

**UNIVERSITY “ISA BOLETINI” IN MITROVICA**



**ACTION AND SUSTAINABILITY PLAN  
FOR QUALITY ASSURANCE**

MITROVICE, 2024

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## 1. Introduction: concept and policy of quality assurance in UIBM

The University of Mitrovica has an authentic system for quality assurance and evaluation which is based on a sustainable policy. UIBM has officially approved quality assurance policy through which has created a clear vision for the implementation of its mission for the continuous improvement of quality at the university.

Through the implementation of the mission, it aims to ensure the quality level of teaching, learning, study programs, research and administration of UIBM, through the implementation and continuous improvement of quality and to ensure that the mechanisms and procedures for achieving quality are as functional as possible.

Strengthening the quality assurance system includes the improvement of practices for all actors involved, continuously developing the quality culture within UIBM.

UIBM bases its quality assurance process on the Law on Higher Education in the Republic of Kosovo, its Statute, the Regulation on quality assurance and evaluation and other acts deriving from this regulation, the Strategic Plan for UIBM for the years 2022/2025, Standards and their implementation approved by AKA.

*Quality assurance at UIBM is based on principles and values such as:*

- a) Responsibility;
- b) Transparency;
- c) Accountability;
- d) Academic integrity;
- e) Continuous improvement;
- f) Comprehensiveness

## 2. Relevant documents for quality assurance processes at UIBM

- **Regulation for quality assurance at UIBM** - which is the key document on which the quality assurance system is based. It defines internal quality assurance procedures, the scope of internal assessment, assessment mechanisms and instruments, as well as the bodies responsible for quality assurance.
- **Guidelines for quality assurance** - is the document that defines the scope of the quality assurance mechanisms and bodies, the scope of quality measurement instruments, the actors involved in the quality assurance process, the time limits and the way of reporting.
- **The manual for performance assurance at UIBM** - defines the criteria, time period, calculation of evaluation results, as well as the measures that must be taken after the completion of the performance evaluation procedure of the regular academic staff.
- **The package of quality measurement instruments** - are an integral part of the quality

assurance framework. Within these documents there are qualitative and quantitative quality assurance instruments. The information collected from the qualitative and quantitative instruments address:

- Issues of learning materials, student assessment, teaching methodology, such as interaction, mentoring, etc.;
  - Issues related to infrastructure, including classrooms, computer center, laboratories, heating, IT support, equipment and other services;
  - Issues related to research; the number of publications, the inclusion of the results of publications in the syllabus, the cooperation between professors and students in research
  - Issues related to the management of AU;
  - Also, the connection between theory and practice, learning support, such as the library, additional courses, and student experience with administration, professors, and services in general can be addressed.
- **Package of instruments** for measuring quality from the project "Towards a system oriented towards quality of training of new teachers in Kosovo" (QATEK), for the Faculty of Education. QATEK aimed to introduce mechanisms and skills in initial teacher education institutions in Kosovo to implement internal quality assurance practices that lead towards enhancement of quality of the graduates that are capable of driving school reform forward. Increasing the quality of teacher education graduates in Kosovo has the potential to influence everlasting changes in school practice, which have been acknowledged as necessary in the Kosovo school system.
- **Improvement plans** for quality improvement based on findings and recommendations in the process of implementing program policies.
- **Work plans for fiscal years** - define: objectives, activities, carriers, budget cost, time of realization and expected results.
- **Key performance indicators** - summarize qualitative and quantitative data on all dimensions of UIBM including:
- \*Teaching, \*Learning, \*Research, \*Community service, \*Quality assurance,
  - \*International cooperation, \*Promotion of UIBM, \*Human resources, \*Finances,
  - \*Administration, Infrastructure.
- Key performance indicators are prepared for each unit and for the University.
- Key performance indicators for the University are:
- ✓ **Teaching and learning:**
    - The ratio of applicants to the number of students admitted to each study program;
    - Student academic performance;
    - Abandonment of studies;
    - Transfer of students from one University to another;
    - Graduation of students;
    - Our graduates;
    - Teaching;
    - Theory-practice ratio;
    - Number of new programs in the last three years.

- ✓ **Quality development:**
  - There are mechanisms for quality assurance and development at the university;
  - Quality assurance instruments that are part of the UMIB instrument package.
- ✓ **Scientific research:**
  - Scientific publication;
  - Scientific conferences;
  - Research projects;
  - Citation of scientific publications;
  - Collaboration with industry.
- ✓ **Service to community/society:**
  - Providing training through the Innovation and Entrepreneurship Center within the University “Isa Boletini” in Mitrovica;
  - Membership on boards and committees outside the University;
  - Media activities;
  - Participation in public activities outside the University.
- ✓ **International Cooperation:**
  - International official activities;
  - General scientific collaborations.
- ✓ **University environment:**
  - Staff Satisfaction;
  - Student Satisfaction;
  - Graduates' Skills and Qualifications;
  - Library;
  - Laboratories;
  - Technological Equipment;
  - Suitability and quality of facilities.
- ✓ **Finance and Administration:**
  - Budget.
- ✓ **Human Resources:**
  - Staff;
  - Technical staff;
  - Student/staff ratio;
  - Promotion;
  - Training;
  - Staff rotation.
- ✓ **Promotion of UMIB.**

### **3. Bodies and mechanism for quality assurance processes at UIBM**

#### **➤ *Central Commission for quality assurance and evaluation - CCQAE***

The Central Commission for Quality Assurance and Evaluation is the main body at UIBM that designs and develops quality policies and procedures at the institution level, as well as promotes the creation of a quality culture. This commission is an advisory body of the Senate of UIBM for issues related to quality. The CCQAE members are approved by the UIBM Senate for a 4-year term. After the end of this mandate, at least 1/3 of the members of the CCQAE are expected to be part of it, in order to ensure continuity in the Commission's work. CQAEC has the task of: reviewing the quality assurance and assessment regulation, reviewing the quality assurance guide, reviewing the package of assessment instruments according to the proposals of the academic units, reviewing the performance indicators document, reviewing the package reports of assessment instruments, to examine the self-assessment reports for institutional and program accreditation, to examine improvement plans from institutional and program reaccreditation in relation to the level of addressing the issues raised by KAA, to draft and review the regulation for the preparation procedures for institutional re/accreditation and study programs at UIBM.

The central council for quality assurance and evaluation reports on its work to the Senate.

Composition of the central council for quality assurance and evaluation. The CQAEC in its composition ensures a comprehensiveness with the following:

- Vice Chancellor for Quality (ex-officio);
- Official from the quality assurance office (ex-officio);
- Up to 6 representatives of the academic staff from different academic units;
- 2 student representative.

#### **➤ *The Quality Assurance Office - QAO***

The quality assurance office is an independent office that is responsible for quality improvement through all instruments of the UIBM-approved instrument package, supervises and helps in the continuous improvement of quality control processes through methods-actions, rights and suitable. QAO did the planning, implementation, supervision/control and implementation of actions based on the action plan for implementation of the recommendations.

QAO, based on the regulation for internal organization and systematization of jobs at UIBM according to responsibility, is an independent office and answers to the Rector. The duties and responsibilities of the QAO are clearly defined and include:

- Implements procedures that include evaluation processes and systems;
- Supervises and helps in the continuous improvement of quality control processes through fair and appropriate methods-actions;
- Reviews the efficiency of the quality system and offers professional support to the CQAEC regarding the evaluation procedures and drafting of different types of questionnaires at UIBM and UIBM Faculties;

- Undertakes actions to assess the quality assurance of study and training programs, in cooperation with the management of the faculty and relevant officials of the faculties, with the aim of achieving the objectives and quality control;
  - Cooperates with the relevant actors in UIBM and faculties in all phases of action for the implementation of the quality assurance and control system;
  - Coordinates and carries out activities related to the institution's self-evaluation;
  - It deals with the determination of credit points earned by the participants based on the defined criteria, depending on the institution to which it is applied;
  - Prepares the self-assessment report and the necessary documentation for accreditation according to the legislation in force.
- ***Vice-Deans for Quality*** are responsible for promoting best quality practices and ensuring their implementation at the academic unit level & Quality Assurance Coordinator assists in the organization of internal and external evaluation processes, including coordination of self-evaluation reports, organization of external evaluation visits by international experts, analysis and comparison of external evaluation reports by international experts, etc.

#### **4. Quality assurance system at UIBM**

Internal quality assurance at UIBM foresees the involvement of all actors in taking responsibility for the procedures and results of the quality assurance system: ***Governing Council*** is responsible for the integration of quality assurance results in policy making, strategic planning of the institution and monitoring of its implementation; ***Senate*** is responsible for approving internal quality assurance regulations, as well as ensuring that each study program is subject to regular quality assessment prior to approval; ***Rector*** is responsible for providing sufficient resources for the effective operation of quality assurance procedures. The Rector ensures that the quality assurance functions are fully integrated into the daily and regular management of the institution; ***Vice-rectors***, through the tasks and responsibilities assigned by the Rector, according to the specific positions they hold, related to ensuring the efficient implementation of the system and its constituent links; ***Deans*** are responsible for the implementation of the quality assurance system at the operational level and for each phase of the implementation of the study program, ***Academic personnel*** ensures that quality assurance policies are reflected in their every activity in relation to students and their independent scientific work, through meetings, working groups, active participation in processes; ***Administrative personnel*** support every member of the academic community to achieve the institutional objectives and to widely spread the culture of quality.

***Internal quality assurance at UIBM includes:***

- a) Students; b) Academic staff; c) Administrative staff; d) Management, e) UIBM graduates, f) External partners.

The internal quality assurance policy is determined by the CQAEC, and is implemented by it as well QAO.

***Internal quality assurance is based on:***

a) Planning; b) Measurement; c) Management; d) Realization, and, e) Improvement.

*The quality assurance cycle at UIBM has 7 steps that include the following:*

**Step 1:** Initiation of the evaluation cycle

**Step 2:** Data collection

**Step 3:** Data analysis

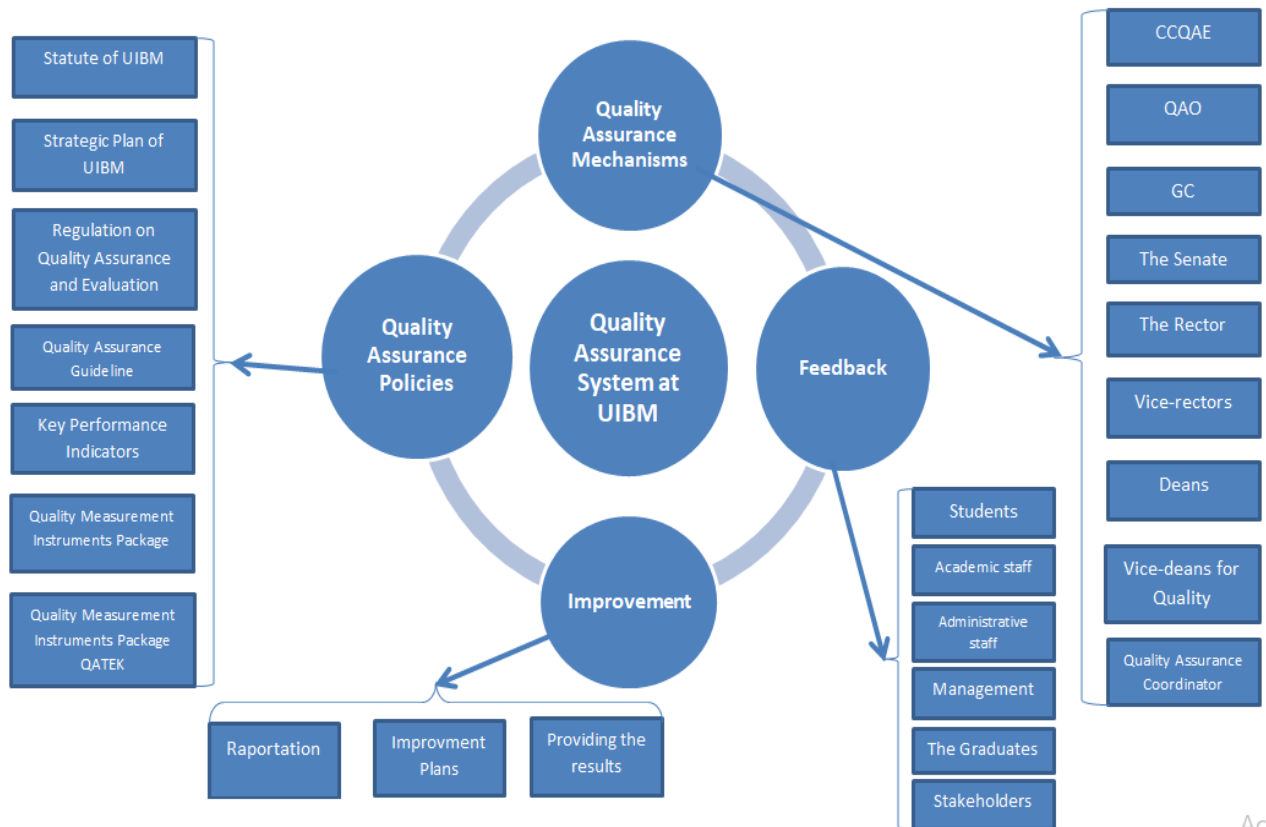
**Step 4:** Generating reports

**Step 5:** Drafting of recommendations

**Step 6:** Implementation of the recommendations

**Step 7:** Monitoring the implementation.

### Quality Assurance Cycle at UIBM:



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Go to Set



## 5. Strategic planning regarding to quality assurance at UIBM

Quality assurance is part of UIBM's development vision. To make its realization possible, we are aware that a good regulatory policy is needed that mandates and ensures, among other things, constant attention to the promotion and achievement of quality, the assessment and control of quality, as well as the provision of relevant evidence. For ourselves as well as for the interested parties for the quality levels achieved in our university.

UIBM's concept for 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.

Putting in focus the further development of policies and documents and the sharing of best practices inside and outside the university that aim to improve them with our current students and graduates as the center and with the involvement of other actors in this process, aims for UIBM to best fulfill its mission and vision.

The policy of quality assurance is foreseen in the Strategic Plan of UIBM 2022-2025. Strategic Objective 4: Quality development contains specific objectives for strengthening the quality assurance system; Monitoring, evaluation and continuous improvement of study programs; raising the quality culture; Advancement of internal quality assurance and accreditation and external quality. Within these specific sub-objectives, more than 30 specific activities are planned to be developed, for which the time period, responsibilities and all the individuals and units involved in these processes, the indicators and the relevant budget have been specifically defined. The sustainability of the budget allocated for these activities, in the next three years, is a clear indicator of the sustainability of the system.

The activities of the strategic Plan 22-25 are also broken down into the work plans of the academic units and the quality office in the rector's, ensuring the function of the system and the cycle and strengthening the quality culture in all the activities of the academic life at UIBM.

According to the Strategic Plan of UIBM, the strategic objective for quality assurance is: **Quality Development**. This strategic objective includes the following specific objectives:

1. Strengthening the quality assurance system at UIBM;
2. Monitoring, evaluation and continuous improvement of the quality culture;
3. Raising the culture of quality at UIBM;
4. Advancement of internal quality assurance;
5. Accreditation and external quality.

## 6. Specific activities within the action and sustainability plan for quality assurance

Specific objective	Activities	Activity holder	Implementation deadline	Expected Results
Implementation, monitoring, evaluation and reporting	<ul style="list-style-type: none"> <li>- Realization dynamics and performance evaluation</li> <li>- Reporting on a monthly, periodic and annual basis</li> </ul>	QAO	Periodically	<ul style="list-style-type: none"> <li>-Reports with data</li> <li>-Improvement processes</li> </ul>
Review of the quality assurance regulation	<ul style="list-style-type: none"> <li>- Review of the calendar for application of accreditation and re/accreditation of study programs for academic units.</li> <li>-Organization of work meetings together with the CQAEC</li> <li>- Collection of recommendations</li> <li>- Review and approval in the Governing Council</li> </ul>	Rector CQAEC QAO	2024	-The reviewed Regulation and its implementation
Supplement - Change of quality guide	<ul style="list-style-type: none"> <li>- Creation of the working group</li> <li>- Organization of work meetings</li> <li>- Collection of recommendations</li> <li>- Approval of the guide in CQAEC</li> </ul>	CQAEC QAO	2024	-The reviewed Quality Guidelines and its implementation
Review of the package of quality measurement instruments	<ul style="list-style-type: none"> <li>- Analyzing the suite of quality measurement instruments.</li> <li>- Analysis of recommendations and approval in CQAEC.</li> <li>- Publication of the toolkit for measuring quality on the web.</li> </ul>	AU QAO CQAEC	2024-2025	-The reviewed Package and its implementation

				-Package published in web
Anti-plagiarism system authored by the university	<ul style="list-style-type: none"> <li>- Creating anti-plagiarism software</li> <li>- Information session on the application of the anti-plagiarism system.</li> <li>-Monitoring the application of the anti-plagiarism system by academic staff and students</li> </ul>	ITO BFO QAO	2024	<ul style="list-style-type: none"> <li>-Anti-plagiarism system in function and in use for academic staff and students</li> <li>-Reports from Anti-plagiarism system</li> </ul>
Advancement of the electronic system for quality assessment/ ESQA	<ul style="list-style-type: none"> <li>- Research and identification of deficiencies in the system.</li> <li>- Creation of modules according to the requirements of the QAO.</li> <li>- Information session for academic staff and students about the changes in ESQA</li> </ul>	ITO QAO	2025	<ul style="list-style-type: none"> <li>-Reports for weakness of actual system</li> <li>-New system established</li> <li>-Information sessions realized</li> </ul>
Accreditation and reaccreditation of study programs of academic units	<ul style="list-style-type: none"> <li>- The process of completing the documentation for the reaccreditation of the study programs.</li> <li>-Activities in meeting the requirements of KAA related to re-</li> </ul>			-SER of programs prepared and sent to KAA

	<p>accreditation for the submitted programs of academic units.</p> <ul style="list-style-type: none"> <li>- The process of submitting complaints to KAA regarding the fulfillment of requirements for program holders.</li> <li>- Processing of self-assessment reports for programs for reaccreditation of academic units.</li> </ul>	AU QAO	2024-2025	<ul style="list-style-type: none"> <li>-The defense of SER realized</li> <li>-Reports from EE of KAA</li> <li>-Decisions for re/accreditation</li> </ul>
Application for new study programs for academic units	<ul style="list-style-type: none"> <li>- Processing of accreditation requests for new programs and mapping of program providers.</li> <li>- Informing the academic units regarding the decision of the KAA to fulfill the initial conditions for accreditation.</li> <li>- Examination of the requirements of KAA related to the non-fulfillment of the requirements for the program holders.</li> </ul>	AU QAO	2024-2025	<ul style="list-style-type: none"> <li>-SER of programs prepared and sent to KAA</li> <li>-The defense of SER realized</li> <li>-Reports from EE of KAA</li> <li>-Decisions for re/accreditation</li> </ul>
Evaluation, organization of the self-evaluation process by external experts engaged by KAA.	<ul style="list-style-type: none"> <li>- Information for academic units about the self-evaluation process.</li> <li>-Coordination with academic units regarding the organization of the self-evaluation process.</li> </ul>	QAO  AU QAO  AU	2024-2025	<ul style="list-style-type: none"> <li>-SER of programs prepared and sent to KAA</li> <li>-The defense of SER realized</li> </ul>

	<p>-Implementation of the requirements for the self-assessment process by external experts and KAA managers.</p> <p>-Procedure of the draft decision related to the findings of external experts and the deadline for providing comments. Proceeding of the decision of the experts and drawing up the plan for the completion of the recommendations by the study programs of the academic units.</p>	<p>QAO</p> <p>AU QAO</p>		<p>-Reports from EE of KAA</p> <p>-Decisions for re/accreditation</p>
Drafting of the Manual of procedures for monitoring the Plan of implementation of the recommendations.	<p>- Informative session related to the manual for academic units and holders of study programs.</p> <p>- Drafting and implementation of the implementation plan of the recommendations.</p>	<p>CQAEC QAO</p>	2024	-The reports from monitoring processes
Student assessment	<ul style="list-style-type: none"> <li>- Questionnaire with Bachelor students</li> <li>- Questionnaire with Master students</li> <li>- Questionnaire for evaluation of the study program</li> <li>- Questionnaire for evaluation of services at UIMB.</li> <li>- Drafting and publication of reports</li> </ul>	QAO	Periodically	<p>-Reports with data</p> <p>-Reports published in web</p>

Evaluation of academic staff	<ul style="list-style-type: none"> <li>- UIBM services evaluation questionnaire</li> <li>- Questionnaire for evaluating the work of Deans</li> <li>- Staff self-assessment questionnaire</li> <li>- Drafting and publication of reports</li> </ul>	QAO	Periodically	<ul style="list-style-type: none"> <li>-Reports with data</li> <li>-Reports published in web</li> </ul>
Evaluation of Deans	<ul style="list-style-type: none"> <li>Questionnaire for the evaluation of the academic staff by the Dean</li> <li>- Deans' self-assessment questionnaire</li> <li>- Publication of reports</li> </ul>	QAO	Periodically	<ul style="list-style-type: none"> <li>-Reports with data</li> <li>-Reports published in web</li> </ul>
Evaluation of ALUMNI	<ul style="list-style-type: none"> <li>- Questionnaire with ALUMNI students</li> <li>- Publication of reports</li> </ul>	QAO	Periodically	<ul style="list-style-type: none"> <li>-Reports with data</li> <li>-Reports published in web</li> </ul>
Evaluation by external stakeholders	<ul style="list-style-type: none"> <li>- External Stakeholder Evaluation Questionnaire.</li> <li>- Publication of reports</li> </ul>	QAO	Periodically	<ul style="list-style-type: none"> <li>-Reports with data</li> <li>-Reports published in web</li> </ul>
Creation of culture in the field of quality and coordination with relevant factors within UIBM	<ul style="list-style-type: none"> <li>- Regular meetings with quality coordinators in academic units.</li> <li>- Regular meetings with the KQSCV</li> <li>- Regular meetings with management</li> </ul>	<p>CQAEC</p> <p>QAO</p>	2024-2025	-Minutes of meetings

				-Report for what have been done
Raising professional capacities through participation in training in the field of quality assurance	<ul style="list-style-type: none"> <li>- Training with academic staff for ECTS</li> <li>- Training with administrative staff for ECTS</li> <li>- Training with students for ECTS</li> <li>-Participation in training in the field of quality assurance.</li> </ul>	<p>AU QAO PA QAO QAO QAO</p>	2024-2025	<ul style="list-style-type: none"> <li>-List of trainings</li> <li>-Report for improvement achieved</li> </ul>
Key performance indicators at UIBM	<ul style="list-style-type: none"> <li>- Data collection for performance indicators</li> <li>- Preparation of the report with performance indicators</li> <li>- Publication of performance indicators</li> </ul>	QAO	Periodically	<ul style="list-style-type: none"> <li>-Key Performance Indicators as a final document and published in web</li> <li>-Improvement plans</li> </ul>
Development of new quality instruments	<ul style="list-style-type: none"> <li>- Research for new quality assessment instruments.</li> <li>- Implementation of new evaluation instruments.</li> </ul>	QAO	2025	<ul style="list-style-type: none"> <li>-Reports with findings for needs to change the instruments</li> <li>-New instruments to be held</li> </ul>

Preparation for membership in the Association of European Universities - EUA	<ul style="list-style-type: none"> <li>- Collection of EUA membership information</li> <li>- Preparation of the evaluation report on the importance and necessity of EUA membership</li> <li>- Creation of membership working group</li> <li>- Preparation of documentation and other procedures for membership if evaluated by the management.</li> </ul>	QAO	2024	<ul style="list-style-type: none"> <li>-Realizing the agreement and membership</li> <li>-Agreement published in web</li> <li>-Organizing information sessions</li> </ul>
Preparation for membership in the Union of European Students	<ul style="list-style-type: none"> <li>- Collection of information for USE membership</li> <li>- Preparation of the evaluation report on the importance and necessity of membership in USE.</li> <li>- Creation of working group for membership if evaluated by the management.</li> </ul>	QAO	2024	<ul style="list-style-type: none"> <li>-Realizing the agreement and membership</li> <li>-Agreement published in web</li> <li>-Organizing information sessions</li> </ul>
Cooperation with local and international organizations dealing with quality in higher education.	<ul style="list-style-type: none"> <li>- Research of organizations dealing with the field of quality in higher education.</li> <li>- Contact with local and international organizations and creation of cooperation.</li> </ul>	QAO	2024-2025	<ul style="list-style-type: none"> <li>-Realizing the agreement</li> </ul>



				<ul style="list-style-type: none"><li>-Agreement published in web</li><li>-Organizing information sessions</li></ul>
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## **7. Monitoring, Communication and Reporting**

The quality action plan will be subject to regular monitoring as part of UIBM improvement processes. The Central commission for quality assurance and evaluation will form a working group which will monitor the implementation of this Plan.

The main tasks of this Group are:

- Drafting of 6-monthly reports on the realization of activities from this Plan;
- Analysis of progress in the implementation of this Plan, based on the information collected;
- Recommendations regarding the implementation of the Plan.

The Plan Monitoring Group will compile performance reports on its implementation and report to the Central commission for quality assurance and evaluation, and these data will be reviewed by the Commission. These indicators will enable the monitoring of progress by noting the level of achievement of the objectives and the realization of the strategic activities of this plan. The communication of the results of the implementation of the activities from this Plan will be done according to the official task defined by the UIBM Statute, the Quality Regulation and the Quality Guide. The responsibility for the implementation of the Plan is shared by the Quality Commission and the Quality Assurance Office. The QAO will report to the Rector on completed activities, new challenges and opportunities.

The communication of the results realized by the activities of the plan will be done through: the organization of information sessions, the publication on the web of the reports generated by the QAO, the direct reporting of the findings to the university structures, the organization of roundtables and conferences for quality assurance, the distribution of newsletter and distribution of flyers.