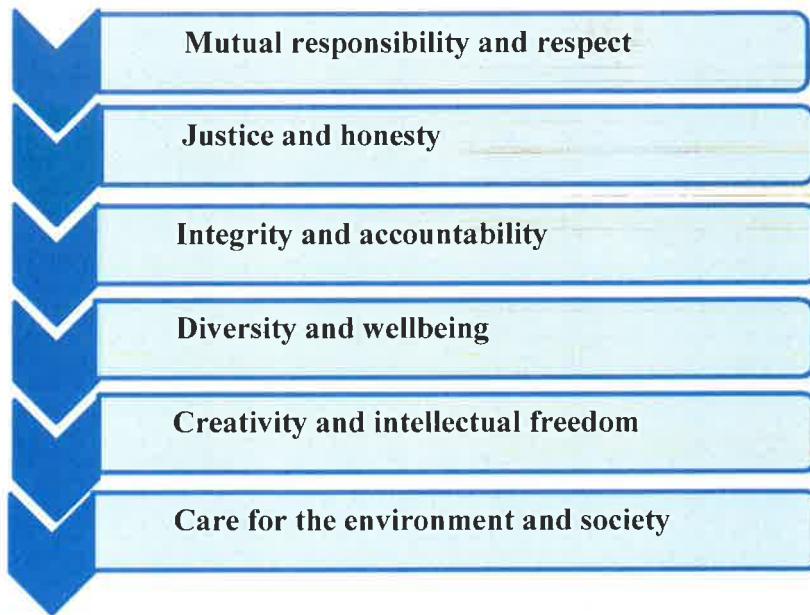
- *Law on Higher Education in the Republic of Kosovo, 2011,*
- *UIBM Statute,*
- *National Qualifications Framework 2011,*
- *Documents from KAA and SCQ*
- *Kosovo Strategic Education Plan 2017-2021*
- *Report on the implementation of the revised strategic plan of UIBM 2019-2021,*
- *Document: "Institutional Development Needs Assessment - UIBM",*
- *Draft Education Strategy 2022-2026*

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

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

The values underlying the University “Isa Boletini” of Mitrovica activity and on which the Strategic Plan 2022-2025 was drafted are heading towards the accomplishment of its mission and vision. The university promotes the universal, group and individual values.

The values underpinning the University “Isa Boletini” of Mitrovica activity are:



Stakeholders

The strategic development of the University of Mitrovica, for the period 2022-2025, is planned to be implemented in close cooperation and interaction with all stakeholders. Human resources represent the most important asset of the University therefore, the academic, administrative and technical personnel, as well as the management of the University are listed on the top of the stakeholder group.

Academic staff - are the major providers of the effective teaching process, academic counseling and student counseling, and are responsible for the continuous development of the curriculum through assessment, study activity, scientific research and international cooperation.

Administrative and technical personnel - constitutes the internal stakeholders who perform the operational and administrative functions of the University, the administration of faculties and departments, public relations and marketing, as well as student services.

University Management – consists of the leading and decision-making bodies that take care of the management and process of educational work, scientific research, quality assurance, international cooperation, as well as financial management.

Students - are the most essential stakeholder for the development of the University.

Alumni - are the graduated students, whom the University sees as an inevitable asset and of particular importance.

Business community - consists of industry representatives, the Kosovo Chamber of Commerce,

local and international businesses, and is a strategic stakeholder.

Local and central government authority - this group of stakeholders includes representatives of the Municipal Assemblies of the Mitrovica region, MEST, KAA, Ministry of Finance, Labor and Transfers etc.

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

Strategic objectives

The Strategic Plan identifies the strategic development objectives of the University for the mid-term development period 2022-2025.

Strategic objectives



• Teaching and continuous professional development

In harmony with its vision and mission, the UIBM has continuously given special importance to one of the main challenges of higher education in general, ensuring that the academics' approaches to teaching influence students' effective approaches to learning and development not only at the level of knowledge but also in building and development of skills and the system of values, aiming to shape competent individuals in the labor market, as well as contributors and powerful agents of changes in the community. Through the activities defined in this strategic objective, the UIBM reflects the

significance and dedication that the teaching and continuous professional development of the academic staff, turns into one of the strongest aspects of our university. Investing in the continuous professional development of the academic staff, through various trainings, supporting various collaborations at local and international level, promoting the academic staff values, actively involving students in their learning process, and together with the academic staff involving in the development of research skills, the creation of academic spaces where students promote their development and success, and the strengthening of the academic community, creates the complete predispositions that teaching and learning at UIBM meets their valuable role and ensure the implementation of the vision and the mission of the programs, faculties and our University itself.

- **Research Empowerment**

The role and importance of research in a higher education institution is manifold and makes it necessary. The research is part of the UIBM mission. Although important steps have been taken in the development of research infrastructure, the research is still not at the desired level. Research is therefore one of the Objectives of this Strategy, in order that through the planned activities, the raising of research capacities, expansion and modernization of the research infrastructure and the establishment of partnerships can be achieved.

- **Institutional and International Cooperation**

Given that the institutional and international cooperation plays a key role in the development of education and research, the UIBM has set it as one of its strategic objectives. UIBM intends to accomplish the development and enhancement of cooperation through activities such as: drafting of the international cooperation strategy, strengthening the office for international cooperation and research, establishing international partnerships and agreements, increasing applications in international projects, increasing staff and students mobility, cooperation with Alumni, industry and other local and international institutions.

- **Quality development and accreditation**

Quality and assurance is a vital part of the development vision of our University. To make this happen, we are aware that a good regulatory policy is needed which mandates and ensures, among other things, continuous attention to the promotion and achievement of quality, assessment and quality control, as well as providing relevant evidence to ourselves and to stakeholders about the achieved quality levels of in our university. UIBM's concept of quality and its assurance, as a very complex process, is broken down in this strategic objective into activities that include in a collaborative and reflective approach all the actors involved in this process. Focusing on the further development of policies and documents, and sharing of best practices inside and outside the university aimed at their improvement, focusing on our current students and our graduates and with the inclusion of other actors in this process, UIBM aims to fulfill its mission and vision as best as possible.

- **Development of Human Resources**

The purpose of the strategic objective 'Development of human resources' is to enhance the capacities of human resources in harmony with the personnel plans as well as the continuous professional development of the staff through trainings organized by KIPA and other specialized institutions.

- **Digitalization, data management and promotion of the University**

Through the strategic objective of digitization, data management and promotion of the university, it is intended to accomplish capacity building and updating of current technology, data management through UMS, digitilization of records and promotion and communication with the public.

- **Learning resources and student support**

Infrastructure and teaching facilities are necessary and very important that affect the efficiency of teaching. The equipment of the laboratories is planned to be carried out during the period 2022-2025, the students canteen and dormitories for are expected to be ready during 2023, which enables accommodation and nutrition for students. Moreover, the sports recreation centers are expected to be ready by 2023, and students will also receive support with scholarships and other activities. Thus, the cooperation with the graduate students will be increased and the Alumni Association will be promoted. The purpose of the learning resources and student support objective is to establish defined standards and create a positive environment for students and university staff through capital investments. At the same time, through awarding of scholarships to students, it is intended to stimulate students for their success during studies and also to prepare them for the labor market.

Of a particular importance, through the planned events, is the further deepening of cooperation with the graduated students and the promotion of the Alumni Association.

- **Financial planning and management**

Through the objective of planning and financial management, it is intended to achieve the right expenditure planning and management in accordance with the planned resources. Increasing efficiency, accountability and transparency will be the goal for proper spending of public money.

SWOT ANALYSIS

Strengths		Weaknesses	
Opportunities		Threats	
<p>1. Unique, qualitative and attractive study programs,</p> <p>2. Supporting initiatives to increase quality in teaching and learning,</p> <p>3. The newest university campus equipped with modern laboratories and infrastructure that meets the required standards, located in the city and with a picturesque view nearby the lake,</p> <p>4. Sufficient number of academic staff (professor-student ratio 1:15),</p> <p>5. The location of all AUs within the campus area enables opportunities for scientific research cooperation, as well as efficient communication,</p> <p>6. Low and affordable study costs for students,</p> <p>7. Financial support of academic staff in scientific research by the University,</p> <p>8. Involvement of students in all decision-making structures at UIBM,</p> <p>9. Extensive consultation with the business community, Alumni students and their employers</p>	<p>1. Currently limited services in sports activities for students.</p> <p>2. Small number of projects awarded</p> <p>3. Limited funding opportunities for research projects</p> <p>4. Lack of programs in English language.</p> <p>5. Insufficient knowledge of the English language by the academic and administrative staff</p>	<p>1. Demographic change and youth emigration,</p> <p>2. Prolongation of freedom of movement due to the absence of visa liberalization</p> <p>3. Unfair competition from private colleges,</p> <p>4. Limited financial resources for scientific research.</p>	<p>1. Increased EU funding for Higher Education,</p> <p>2. Increased MEStI funding for scientific research,</p> <p>3. Full institutional independence in operational, organizational and financial terms,</p> <p>4. Providing opportunities for new programs, according to local and national interests,</p> <p>5. Staff training with Higher Education teaching methodologies,</p> <p>6. Continuous commitment of donor community (exchange opportunities),</p> <p>7. Positive trend of cooperation with the business community,</p> <p>8. Introduction of study programs in English,</p> <p>9. Increase in University-Industry cooperation,</p> <p>10. Preparations to reactivate doctoral studies.</p>

ACTION PLAN

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

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

Strategic objectives: 1. Teaching and continuous professional development

Specific objective 1.1. Improving teaching methods					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
1.1.1 Organization of training on new teaching methodologies	CPDEVRTSAQDBuget and Finance Office	4,800.00	Number/list of participants Certificates/Trainings published on the website	2022-2025	40 certificates every year
1.1.2 Advanced training on teaching methodologies	CPDEVRTSAQD Budget and Finance Office	4,800.00	Number/list of participants Certificates/Trainings published on the website	2022-2025	40 certificates every year
1.1.3 Higher education evaluation training	CPDEVRTSAQDBudget and Finance Office	4,800.00	Number/list of participants Certificates/Trainings published on the website	2022-2025	40 certificates every year
1.1.4 Adaptation of syllabuses to developments in the specific domain	Academic staff, AU Studies Committee Deanships, VRTSAQD	200.00	Number of reviewed syllabuses Report from each AU/Program	2022-2025	Updated syllabuses

1.1.5 Development of research skills and publication of scientific research in platform journals according to the decision of KAA	NJARO Staff VRICSR	4,800.00	Number of publications	2022-2025	40 certificates every year
1.1.6 Development of the skills of the academic staff for assessing needs of the labor market in accordance with the specifics of the programs, with the main goal of designing new programs	AU	1,200.00	Number of reports from the assessment of labor market needs	2023-2025	Trained staff
1.1.7 Training: Designing tests in higher education - Matrix	CPDEVRTSAQD	1,200.00	Number/list of participants CertificatesTraining published on the website	2023	30% of current staff trained
1.1.8 Training: Harmonization of assessment method with expected learning outcomes	CPDEVRTSAQD	1,200.00	Number/list of participants CertificatesTraining published on the website	2023	40 certificates every year
1.1.9 Monitoring the implementation of the assessment manual with the expected learning outcomes	AU Study Commission of AU	800.00	Report from AU	2022-2025	80% of the staff implement the evaluation manual
1.1.10 Student Conference	Vice-rectors AU	1,200.00	Agenda and announcements The number of student presentations The number of activities reflected in the web page	2023-2025	1 conference every year
Specific objective 1.2. Harmonization of the subject learning outcomes with the program outcomes					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
1.2.1 Drafting a guidelines for adapting the subject Learning Outcomes with the program LO	VRTSAQD Quality Office	500.00	Drafted guide	2022 –2023	Guidelines published on the website

1.2.2. Organizing a workshop for the academic staff to adapt the subject LO with the program LO	AU Study committee VRTSAQD	500.00	Number / list of participants Certifications The presented training in the web-page	2022 -2025	40 certificates every year
1.2.3 Monitoring of adaptation of subject LO with program LO	AU Study committee	300.00	Reports at the beginning of each semester	2023-2025	Improved syllabuses
Specific objective 1.3. Establishment of an accountability system					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
1.3.1 Functionalization of accounting toolkit	VRTSAQD, QAO.	500.00	Accountability Toolkit	2022-2025	Semestral reports on the implementation of accountability toolkit
1.3.2. Digitization of lectures and exercises and system maintenance	IT Office	32,000.00	Publishing of equipment lists of staff and students are generated by UMS - SYSTEM	2023-2025	Development of lectures and exercises monitored electronically
1.3.3 Monitoring twice during a Semester of publishing on the UMS of the syllabus, materials, results, lecture consultation schedules	AU QAOV RVTSAQD	400.00	Relevant reports at AU and UIBM levels	2023-2025	Efficiency of using the UMS has increased by 80%
1.3.4. Staff training on anti-plagiarism software and software application	IT Office	300.00	Organized staff training	2023	Trained staff and 100% of staff and student works are subject to the anti-plagiarism system
1.3.5. Monitoring the use of the anti-plagiarism system and online libraries	Vice dean for teaching QAO VRTSAQD	300.00	Reports drafted at the AU and UIBM level, twice a year	2023-2025	Systems are fully utilized
1.3.6. Advancing of the UMS system	IT Office	11,000.00	Report with the requested/proposed changes	2023-2025	Modules changed/added

	AU Study CommitteeQAO	200.00	Completed document for AU and UIBM	2022-2025	AU performance indicators publishedUIBM TPF published
1.3.7. Completion of performance indicators for AU and at UIBM level	AU QAOUIBM Study Committee	300.00	Reports on program changes	2022-2025	Changed programs accredited
1.3.8. Improvement of programs	VRTSAQDAU DeansLibrary	24,000.00	Enriched library	2023-2025	List of books purchased each year
Specific objective 1.4 Orientation and information on all stages of the student life cycle					
	Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame
1.4.1. Introduction of the students handbook with the most relevant information related to Faculties and study programs.	SSO CAREER OFFICEStudent Parliament AU		400.00	Handbook on the website; No. of distributed handbooks; No. of meetings and student participants, with the purpose of presenting the handbook	2022-2025 80% of the students received the information
1.4.2. Information campaign for graduates	AU CAREER OFFICEINFORMAT ION OFFICE		300.00	Number of activities developed; Number of activities reflected on the website;	2022-2025 Number of information distributed in the community increases
1.4.3. UIBM open days	ASS Management:Information office; Career OfficeInnovation and entrepreneurship center:		4,000.00	Number of visitors; Announcements in the web-page; Package of promotional materials (billboard, leaflet, video, distribution of events on social networks etc.)	2022-2025 Organization every year

1.4.4. Orientation meetings with new students	Student Parliament QAOAUCareer Office	200.00	The number of meetings; The number of new students informed; The number of activities reflected in the web-page;	2022-2025	Organization every year
1.4.5. Organization of information meetings and provision of mental health services	UJBM Management	6,500.00	The number of meetings and list of materials with shared information; The number of students who have received services	2022-2025	Organization every year

Strategic objectives: 2. Research Empowerment

2.1. Raising human capacities in research

Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
2.1.1. Raising the human resource capacities of the research office	UJBM-Management, Vice-Rector on International Research and Cooperation (VRIRC)	3,000.00	Recruitment of research office officials and their training	2022	Office with the research administrative staff
2.1.2. Establishment of the Scientific Research Council and the Committee for Scientific Ethics	UJBM-Management, AU	21,600		2022-2025	Functional Research Council
2.1.3. Drafting of regulations for Phd studies and development of an interdisciplinary program	UJBM-Management, VRIRC	200.00		2022-2023	Phd studies regulation, and the Phd program
2.1.4. Establishment of UJBM research fund	UJBM-Management and AU (Institutes)	10,000.00	Funds collected from self-services	2023	Fund is established
2.1.5. Academic staff research support	UJBM-Management	100,000.00	The number of staff supported for publications, participation in scientific conferences, mobility, etc.	2022-2025	Supported staff, in accordance with the criteria set in the support regulation, which will be updated

2.2. Functionalization and modernization of the research infrastructure					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
2.2.1. Drafting regulations for operation and use of laboratories	AU (Institutes)	300.00	Number of drafted regulations	2022-2025	Each of the laboratories equipped with work regulations
2.2.2. Completion of laboratories, modernization and construction of new laboratories.	UJBM-Management AU	2,100,000.00	Number of equipment purchased and number of new set up laboratories	2022-2025	Functional laboratories
2.2.3 Establishment of Institutes within AUs	AU	27,000.00	Drafting of regulations of the Institutes within the AU	2023	Established and functional institutes within AUs
2.2.4. Drafting the Research Ethics Code and the regulation for the UJBM intellectual property management	UJBM-Management	100.00	Incorporation of European best practice principles	2022	Drafted the research ethics code and regulation on intellectual property management
2.3. Establishing and strengthening partnerships with local and international institutions in research activities					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
2.3.1. Training of academic staff on research and applications for research projects	UJBM-Management, AU	3,000.00	Number of trainings organized and staff involved	2022-2025	At least one training per year
2.3.2. Organization of international scientific conferences	UJBM/AUs with partners	24,000.00	Number of local and international participants, as well as the number of scientific papers.	2022-2025	At least one conference per year

2.3.3. Expanding cooperation with representatives from stakeholders and involving them in research	AU	2,000.00	Number of meetings and events with public and private institutions.	2022-2025	Increasing participants involved in research, in areas of common interest.
2.3.4. Application of open access policies into research infrastructure	UIBM Scientific Institutes	300.00	Number of research projects carried out for or with parties outside the university	2022-2025	Projects carried out in cooperation with parties outside the university

Strategic objectives: 3. Institutional and international cooperation

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

Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
3.1.1. Improvement of the Regulation for international cooperation	Vice Rectors Rectorate	100.00	Improvement of the international cooperation Regulation	2022	Improved international cooperation regulation
3.1.2. Raising the human resources capacities of the office for cooperation	Vice Rectors Rectorate	3,000.00	Recruitment of the official	2022	Office with new administrative staff
3.1.3. Drafting an internationalization strategy	VRICR; Working groups	100.00	Drafting a strategy document for internationalization	2022	The strategy document drafted
3.1.4. Training of OIC staff	UIBM and partners	1,000.00	Completed trainings	2023	OIC staff trained
3.2. Specific Objective: 3.2. Raising the level of partnership and international agreements					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
3.2.1. Membership in various international associations	VRICSR; OIC	20,000.00	Number of memberships in international associations	2022-2025	New membership per year

3.2.2. Increasing activities for concluding agreements with International Higher Education institutions	VRICSR; OIC	8,000.00	Number of agreements with international HE institutions	2022-2023	5 agreements with international and regional HE institutions
3.2.3. Participation in international fairs	OIC	8,000.00	Participation in international fairs	2022-2025	1 fair per year
3.2.4. Raising the visibility of UIBM in the region and the EU	OIC	5,000.00	Visits to institutions in the EU and the region	2022-2025	3-4 visits
3.3. Increasing applications for joint projects for international funds					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
3.3.1. Participation and organization of academic/administrative staff training in raising professional capacities for application in projects and absorption of international funds	VRICSR; OIC	1,500.00	Number of capacity building workshops held for project applications	2023-2025	One workshop per year, for academic and administrative staff representatives from all AUs;
3.3.2. Aplicimi i një projekte mobilitet	VRICSR; OIC; AU; Academic staff; administrative; and the students	400,00	Number of applications in mobility projects	2022- 2025	1 mobility project from each AU/year.
3.4. Increasing the mobility of staff and students (Internship, continuing studies, etc.)					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
3.4.1. Participation and organization of workshops for academic/administrative staff and students on professional capacity building for application for international mobilities	VRICSR; OIC; AU; Academic staff; administrative; and the students	1,500.00	Number of capacity building workshops held mobility applications	2023-2025	One workshop per year for representatives of academic staff and students from all AU
3.4.2. Subject designation and organization of teaching for subjects worth 60 credits that will be taught in English (30 credits in Social Sciences and 30 credits in Technical Sciences).	VRICSR; OIC;AU	100.00	Number of subjects from social and technical sciences	2022	At least 3 subjects from each academic unit

3.4.3. Organizing orientation week about scholarship applications such as exchange students and full studies	VRICSR; OIC; AU; Student Parliament	500.00	Successful organization of the orientation week	2022-2025	60% of students participated in the orientation week
3.5. Scholarship programs/ scholarships for students					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
3.5.1 Capacity building of academic staff and students for application procedures	VRICR, OIC, Academic Staff	1,500.00	Number of capacity building workshops held for for scholarships in different scholarship programs	2023-2025	1 workshop per year for representatives of academic staff and students from all AU
3.6. Data management for international projects and donations					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
3.6.1. Establishment of an international data management system for projects and donations (internal)	VRICSR, OIC, IT	500.00	Building data management software from international projects	2022-2023	Established management system and trained officials to use the software
3.6.2. Monitoring and reporting on benefited and executed projects	VRICSR, OIC, IT	500.00	Drawing up of a plan for quality monitoring	2022	
3.7 Establishment of legal infrastructure regarding the involvement of staff in international and institutional cooperation in performance evaluation					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
3.7.1. Drafting of internal guidelines for the equalization of staff involvement and contribution	Vice-rectors, AU, Senate:	200.00	Amendment and supplementing of the Regulation for the promotion of academic staff	2022- 2023	Guidelines are designed

3.7.2. Revision of the regulation on salaries and allowances (payment)	Vice-rectors, AU, Senate.	200.00	2023	Regulation is updated
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3.8. Institutional cooperation Alumni / industry / local and central institutions

Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
3.8.1. Organizing joint events in academic units and IIBM in order to intensify cooperation between Alumni, Industrial Board and industry representatives	SSO, Alumni, OIC, AU, Industrial Board, IT office	4,000.00	Number of events and activities with Alumni, Industrial Board and industry representatives at University / Faculty events	2022-2025	Min. 2 joint events within the year Each of the AU - at least one activity per year with other local institutions
3.8.2. Zgjerimi dhe mirëmbajja e bazes së të dhënave të punëdhënësyve për studentët	SSO, Alumni, OIC, AU, Industrial Board, IT office	500.00	Employer database maintenance and communication	2020 -2021	Database with the list of potential employers for employment and internship of students

Strategic objective: 4. Quality development and accreditation

Objetiva specifike 4.1 Fuqizimi i sistemit të sigurimit të cilësisë

Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
4.1.1. Revision of the quality assurance Regulation at IIBM	CCQAE; Vice deans for quality/ quality coordinators; UIBM Senate.	100.00	Revised Regulation	2022	Regulation published on the website
4.1.2. Revision of the quality assurance Guidelines	CCQAE; Vice deans for quality/ quality coordinators;	100.00	Revised guidelines	2022	Guidelines published on the website

4.1.3. Increase of human capacities in QAO	GC; UIBM.	12,000.00	Employment/employment contract	2023	Number of officials in QAO
4.1.4. Continuous professional training for QAO officials	Finance office; Personnel office; VRTSAQD	500.00	Training certificates and registration of attendance;	2023-2025	More efficient and functional SC office
4.1.5. Defining the internal control procedures – quality assurance system and audit	Proposes VRTSAQD and the Senate approves the ad hoc Committee	100.00	Commission's report forwarded to: the Senate; VRTSAQD; CCQAE; QAO.	2023	Established and implemented procedures
4.1.6. Revision of the regulations for student involvement in quality development processes in accordance with the KVA Guide for increasing student involvement in internal and external quality processes in Higher Education	The Senate forms the working groups; QAO	100.00	Revised Regulations: Increasing the number of students involved in quality assurance processes.	2022	Revised and published regulations
4.1.7. Strengthening the position of Coordinators for quality assurance in academic units	Faculty Council;UIBM Senate	14,000.00	Decisions on appointment of vice-deans for quality and international cooperation.	2022-2023	Middle management related to quality and international cooperation, empowered.
Specific objectives 4.2 Monitoring, evaluation and continuous improvement of study programs					
4.2.1. Review and evaluation of course syllabuses	Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame
4.2.2. Drafting and revision of the program evaluation instrument	CCQAE QAOProgram providers	100.00	Number of revised Syllabus per year	2022-2025	Revised syllabuses
			The designed instrument	2023	Published instrument

4.2.3. Implementation of program evaluation tool	Program providers; Head of the program; AU Studies Committee; Faculty council.	300.00	Report on the implementation of the instrument	2023-2025	Improved programs
4.2.4. Training of the academic staff for the implementation of the program evaluation instrument	Center for professional education and development	300.00	List of trained staff; Training certificates.	2023-2025	Staff capacity building improved
4.2.5. Drafting the study program evaluation report	Program providers.	300.00	Drafted report	2023-2025	Report published for each program
4.2.6. Drafting the study program improvement plan	Vice Dean for Quality; Studies Committee; Faculty council.	300.00	Report with the implemented improvement plan.	2023-2025	Improvement plans implemented
4.2.7. Regular collaborative meetings regarding goals of the academic staff program of related areas	Academic staff Coordinator/ quality vice dean at AU	300.00	Minutes of the meeting from the staff meeting;	2022-2025	Increasing staff cooperation.
Specific Objective 4.3 Raising the quality culture					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
4.3.1 Information meetings/workshops on quality assurance	CCQAV/QAO AU	300.00	Number of meetings Number of activities published on the web page Lists of participants	2022-2025	Raised level of information and awareness.
4.3.2. Organization of conference on quality	CCQAV/QAO; Vice deans for quality.	3,600.00	Conference agenda; List of invited experts.	2023-2025	Organization of the conference every year

4.3.3. Establishment of the fund for the promotion of excellent students with scholarships and certificates of appreciation	GCRectorate	15,000.00	List of scholarship holders; Notifications on website;	2023-2025	Number of excellent students
4.3.4. Organizing the distribution of acknowledgments to the academic staff for their academic performance	Rectorate	400.00	Acknowledgments distributed to the staff	2022-2025	
Specific objective 4.4. Advancement of internal quality assurance					
	Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame
4.4.1. Revision of the Package of quality measurement instruments	CCQAV		300.00	Package revised as needed	2022-2025
4.4.2. Implementation of questionnaires from the Package of quality measurement instruments	QAOAU		300.00	Report on the questionnaires implemented AU/UIBM level	2022-2025
4.4.3. Revision of the Key Performance Indicators Document	CCQAV ZSC		300.00	Document revised as needed	2023-2025
4.4.4. SEVC Improvement	QAO;IT Office.		300.00	List of functions added to SEVC.	2022-2025
4.4.5. Informative session for academic staff and students about the SEVC changes	OAO;IT Office;Information Office		300.00	List of staff and trained students.	2022-2025

4.4.6. Use of the anti-plagiarism system by academic staff and students	Academic staff	300.00	Anti-plagiarism system usage reports	2022-2025	More functional system
4.4.7. Revision of Regulations to include plagiarism detection in research work	UIBM Senate	100.00	Revised Regulations	2023-2025	More efficient legal infrastructure
Specific objective 4.5. Accreditation and external quality					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
4.5.1. Improving the quality of self-evaluation reports	Program providers; Vice Dean for Quality; Faculty Council; CCQAV	600.00	Improved SERs	2022-2025	Accredited programs
4.5.2. Increasing cooperation between UIBM and other educational institutions, national and international non-governmental organizations in order to increase the level of participation of academic staff in workshops and events that are about the accreditation processes	CCQAV PMSCZHC QAO Vice deans for quality; Program providers;	800.00	List of participants; Number of organized events; Website notifications.	2022-2025	Increased level of cooperation
4.5.3. Training of QAO officials on understanding of accreditation standards and writing of the SER	Center for professional education and development	2,400.00	List of trained staff; Training certificates.	2022-2025	Performance level of officials increased & QAO functional
4.5.4. Drafting of Manual of UIBM post-accreditation procedures for monitoring the implementation plan of recommendations in accordance with the monitoring Guidelines approved by KAA	QAO; CCQAV AU.	500.00	Drafted manual	2023	Manual is made public and implemented
4.5.5. Increasing the participation of students in the external quality processes of the accreditation process (drafting of SERs), and post-accreditation procedures.	Faculty management; Student Parliament and Student Representative Bodies.	600.00	List of student participation in activities	2022-2025	Students are active participants in quality processes

Specific objective 4.6. Development of new study programs in accordance with market requirements

Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
4.6.1. Development of new Bachelor study programs	AUUIBM Study Committee The Senate	44,000.00	Number of new program/s	2023-2025	New programs of interest accredited
4.6.2. Development of new Master study programs	AUUIBM Study Committee The Senate	22,000.00	Number of new program/s	2023-2025	New programs of interest accredited
4.6.3. Development of new Phd study programs	AUUIBM Study Committee The Senate	12,000.00	Number of new program	2023-2025	New accredited Phd program
4.6.4. Reaccreditation of current programs	AU VRICSRVRTSAQD UIBM Study Committee The Senate	172,000.00	Number of new programs	2023-2025	The institution and 16 programs accredited.
Specific objective 4.7. Strengthening the university's relations with other HEIs, the labor market and the community					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
4.7.1. Conclusion of cooperation agreements with the HEIs within the country and partners of interest in cooperation	Vice-rector for international cooperation IC Office Vice deans/ coordinators at AU level	900.00	Number of concluded agreements and published on the website	2022-2025	Cooperation increased
4.7.2. The conclusion of cooperation agreements with the HEIs abroad	Vice-rector for international cooperation IC Office Deans Vice deans/ coordinators at AU level	3,000.00	Number of concluded agreements and published on the website	2022-2025	Cooperation increased

4.7.3 Organizing activities that have an impact on the community	UIBM academic staff	900.00	Number of developed activities Activities published on the website	2022-2025	The contribution to the community increases
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Strategic objective: 5. Development of human resources

5.1. Plan and implementation of the human resources plan for the academic staff					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
5.1.1. Drafting the annual plan for promotion, increasing professional capacities and filling vacant positions for academic staff	AU;Management; AAO; The Senate	200.00	Identification of needs for academic personnel	2022 -2025	Staffing plan is drafted
5.1.2. Development of the process of filling vacant positions, based on the personnel plan and budgetary fund	AU;Management; AAO; The Senate	364,491.50	Competition carried out through recruitment procedures	2022 -2023	Filling of vacant positions
5.2. Plan and implementation of the human resources plan for the administrative staff					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
5.2.1. Drafting the annual plan for filling vacant positions for administrative personnel	Management; Administrative offices; HR	200.00	Identification of needs for administrative personnel	2022 -2025	Staffing plan is drafted
5.2.2. Developing the process of filling vacant positions based on the plan and budgetary fund	Management; Administrative offices; HR	109,690.20	Competition carried out through recruitment procedures	2022 -2023	Filling of vacant positions

5.3. Plan and implementation of the training plan for the administrative personnel

Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
5.3.1. Scheduling of administrative staff trainings	Administrative offices - HR	200.00	Organization of the annual training plan for administration personnel	2022 -2025	The annual training plan of the administrative staff was approved
5.3.2. Staff participation in training	Administrative offices - HR	I KAP	Training of administrative staff	2022 -2025	Trained administrative staff
5.3.3. Participation of personnel in trainings from other specialized institutions in areas of interest	Administrative offices - HR	6,000.00	Number of advanced staff	2022 -2025	Trained administrative staff

Strategic objectives: 6. Digitilization, data management and promotion of the University

6.1. Pörditüsmini i infrastrukturës sipes tehnolojijë aktuale

Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
6.1.1. Supplying classrooms and offices with information technology equipment	Rectorate, IT, Audit Office, Finance Office	29,000.00	Classrooms and offices equipped with new technology	2022-2025	Work and learning process with the implementation of advanced teaching methods, combined learning and online learning
6.1.2. Provision of necessary equipment to cover the university premises with internet (wireless)	Rectorate, IT, Audit Office, AU, Finance Office	19,600.00	Internet in the university premises	2022-2025	Facilitating internet access for academic staff, administration and students
6.1.3. Provision of equipment for "Conference room" for three facilities	Rectorate, IT, Audit Office, AU, Finance Office	26,550.00	Modernization of services for academic activities	2022	Creating the necessary conditions for participation in local and international online conferences

6.1.4. Software Licensing at ITBWI	Rectorate, IT, Audit Office, AU, Finance Office	30,000.00	Increased data security	2022-2025	Facilitating the use of various applications necessary for the University
6.1.5 Installation of E-kiosk	VRTSAQD, SSO, IT	5,000.00	Functional e-kiosk, 24/7 student services	2023	Automated services for students at any time
6.2. Objektiva specifike: Data management in UMS					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
6.2.1. Upgrading and advancing the data system management	SSO, ITVRTSAQD	99,000.00	Application module, online verification, registration, anti-plagiarism, grading, ID cards, diplomas, student finances and quality, students attendance	2022-2025	Advanced system and update accomplished
6.3. Specific objective: Digitalization of the record process and control of the attendance of the academic / administrative staff and students					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
6.3.1. Advancement and digitalization of the record and control of the attendance of the academic administrative staff.	Management, IT, VRTSAQD, Secretary, Dean and Vice Deans	11,000.00	Integration of the attendance record service for the academic/administrative staff in all facilities of the University Campus.	2022/2025	More efficient registration and reporting.
6.3.2. Advancement and digitalization of the record and control of student attendance.	IT, SSO, VRTSAQD, Dean, Vice Deans and academic staff	32,000.00€	Integration of the attendance record service for students in the classrooms and laboratories of the University Campus.	2023	More efficient registration of students' attendance.

6.4. Specific objective: Informing and communicating with the public

Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
6.4.1. Updating information on UIBM events	PICO, IT	200.00	The number of press releases prepared on UIBM activities, published news in the media, number of informative meetings on important issues, number of interviews, statements given to the media, yearbook, newsletters every 3 months.	2022-2025	Ritija e transparencës
6.4.2. Creating a new UIBM website	PICO, IT	2,000.00	New web design	2023	Increased functionality
6.4.3. Transfer of the website to the Agencies for Information Societies (AIS)	PICO, IT	200.00	Incorporating into the AIS servers and changing all links to pages, posts, documents, photos, etc.	2022 - 2023	Increasing web security and capacity
6.4.4. Drafting documents that regulate transparency	PICO, IT, Legal Office	200.00	Drafting transparency regulations	2023	The regulation is drafted
6.4.5. Preparation of the UIBM Monograph	PICO	5,000.00	Publication of the monograph on the occasion of the 10th UIBM anniversary	2022 - 2023	Possession of a number of UIBM monograph copies as an official publication

6.5. Specific objective: Promotion of the University					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
6.5.1. Review and improving of the Marketing Strategy	PICO, IT	200.00	Drafting of the Marketing Strategy document	2023	Drafted document
6.5.2. Preparation of promotional materials	PICO	15,000.00 €	Promotional brochure, promotional video, virtual campus tour	2022-2025	Improving image of UIBM
6.5.3. Information campaign to study at UIBM, Fair, information Days	PICO, academic units	4.000.00 €	Meetings with high school students in the Mitrovica region	2022 - 2025	Providing information about UIBM to youth interested to study

Strategic objectives: 7. Learning resources and student support

7.1. Specific objective: Infrastructure and teaching facilities (Infrastructure and Teaching Spaces)					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
7.1.1. Completion and inauguration of the construction of the canteen and dormitories for students.	MPA	1,000.000.00	Number of students and staff service beneficiaries	2022/2023	The constructed areas are inaugurated and functional
7.1.2. Construction of recreational facilities	Office for infrastructure and facilities management	160,000.00	Number of students and staff service beneficiaries	2022/2023	The constructed facilities are in use by students
7.1.3. Agreement with the Recreation Center near the Campus	Office for infrastructure and facilities management	1,000.00	Number of students and staff service beneficiaries	2022-2025	Activities performed

7.1.4. Equipping laboratories with equipment that will serve to students and business community	Deans of academic units/FMCE, FG and FFT	2,100,000.00	Number of laboratories equipped with laboratory equipment	2022-2025	Laboratorët e furnizuar dhe janë në funksion për student dhe komunitetin e biznesit
7.1.5. Drafting the questionnaire for the assessment of learning resources and physical infrastructure	Office for infrastructure and facilities management and student services office	500.00	Developed questionnaire	2022-2025	Completed questionnaire
7.1.6. Equipping of facility 2 for classrooms, library and student recreation area	Office for infrastructure and facilities management	180,000.00	Number of halls, library and recreation corners equipped	2022-2023	The equipped areas are functional and are at service for students, academic and administrative staff.
7.2. Specific objective: Student support					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
7.2.1. Student Support with scholarships and other activities organized by students and the student parliament	GC, Student Parliament	320,000.00 €	Number of students receiving financial support	2022-2025	Scholarships offered, rewards received
7.3. Specific objective: Increase in cooperation with graduate students and promotion of Alumni association					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
7.3.1. Membership of graduates in the Alumni Association	Alumni Association	Administrative expenses	Number of graduates joining the Alumni Association	2022-2025	50 new members per year
7.3.2. Organizing the meeting with the graduates of UIBM "Alumni Day"	Alumni Association, Career Development Office	2,000.00 €	Number of events	2022-2025	Organized events

7.3.3. Opening of the page on social networks in order to create an even stronger connection of cooperation with Alumni	Alumni Association	Administrative expenses	Number of publications on the CDO & Alumni website in social networks	2022-2025	50 publications on the website CDO & Alumni UIBM active in social networks
7.3.4. Publication of success stories for UIBM graduates	Alumni Association	Administrative expenses	Number of success stories	2022-2025	25 stories published

Strategic objective 8. Financial planning and management

Specific objective: 8.1. - Planning of financial resources

Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
8.1.1 Planning of financial resources based on the Medium-Term Expenditures Framework 2022/2025.	Budget and Finance Office	200.00	Planned revenues from the KB, own revenues for 2022/2025	2022-2025	MTEF 2022/2025 and approved financial resources
8.1.2. Planning of financial resources based on the Law on budget allocation for 2022/2025	Budget and Finance Office	100.00	Budget / financial resources structured according to economic categories	2022-2025	Financial sources determined according to the law on budget and estimates approved for 2022/2025 in the Assembly of Kosovo
8.1.3. Planning of financial resources for the implementation of PFI UIBM 2022/2025	Budget and Finance Office	100.00	Planned resources * structured according to PSUIBM activities	2022-2025	Structured activities according to the financial income resource approved in KD.

Specific objective: 8.2 - Expenditure planning and rationalization in accordance with planned resources					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
8.2.1 Drafting of the cash flow and financial cost plan based on the objectives and activity specified in accordance with the thematic areas reflected in the budget and PSI IBM 2022/2025	AU, administrative offices and budget and finance offices	100.00	Structure, cost and defined dynamics for the performance of activities	2022 -2025	Action plan drafted for implementation of the PSUIBM and the law on the budget for period 2022 - 2025
8.2.2. Review of expenditures based on the report by the monitoring group of SPI IBM PSI IBM, GC and Rector.	GC, Rector and budget and finance offices	100.00	Cost structuring based on the cost ratio	2022 -2025	Review approved by GC
Specific objective: 8.3. Planning of own revenue growth and financial independence					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
8.3.1. Drafting the regulation for the collection of own revenues / fees for the services provided by the institutes and established centers	UA/ administrative offices / GC	200.00	Defined structure for services provided	2023	Regulation approved by GC
8.3.2. Planning to increase own revenues; revision of tariffs, prices and fee structure	UA/ administrative offices / GC	100.00	Index of increase in own revenues and distribution	2023 -2025	Approval of the increase in own revenues and distribution approved by GC
8.3.3. Designing a program for financial independence	UIBM Management	100.00	Criteria set for financial independence	2022-2023	Financial independence under consideration by the MF and MEST

Specific objective: 8.4. Efficiency, accountability and transparency in financial management					
Activities	Responsible and supporting units	Financial cost (EUR)	Key performance indicator	Time frame	Expected performance result
8.4.1. Raising the level and updating the execution of planned revenues and expenditures.	AU and central administration	100.00	Criteria set for the degree of execution of the action plan of the Budget and SPUIBM	2022 -2023	Reporting to GC for the implementation of the plan/rise in efficiency
8.4.2. Raising professional capacity, licensing and accountability in the field of public finance.	Budget and finance office	100.00	Criteria set out in institutional accountability	2022 -2023	Responsible and accountable staff
8.4.3. Publication of periodic and annual reports of revenues, expenditures and internal and external auditor's report on the website	Budget and finance office	100.00	Determining the dynamics of report publications	2022-2025	Reports published on the Website

MONITORING, ASSESSMENT, AND REPORTING

Monitoring and assessment are fundamental factors in the implementation of a genuine strategy and aim to measure the progress made. The Governing Council of UIBM will establish the Group for the Coordination and Monitoring of the Strategic Plan Implementation, which will be headed by a Coordinator.

The main tasks of this body are:

- *Drafting 6-monthly reports on the realization of PSUIBM Objectives activities;*
- *Progress analysis in the implementation of SPUIBM, based on the information collected;*
- *Recommendations regarding the implementation of SPUIBM;*

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

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

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

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

