



University of Mitrovica "Isa Boletini"

**STRATEGIC PLAN
OF THE UNIVERSITY OF MITROVICA "ISA BOLETINI"
2018-2021**

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Acronyms

GC	Governing Council
AU	Academic Units
PC	Professional Comission
MEST	Ministry of Education Science and Technology
SP	Student Parliament
SPUMIB	Strategic Plan of the University of Mitrovica “Isa Boletini”
AS	Academic Staff
IS	Information system
IT	Information Technology
ICT	Information and Communication Technology
UMIB	University of Mitrovica “Isa Boletini”
ICO	Information and Communication Office
QAO	Quality Assurance Office
SP	Student Parliament
ADO	Academic Development Office
CDC	Career Development Center

DOCUMENTS CONSULTED:

The compilation of The Strategic Plan of the University of Mitrovica "Isa Boletini" (SPUMIB) is based on the existing documents and reports of the current status of the hereditary faculties, and the new ones, organized within the University of Mitrovica "Isa Boletini".

The SPUMIB is compiled in accordance with the following documents, therefore the strategic objectives of UMIB correspond to the objectives of these national strategies.

The National Development Strategy (2016-2021) of the Government of Kosovo;

Law on Higher Education of the Republic of Kosovo, 2010;

Kosovo Education Strategic Plan 2017-2021;

Temporary UMIB Statute;

Word from the Rector

Dear,

On behalf of the UMIB management, the academic staff, the administration and students, I have the honor and the pleasure to present the document of the Strategic Plan of the University of Mitrovica "Isa Boletini" for the period 2018-2021, which will constitute the sustainable development platform, research and innovation at the UMIB. This development plan will serve the entire UMIB as a guide to its development for a proper university education.

Appreciating the approval of this strategy as an important step, we need to be aware of the immense work which awaits us for its implementation. Therefore, I invite you all to support this process and join our efforts to accomplish our common goals in this area, which simultaneously reflects on the rapid and sustainable development of the economy and society in general.

The actions and activities that will be undertaken to implement this document will enable further development of a new university and its role, aiming advanced teaching and quality education recognition at national and international levels. The SPUMIB will further enhance quality in teaching, learning and developing teaching programs in line with labor market needs.

Despite the difficulties and challenges that we may face in the future, this document will be our guide to the development of the UMIB. We must all contribute to the implementation of the SPUMIB at all its objectives, so we all have put our strengths into action in terms of its implementation. Therefore, I invite all teachers, the administration and the students to read this document and be fully informed about the development plan of our University.

On this occasion, I would like to warmly thank all those who have contributed on the drafting of the Strategic Plan of the University of Mitrovica "Isa Boletini" for the period 2018-2021, and especially praise the Commission – the Working Group and the all staff, who have contributed by adding valuable comments and suggestions in drafting this significant document.

Rector,
Prof. Dr. Sc. Alush Musaj

THE PROCESS OF DRAFTING THE SPUMIB 2018-2021

The Governing Council (GC) of the UMIB, in the meeting held on 28.09.2017, decided on the assignment of the Professional Committee for drafting the SPUMIB document for the period 2018-2021(the decision number 1307/005); it is assigned according to Article 18, paragraph 10 of the Law on Higher Education and Article 22, paragraph 1.2, of the UMIB Temporary Statute (on the responsibilities of the Governing Council to draft a strategic plan for the University of Mitrovica). From the date of the approval of this document, all UMIB development activities will be guided by this document. It will also be an indicator of the performance of the UMIB management structures based on its annual monitoring report and review.

The GC appointed a professional committee of five members:

1. Prof. ass. Dr. Nurten Deva, Chairperson,
2. Prof. Dr. Izet Zeqiri, Member
3. Prof. dr. Naser Peci, Member
4. Prof. ass. dr. Faton Merovci, Member
5. MSc. Burim Gashi - Representative of MEST

Initially, the working group completed the portfolio of all relevant documentation for the drafting of the SPUMIB document. It focused on the strategic documents of MEST for Higher Education, UMIB strategic sector documents (research, quality assurance), international higher education documents, etc. The preparation of the document followed the dynamics approved by the GC that included: drafting the document from the working group, and finalizing the document for public discussion with managerial offices and academic units, before being approved by the GC.

The professional committee held 6 working and consultative meetings, in which priority pillars were defined and an initial draft document was prepared. This draft document was then sent for public discussion to managerial offices and to the UMIB's academic units.

The Professional Committee is aware of the fact that this strategy is directly related to UMIB's priorities for sustainable development 2018-2021, therefore, the Governing Council thanks all those who contributed to the drafting of the SPUMIB document for the 2018- 2021.

Prof. ass. dr. Nurten Deva
Chairperson of the Professional Committee

The UMIB Profile

Foundations of higher education studies in Mitrovica were set up in 1961 by opening the Technical High School¹. In 1970, Mining, Technology and Metallurgy branches were opened within the Technical Faculty, initially in Mitrovica (the school year 1970/71), then proceeded in Prishtina. Respecting the Law of the Assembly of Kosovo, the Faculty of Mining and Metallurgy in Mitrovica was established on July 22, 1974. As a result, the studies were organized in Mining, Technology and Metallurgy branches, whereas the branch of Geology was opened in the 1980/81.

Based on the tradition in higher education in Mitrovica and the faculties' achievements, the Government of the Republic of Kosovo established the Public University of Mitrovica on March 6, 2013. While the Kosovo Assembly ratified the decision on 31 May 2013. According to the Provisional Statute which is approved by the Ministry of Education, Science and Technology, there are six faculties within the UMIB: Faculty of Geosciences, Faculty of Food Technology, Faculty of Mechanical Engineering and Computer Science, Faculty of Law, Faculty of Economics and Faculty of Education.

Autonomy of the institution

The UMIB is guaranteed the freedom of educational and scientific creativity, which includes the right of academic staff and students to critically examine their acquired knowledge, express new ideas and/or controversial opinions without being exposed to any retaliation and the right to freedom of speech which can only be restricted by law. In accordance with the law, the University is independent in carrying out its activities, and its premises are inviolable.

The UMIB Activity

The UMIB is a public higher education institution. It holds state and civic responsibility to the proper education of young people of the Republic of Kosovo, in order to prepare them as worthy and useful citizens of the country. In the framework of the UMIB activities, independently and/or in cooperation with its partners, students can attend the first cycle of studies -bachelor studies, and the second cycle degree – master studies. We are also in the process of opening up the third cycle – doctorate studies. In addition, based on the Statute, training programs and vocational training can also be offered. The UMIB carries out basic and applied research, as well as other researches that are in the function of developing educational activities. These researches can be conducted whether independently or in collaboration with other research educational institutions. The University may also perform other activities, in accordance with the Law on Higher Education and in conformity with its Statute.

The role of the UMIB has been a source of intelligence, of political, economic and social change in the progress of Kosovo's country and society since its establishment. The studies at the UMIB

¹ Technical High School-Translator's note: It used to be five semesters University level.

are organized and implemented according to the plan and programs that are supported by the Bologna Declaration.

Situation Overview at the UMIB

Regardless of numerous political and economic processes that the country has passed, the willingness and commitment of MEST to provide quality services and quality education has always been present.

More and more people nowadays believe that an efficient system of higher education is a necessary prerequisite to achieve a sustainable socio-economic development of the country. Since June 1999 Kosovo has faced a number of problems in the education system. Different legal policies, then insufficient national adjustment and harmonization in education at the state level, have led to a different approach towards education and education policy. Moreover, the private sector is increasing its influence by opening a number of faculties and universities

The enhancement of higher education, and the application of knowledge and skills is beneficial not only within the country but also beyond its boundaries. A firm academic community generates a positive and proactive environment that attracts local and foreign investments, resulting in a sustainable economic development. As such, the new European higher education policy is very important for Southeast European countries.

The Bologna Declaration claims: "The importance of education and educational cooperation for development, and strengthening of sustainable, peaceful and democratic societies is generally considered a great achievement, especially regarding the situation in South East Europe."

Based on the upper named claim, the academic community in Kosovo faces a difficult task, namely the quality of higher education and scientific research should be closely aligned with the European Union's Higher Education. Thus, the academic community should be supported by the state, the media, business entities and other key factors in the development of society.

The implementation of the UMIB reform initiatives has come from the academic staff's self-motivation and enthusiasm, aiming to implement a number of procedures aiming to increase the quality of teaching.

The UMIB is trying to implement European reform processes in order to improve and harmonize the structure of higher education in line with the country's specific needs; aiming to improve the effectiveness and consistency of accompanying procedures through a framework that strengthens institutional capacities, cooperation and development. In the forthcoming period, the UMIB will take all the necessary actions to optimize processes through existing legal frameworks, or the new ones; it will also be in close cooperation with all relevant factors involved in these processes so that this higher education institution is competitive in the European higher education market.

After a detailed analysis of the UMIB's work, the GC and the Rector initiated the SPUMIB design that will address the current institution's challenges and needs. As a result, the SPUMIB 2018-2021 document, addresses issues related to the enhancement of quality at all UMIB services for the next three years. The aim is to state and to document our current position, and where we want to be in the future, accordingly, predicting optimal growth and development in the future.

Additionally, the SPUMIB will serve as a good basis for the future work of the management and all employees, as well as for current and future students. Therefore, a wide range of activities are developed within the SPUMIB (2018-2020) so to be more realistic and concise.

Protection from Discrimination

The University does not allow discrimination of any kind, whether on racial, religious, national or ethnicity, age, gender identity, sexual orientation, marital or parental status, mental disability or physical disability, civil status and citizenship, source of income and material status. Namely, everybody has the right to enroll at the University, the right to education, with the same study conditions and assessing learning achievements, engagement at the University, i.e. employment opportunities at the University.

The protection from discrimination also applies to the academic staff and other staff employed at the University.

New University campus in Mitrovica

The new university campus in Mitrovica is expected to be available in March 2018, respectively on the 5th anniversary of the establishment of the UMIB. The new campus has a space of 17 hectares, in which a new university building has already been built, whereas another building and the rectorate are at the final phase of completion. Modern amphitheatres, labs, halls and other teaching facilities are also included in this project. A park within the university space is also under construction. It is also planned the construction of dormitories and the students' canteen.

As the university has worked in some improvised buildings/classrooms of the "Trepça" enterprise and the lack of space has always been the main challenge for "Isa Boletini" University, it is hoped that these new spaces will create extremely good conditions for the students, the academic staff and the administrative staff.

MISSION AND VISION OF UNIVERSITY

The UMIB is a higher education institution at the regional level of the municipality of Mitrovica. As such, the students' and academic staff's (AS) research work will work in line with academic values, in achieving greater excellence and creativity in learning and research. Open and productive cooperation will support the development of society, economy and culture. They are based on the basic principles of knowledge, creativity, innovation and sustainable development.

The University mission and vision is based on the future country's goals, aiming at the processes of change, reform and transitions to democratic society, the rule of law, and the free market economy. There is no doubt that in this new era, new knowledge is needed. It will indicate a step forward to a new world view, a different approach to economy, to the legal system, health care, and a step forward to distribution of information and knowledge.

The University is based on the European Knowledge School, i.e. it is based on the experience of the most successful and developed countries in the field of economics and technology. This means that the learning process and educational standards should produce educated personnel with focused knowledge in multi-disciplinary areas in developing students' creative skills.

The University's social mission is focused on education and educating the future staff and leaders who will be capable to create a sustainable social, economic and technological strategy of the country. Therefore, the new academic generation will be able to cope with civil, economic and future challenges.

For the purpose of education and scientific-research development, a highly merited staff is engaged; a staff whose competence coefficient is in line with their knowledge. It is also in line their ability and readiness to take responsibility for the reconstitution of their local and global community, and the transformation of these communities into "knowledge society" and "learning society".

The University will also implement lifelong learning principles in terms of achievements of fundamental human rights in education and learning. They include student and professor mobility, the "European dimension" (values of a united Europe) of higher education, quality assurance, quality control and assessment, student centered education, promotion, transparency, and all forms of assessment and student achievement system; making the university as an incubator of educational activities and a career center.

The Mission and Vision of the University are based on these academic principles:

- The University is a public good;
- The University is independent in the field of education and research, fully responsible for its actions;
- Teachers have academic freedom in lesson planning and teaching; in accordance with relevant scientific and methodological knowledge, and in conformity with the accepted study program and University's criteria.
- Perfection is achieved by spreading education, research and creation;
- All students, academic staff and applicants have equal opportunities to participate in education and research, based on their personal competences and interests;
- Academic work is based on honesty, trust, justice and mutual respect.

MISSION

The UMIB is a public higher education institution with a teaching, scientific and innovative implication. As such, the main purpose of its mission is to provide modern and dynamic study programs, scientific research, artistic creativity, and professional advice. It also includes other areas of academic activities that are appropriately applicable to global principles and society demands. Consequently, the UMIB will provide qualitative education, research and innovation to the citizens of Kosovo and foreigners. It will prepare competitive students for a competitive job market and future leaders in relevant fields of Technical Sciences, such as Geosciences, Machinery, Informatics, Technology Food, as well as Social Sciences, such as: Economics, Law and Education.

Through its national and international activities, the UMIB will also devote itself to cultivating tolerance, enhancing quality, and providing the most favorable research environment for staff and students. It will also harness skills and competences that enhance competition in regional, national, European and global level, including the skills for global labor market and the academic community. All this will be achieved through teaching and research, and scientific work; through the specialized academic staff in relevant fields and by utilizing the most advanced technology so as to demonstrate the practical relevance of work.

The University, as an educational and research institution is convinced that the overall development of society can be achieved by human capacity building in all areas of life.

Its mission is:

- To act as a leading center for the advancement of knowledge, ideas and science in Kosovo's higher education system;
- To play the leading role in the enhancement of education, science, culture, society and the economy of Kosovo;
- To assist in the process of promoting civic democracy
- To seek to create and support the highest standards in teaching and learning, scientific research and artistic work;
- To utilize its resources in the most efficient way;
- To fully cooperate and participate in all higher educational activities at the regional, national, and international levels;
- To adjust European standards;
- To fully integrate into the European Area of Higher Education (in line with the Bologna Declaration, the Lisbon Recognition Convention and the European Research Area) and to take the appropriate reform steps necessary to achieve this objective;
- To create and transmit knowledge, and to develop and protect it through teaching, research and innovation, as well as through other services in the fields of educational sciences.

VISION

The University of Mitrovica aims to be one of the leading public institutions of higher education and scientific research in the Republic of Kosovo. It is focused on quality development, the

quality of teaching and research, as well as, on the active participation in debates; and to support the overall economic and social development in the Republic of Kosovo.

By 2021, UMIB aims to become an open, appealing higher education institution not only within the Republic of Kosovo but also beyond its boundaries; That is, it aims to become a regional, national, and international well-known higher education with clear goals for developing future professions, and continuous involvement of the academic staff in solving current social issues in the region, and beyond.

We define the vision and the desired effect as a broad idea of the UMIB in accordance with the existing legal framework. A broad-based concept of the UMIB (2018 - 2021) is important and necessary for a sustainable development, particularly in terms of achieving the defined goals.

Based on the scientific work and educational results, the UMIB is recognized as an important institution in the field of technical sciences. It is achieved through the education of engineers at all levels and various profiles in technical sciences. In addition, social sciences are present in all spheres of everyday life and have an important place for building a brighter and more prosperous future for Kosovar citizens.

REACTIVATION THE CENTRAL SCIENTIFIC RESEARCH INSTITUTE

Nowadays, raw material economy and materials economy are two scientific complexities that play a crucial role in the development of each country. The raw materials economy involves research, finding and utilization of raw materials, while the materials economy involves all the evaluation criteria as well as the physicochemical, technical and economic parameters of the materials as final products of mineral substances.

The research approaches and investments in researches are the basis of improving the quality of teaching and the basis of teachers' and students' training according to international standards. High potential innovative projects, academic development and the enhancement of studies need modern scientific infrastructure.

Special attention should be paid to the re-activation of the UMIB Scientific Research Institute. Scientific Research Centers will operate within the Institute and they will apply a range of functional competencies, such as:

- Develop a program and work plan for each academic year by reflecting the main activity guidelines, which is then approved by the academic Senate;
- Co-ordinate work with other university units;
- Organize consultations on important issues and issues related to AU' s policies and visions in general;
- Review scientific and teaching projects and submit them to the Academic Senate for their approval, always taking into account contemporary standards;
- Encourage pedagogues and heads of core units to work on research projects;
- Organize and coordinate research activities of the departments while respecting the academic freedom of the academic staff;

- Promote the research activity of the university, not only within the country but out of its boundaries, as well;
- Encourage the creation of a new generation of researchers in the areas of social, economic and scientific policies;
- Participate in programs/ research projects financed by foreign donors or native ones;
- Bring closer the business community with the academic world; offer advice and direct services to the business community, especially those related to the development of information technology, research development, innovation and the knowledge-based economy;
- Follow the implementation of guidelines, plans, projects, topics and issues approved by the core units.

SUMMARY OF THE CORE STRATEGIES AND STRATEGIC INITIATIVES

In line with its mission and vision, as well as the goals of its work, the University is determined to continuously and systematically develop its own strategy, i.e. to monitor and improve the quality management system for the period 2018-2021. According to all relevant indicators, the UMIB is a well-known university for its academic research enhancement in the fields of engineering, economics, law and education.

Based on these upper mentioned facts, we can conclude that this University has a great potential for the economic development of the country. In order to remain competitive in the short term, we consider that the UMIB needs to invest in core service areas, and we have identified a set of priorities for these immediate investments. And these priorities help the University to become a global presence. Therefore, the UMIB and its organizational units need to make further efforts to create a better and more stimulating research environment for younger generations.

The knowledge triangle: education – research - innovations is the feature that distinguishes the UMIB, and makes the UMIB ‘responsible’ for it. It should also be borne in mind that promoting innovation is one of the EU's key strategic goals, for the reason that innovations are considered to be the main drive of a university's development.

In terms of development, and in order to increase competence and excellence, some activities need to be conducted. For this purpose, strategic priorities and goals have been formulated. The institution's strategy is being planned to be oriented by taking into account the following points:

Overall development goals and objectives of the UMIB are as follow:

- ✓ Higher education is based on the best experiences and traditions in the region; it is based on other European and world universities, as well as the implementation of all the principles of reform initiated by the Bologna Process of the European Higher Education Reform;
- ✓ Increase and improvement of quality educational services in order to enhance the University`s reputation among the students and society;
- ✓ Provision of educational and scientific teaching services according to the students` needs, their expectations and opportunities, and the society as a whole;
- ✓ Ensure the compliance of the University's work with the University's rules and regulations, activities and safety at work;

- ✓ Provide a safe and sound work environment;
- ✓ Support continuous improvement of processes, systems and work skills;
- ✓ Encourage Research Excellence;
- ✓ Learning for a diverse world;
- ✓ Globalization and internationalization of the academic programs.

Development goals are founded in all relevant functions and levels within the University. In order to fulfill its mission, the University continually monitors, analyzes and improves its processes through:

- ✓ Analysis of reactions from other parties;
- ✓ Supervision of the learning process;
- ✓ Analysis of learning achievement;
- ✓ Monitoring the implementation of the process;
- ✓ Applying quality improvement methods and techniques;
- ✓ Monitoring and analyzing the business plan;
- ✓ Implementation of internal audit recommendations;
- ✓ Undertaking corrective and preventive actions.

This is the reason why the University's commitment is to develop multidisciplinary study programs in fields that have a greater potential for the future; to implement modern pedagogical technologies based on interactive teaching, as well as modern pedagogical workshops.

The following plan identifies strategic areas and strategic action initiatives. Each strategic area is divided into strategic initiatives with objectives, tasks/activities, deadlines, responsible staff and resources that are needed to carry out the initiative. The listed strategic initiatives are designed to be unique (not repeated); however, in a complex organizational plan some of the initiatives may even appear to be repetitive or similar.

STRATEGIC AREAS AND STRATEGIC INITIATIVES

1. Teaching, Research and Service

The UMIB is committed to teaching quality by focusing on the following:

- Staff Training for application and adaptation of new teaching methods based on the subject matter and students' needs;
- Enhancing quality of teaching by using innovative teaching methodologies;
- Ensuring and promoting the pedagogical competence of the academic staff;
- Encouraging teachers and students to conduct scientific researches by providing both theoretical and practical work;
- Establish a Community Service by the academic staff.

2. Teaching resources and student support

The University will provide sufficient and modern learning resources, available to students in all study programs.

- Provide services in facilitating the learning process and in accomplishing the students' tasks;
- Ensure continuous student-teacher communication for achieving the best learning outcomes;
- Encourage students to participate in active learning and contribute in necessary changes within the UMIB processes;
- Planning thematic workshops for the purpose of linking University's educational, professional and scientific activities;
- Relation between educational, scientific and research activities, as well as public activities
- Providing an easy access to the campus for the students with special needs and easy access in obtaining the UMIB services;
- Development of the Alumni association of former university students, aiming the promotion of the University reputation within our country and all around the world.

3. Accreditation and Quality Control

The quality of programs will be ensured by:

- Developing an internal quality assurance system;
- Continuously analyzing and monitoring the progress of the study programs;
- Offering new study programs depending on the labor market needs and better student preparation for the labor market;
- Supervising and evaluating the engagement of the academic staff;
- Improving teaching and learning in order to achieve better learning results;

- Increasing the quality of academic staff, student progress, subject assessment and overall results;
- Developing and implementing a system for assessing student outcomes;
- Increasing and improving research results at the UMIB;
- Enhancing the University's relationship with the world of work and civil society;
- Initiating PhD programs at the UMIB in compliance with the Bologna system;
- Institutionalizing the student involvement in quality assurance.

4. Levels / Programs Required by the Market

More intensive links with economic entities in the region that are directly interested in educating the best professionals who in addition to the qualifications of the knowledge acquired at certain levels of education, also provide quality business cooperation in the field of teaching.

- Development of a system of lifelong education in accordance with market needs;
- Development of measurable program outcomes;
- Increase cooperation with the public and private sector to align programs with the demand, current skills and knowledge requirements, as well as future needs.

5. Human Resources Development

- Development of organizational chart of the staff and future structures of the staff;
- Increase training of the administrative staff;
- Improve recruitment and employment practices;

6. Development of public information system

The University is obliged to regularly, thoroughly and objectively inform the public about the University achievements through quantitative and qualitative coefficients. Public information on the work and results of the University's work is available to all interested parties. The University pays special attention to communication with stakeholders by taking actions such as:

- Promotion of the University;
- Increasing the reputation of the public institution through the development of "event marketing" and "marketing of actions";
- Implementation of globally competitive information system;
- Information of all subjects of the University;
- Employees training for the importance of the effective communication.

7. Fiscal Accountability and Improvement of Financial Data Information

Rational management and optimal expenditure of funds are in line with the plans. We strive to increase the AU's own funding sources as additional financial resources for the UMIB budget.

8. Globalization / Internationalization

The UMIB always encourages more intensive international cooperation in the field of teaching and research. It is considered as a prerequisite for involving the University in European educational and research projects.

- Increase global partnerships;
- Increase staff and student mobility (Internship, study, etc.);
- Increase the number of scholarships (Office for International Cooperation);
- Increase the applications for joint projects for doctoral programs and obtaining international funding;
- Electronic database for management of donations and international project;
- Increase the efficiency on verification of transcripts and documents (according to international partners' requests);
- Increase cooperation with international non-university public or private corporations by conducting joint projects
- Organization of conferences and joint activities with relevant partners.

MONITORING, ASSESSMENT, AND REPORTING

Monitoring and assessment are key factors in implementing a genuine strategy that aim at measuring the progress achieved. UMIB will establish the Coordination and Monitoring Group for the Implementation of the Strategic Plan, chaired by a Coordinator who is appointed by the Governing Council (GC) and composed by Faculties' Deans and the Rectorate's representatives. The main tasks of this body are:

- Developing 6-month performance plans in accordance with SPUMIB
- Progress analysis in the implementation of the SPUMIB, based on the data gathered
- Drafting the annual budget for the implementation of the SPUMIB within the defined budget limits;
- Review and approval of additional processes to ensure the implementation of SPUMIB;
- Drafting requests for donation programs in order to ensure the implementation of SPUMIB.

The GC will be responsible for monitoring and assessing the implementation of this strategy. The coordinator of the Coordination and Monitoring Team of the Strategic Plan will compile the SPUMIB implementation performance reports and will report to the GC. Then, these data will be reviewed by the GC. These indicators will enable progress monitoring by noting the level of achievement of the strategic objectives and the implementation of activities from this strategy.

Consistent monitoring and assessment of this strategy makes the Action Plan vibrant/implemented, and provides its implementers an overview that enables them to act in a timely manner and in accordance with the needs and challenges they face. Certainly, the accomplishment has its financial implications and challenges, depending on the scope they cover. At the end of the implementation of the strategy, a general assessment will be made in order to check to what extent this strategy has had impact on strengthening the University, so that the results, difficulties, impact, sustainability, lessons learned and recommendations will serve for future strategies.

Based on the results of this comprehensive assessment, the University and donors 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 aim to be recognized at the national and international level for advanced teaching and quality education. This SPUMIB will help to further enhance quality of teaching, learning and developing different teaching programs in line with the labor market needs.

Conclusion

This strategy has been adopted for the next three years. An integral part of this strategy is the Activity Graph and SWOT analysis. The activity graph is in line with the activities envisaged for the given period and will depend on material, financial and human resources, as well as the rate of the strategy implementation.

The UMIB is convinced that the implementation of these initiatives in relevant UMIB organizational structures will positively change the developments at the UMIB in achieving common goals for a qualitative education and for a higher employment of UMIB graduates; i.e. the graduates who will not lack the knowledge, skills and competencies that the labor market demands today.

Therefore, the implementation of the Strategic Plan is an obligation for all UMIB stakeholders to work on fulfilling and advancing its mission and obligations that the UMIB has towards Kosovo's students and citizens for a quality education and its values.

The following tabular form presents easier understanding of the strategic initiative, whereas the UMIB's administrative and academic units are expected to plan the implementation initiatives of the strategic plan, as well as objectives and tasks / activities within their units.

Translator,
Prof. Edita Bekteshi

1. Teaching, research & service

Strategic Objectives	Aims	Tasks-Activities	Deadlines	Responsibilities	Costs/in euro
Interaction with learning activities	Teaching process, transfer of knowledge, and experience from professors to students can be accomplished by organizing professional workshops, as well as presentations of joint professional projects by both parties as well as by other employees who support the teaching process at the University	<p>Organization of professional workshops with students, professors and other employees who support the teaching process at the University. Leaders of professional projects present their projects, each AU within the University at least one workshop per year.</p> <p>Database development of professional projects, studies and expertise. The archive is constantly available for employees and students</p>	2018 - 2021	AS AU QAO SP	0
Increasing opportunities for professional development of the academic staff.	Strengthening the university in terms of the number of qualified Academic Staff (AS) and AS to be more competent in teaching and assessing professional commissions for academic calls.	Harmonization and increase of the number of professors in relation to the number of students, according to the budget of UMIB. I.e. Increase the number of professors / number of students, according to the possibilities that the UMIB budget allows.	2018 – ongoing	AS AU ADO	0

		Evaluation of professors' performance through student surveys.			15,000
		Professors enhancement of textbooks publishing and other teaching materials;			90,000
		Increase of the application of electronic devices in teaching.			
Improve guidelines by introducing new methodologies (e.g. electronic learning, Applied learning etc.) to provide the development of the pedagogical body.	Improving student learning and achievement, increasing critical thinking, switching to new teaching methods far from the simple lecture format, evolving into a system of formative assessment (E.g. based on competence, active / applied, etc.)	Approval for the online publication of the lecture materials	January 2018 - ongoing	AS AU QAO UMIB	7,000
		Training of the teachers with new teaching techniques and software;			
		Training of the UMIB teachers in the framework of professional development.			

Implementation of the UMIB reform initiatives.	This issue has been raised by the self-motivation and enthusiasm of academic staff aiming to implement a number of processes to support the quality of learning.	The UMIB makes its efforts to implement the European reform processes. As such, it is in line with the structure of higher education and the legal education framework of the country's specific needs based on its capacity, cooperation and development.	2018 – ongoing	AS AU QAO SP	0
		In the forthcoming period, the UMIB will take all the necessary actions to optimize processes through existing legal frameworks, or new ones; it will also be in close cooperation with all relevant factors involved in these processes so that this higher education institution is competitive in the European higher education market.			
Teaching Resources and students` support.	The University will provide sufficient and modern learning resources, available to students in all study programs. Improving student-teacher communication.	Increase library supply with books and professional journals;	2018- Ongoing	AU UMIB MEST	Donations 2.221,500
		Practical work enhancement and laboratory equipment supply improvement.			
Excellence Criteria and relevance.	By promoting excellence and scientific relevance, the goal is not	The instruments for achieving this goal are:	January 2018 –	AS	Donation

	only to publish a large number of research papers, but to reach a level that will enable the creation of new knowledge, the development of existing technologies and the definition of UMIB's scientific specializations. Scientific excellence and its importance will be assessed according to international standardization.	<p>Creating a new model to finance activities based on their excellence; -Selection of projects - a set of performance indicators will be used for project evaluation. (including international revisions)</p> <p>Model of finance is based on project and institutional funding through: -Assessment of the quality research in terms of excellence; -Scientific and interdisciplinary cooperation; - Collaboration with economy and culture, and social relevance of the research.</p>	ongoing	AU ADO UMIB	
Young researchers support	Programs that will be developed exclusively for young researchers will be in line with European practice and standards. They will support young scientists, based on the framework for higher education in the public and private sector.	<p>The support and promotion of young scientists is important for the development of academic-scientific processes in higher education institutions.</p> <p>-To establish criteria based on which the work of new researchers will be supported. In this way it will be possible to create a qualitative network of young researchers from all scientific fields and initiate initiatives to create a space that will enable new researchers to publish</p>	2018 - 2021	AS AU QAO SP	MEST

		their work on WEB platforms.			
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2.Development and student services

Strategic objectives	Aim	Tasks/activities	Deadlines	Responsibilities	Costs/in euro
Enhancing Students achievements through studies.	Raise students´ achievements in all study programs in terms of success of study and learning outcomes.	Students´ meritorious assessment based on adequate and clear public criteria and rules. They are informed in advance for the assessment criteria in all study programs	2018 - ongoing	AS AU QAO SP	0
		Compliance of enrollment in the other (higher) year of study to be kept in the interval up to 50% from the previous year;			90.000
		Increase the students´ success who pass from first cycle studies to the second cycle studies up to 25%;			
		Reward for distinguished students during the academic year.			
		Shortening the average period of the study compared to the previous period for each study program;			

		<p>A lower percentage of unregistered students and increase the number of students who have continued their studies after they lost the previous year</p> <p>Increase of the average grade and the number of graduate students</p>			
Students' satisfaction	Increasing overall student satisfaction	<p>Increase of the application of out-of-school activities (recreation, informal forms of education, courses), organized by the University, student associations</p> <p>lectures involving real-life situations ("case studies"),</p> <p>Students' complaints and requirements are addressed fairly and in short-term.</p>	2018-ongoing	AS, AU, QAO UMIB	Donation

Alumni	Feedback analysis (indicators) on employment of graduate students.	<p>Development of the Alumni association of former university students, aiming the promotion of the University reputation within our country and all around the world.</p> <p>Database annual updating of the graduate students and paying attention to creating a database for new researchers who are abroad.</p>	January 2018 Ongoing	AS, AU, QAO UMIB	9,000
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3. Accreditation and Quality Control

Strategic objectives	Aim	Tasks- activities	Dead lines	Responsibilities	Costs in euro
Raising student achievement during studies.	Encourage continuous improvements of study programs (in conformity with the Bologna Declaration and European higher education Area).	<ul style="list-style-type: none"> - International institutions communication; - Develop legal basis for cooperation; - Develop and accredit interdisciplinary study program 	2018 - ongoing	AS AU QAO	0
Development of a quality assurance system.	Organize the quality assurance system. In order to support the achievement of goals set up, an appropriate organizational structure should be established, that will be integrated into the quality assurance system of higher education at the University.	Appointment of the Quality Commission and drafting of the regulation for the definition of the duties and responsibilities of the Quality Committee.	2018 - ongoing	AS AU QAO SP	0

<p>Development of the quality assurance mechanism.</p>	<p>In order to continuously monitor and improve the quality assurance systems at the UMIB, responsible mechanisms should be developed for this issue,</p>	<p>Quality assurance mechanism definition means internal mechanisms for ensuring the quality of teaching, scientific and professional work Self-assessment implies the establishment of a procedure for assessing the University in accordance with the Law on Higher Education during the academic year. Creating SWOT analysis for each faculty, and then based on partial reports, complete SWOT analysis of the entire University. Evaluation of the work of professional services.</p>	<p>2018-Ongoing</p>	<p>AS AU QAO UMIB-i</p>	<p>0</p>
<p>The development of verification procedures of the HE quality system.</p>	<p>In order to ensure the effectiveness of the implementation of the quality assurance system, periodic procedures of internal and external control should be developed, documented and implemented.</p>	<p>Definition of the internal control procedure - Audit of the quality assurance system Determination of the internal audit procedures of the quality assurance system allows internal verification of the effectiveness of its procedures at all levels and areas of action. The internal audit result is the report that serves as the basis for the independent external verification process of the quality assurance system.</p>	<p>2018-ongoing</p>	<p>AU QAO AS</p>	<p>0</p>

Quality Self-assessment	Continuous self-assessment of the quality assurance (continuously observed) throughout the school year.	Student Surveys (student assessment for teaching, teaching methods, examination methods, for the study program and organization of the studies, examination of the administrative work and professional services.) Employee Survey, Graduate students survey, Implementation of other procedures expected by the self-assessment plan.	2018-ongoing	QAO	0
Students Involve in quality assurance	Involve students in all quality assurance processes at the UMIB conducted by the review of study programs, department, faculty, and by the review of student services at the institutional level of the University.	Develop procedures for student representation in Quality assurance.	2018-ongoing	AU QAO PA	0

Program accreditation	Basic and postgraduate studies ensure higher education achievement which is based on scientific research.	Bachelor's, Master and Doctorate work is a direct scientific contribution and provides the basis for demonstrating their scientific competencies regarding the work. Knowledge distribution and the interpretation of scientific achievements are as important as their work, so the University's goal of the third cycle of higher education- doctoral studies, is to gather people who create and distribute knowledge.	2018-2021	AU QAO Rectorate	150,000
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		<p>Increase the success of studies, and the completion of studies within the given timeframe (implementing measures to encourage continuous progress through surveys conducted every year), ECTS credit achieved in accordance with the study programs).</p> <p>Increase of the number of doctoral and master level dissertations at the University, Encouragement and motivation of bachelor level graduated students to continue their studies to further levels;</p> <p>Engage a large number of professors in mentoring the students; for nomination of the academic staff based on their professional work and scientific achievements;</p> <p>Encouraging the publication of joint scientific works - students and mentors (by publishing at least 2 joint works each year).</p>			
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<p>Scientific research work.</p>	<p>Research work is based on fundamental, applied and developmental research that collects scientific materials, systemizes existing scientific knowledge, outlines and presents scientific achievements. The research work is conducted via local and international scientific projects, and published in journals; scientific meetings, as well as activities are related to the popularization of science through tribunes, roundtables, conferences, symposia, etc.</p>	<p>Increase the number of papers published in indexed journals in relevant database libraries, in accordance with the Rules on selection criteria for scientific titles.</p> <p>Increase the number of participation in local scientific projects (to mark a feasible increase by the end of this Strategy, i.e a three-year plan);</p> <p>Increase the number of participation in international scientific projects (to determine a viable increase by the end of this Strategy, ie a three-year plan</p> <p>Strengthening international cooperation through the establishment of cooperation with foreign research institutes;</p> <p>Increasing the funding of scientific activities for the AS for the purpose of their scientific titles;</p> <p>Organization of scientific forums at the university; organizing and participating in activities for</p> <p>Science promotion; uploading appropriate materials on the University's website; Involvement of the best students in scientific projects;</p> <p>Provision of necessary computer equipment as a fundamental tool in scientific and research work;</p> <p>Monitoring and upgrading existing computer programs, and purchasing new and licensed computer applications.</p>	<p>2018-ongoing</p>	<p>AS AU Rectorate</p>	<p>150,000</p>
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<p>Scientific development and perfection.</p>	<p>Successful implementation and fulfillment of the tasks and goals of the scientific research mainly depends on how competent the researcher is in the scientific and research field. Their continuous academic/professional growth is a precondition for fulfilling the tasks of the previous strategic goal. Determining and systematically monitoring the effect indicators may reflect a realistic picture and opportunity for the advancement of the individual and the entire University.</p>	<ul style="list-style-type: none"> -Strengthening professors` scientific competences in scientific-scientific titles, -Encouraging the new professors for further achievements, -Encouraging professors` mobility and improving their work, -Increasing the number of scientific works reviews, projects and programs, -Encouraging professors to engage in the work of scientific committees and scientific associations, and cooperate with business entities by provision and implementation of mutually interesting projects. 	<p>Ongoing</p>		<p>0</p>
<p>Development and management of resources. Material resources.</p>	<p>Continuous improvement and development of the University's material resources in order to provide a quality working environment and provide modern teaching tools, tools in scientific research and professional work.</p>	<p>IT equipment supply (computers, laptops, projectors, etc.), for employees and students. Improvement and modernization of laboratory equipment,</p> <p>Purchase of new softwares / licenses and modernizing the existing ones.</p> <p>Increase library materials with professional books and magazines.</p> <p>The process of annual planning of the material purchase, to include all the organizational parts of the University.</p>	<p>2018-ongoing</p>		<p>90,000</p>

4.Levels / Programs Required by the Market					
Strategic objectives	Aim	Tasks-activities	Deadlines	Responsibilities	Costs in euro
<p>To implement degree programs aligned with market needs.</p> <p>Conduct market analysis to identify what study programs are relevant to labor market needs</p>	<p>Identification of the best programs for the development in compliance with the market needs;</p> <p>Provide guidance and structure as to what degrees are needed to fulfill the employment needs of Kosovo.</p>	<p>-Approval of programs;</p> <p>-Implementation of agreements;</p> <p>-Development of the curriculum;</p> <p>-Implementation of the faculty development.</p> <p>-Establish consulting committees for specific industry within the framework of the UMIB academic units;</p> <p>-Cooperate with Kosovo Chamber of Commerce.</p>	<p>2018</p> <p>ongoing</p>	<p>UMIB</p> <p>QAO/</p> <p>ICO/</p> <p>IT /</p> <p>AU</p>	<p>0</p> <p>Costs</p>
	<p>Periodic reviews of existing study programs based on indicators of labor market demand.</p>	<p>Institutionalize internships as part of the curricula</p>	<p>ongoing</p>	<p>AU</p> <p>QAO/</p> <p>IS</p> <p>UMIB</p>	<p>0</p>

		Appropriate legal basis that clearly define all the mechanisms and instruments for providing professional programs, in compliance with the market demands.	Ongoing	AU QAO/ IS UMIB	0
Increase cooperation with the public and private sector	Develop an interactive relationship with the world of labor market and enterprises	To strengthen the triangle of innovative knowledge between education, research and business.	2018 – 2021	AU QAO/ IS UMIB	0
		Career development discussions and informing the students about career fairs.	Ongoing	AU QAO/ IS UMIB	0
		Organize a round table for empowering the possibility of employment, in which employees and relevant stakeholders reflect on the development of cooperative strategy to improve student transition in the labor market.	Ongoing	AU QAO/ IS UMIB	0

5. Human resources					
Strategic objectives	Aims	Tasks-Activities	Deadlines	Responsibilities	Resource s/Costs in euro
Development of organization chart	Develop (actual and future) organization chart for each faculty Define task division and update regulation of the staff based on needs.	New draft regulation	2018 –2021	AU Rectorate	Zero cost
Capacity building and continuous training of the AS and the administrative staff.	Define areas where training is needed. Contact international donors; Offer language and computer skills courses for the staff .	-Organize training workshops; -Draft a program for training; - Assign compulsory courses for the staff.	2018 –2021	AU Rectorate	Donations
Transparency and ongoing accountability.	Be transparent in presenting the results of work accomplished	Application of regulations	2018-2021	AU Rectorate	0

Staff's Continuous improvement and student services.	Increase service capacity for students and others.	Increase the number of administrative staff according to the needs presented by the AU. ~	2018-2021	UMIB	0
Number of employees...	Consider the number of employees (including professors, associates, administrative and professional staff). Provide an optimal number of professors in relation to the number of students; Organize rational representation of professors in teaching.	Harmonize personnel policy with real plans and needs, according to the professor's workload indicators and the structure of the study programs.	2018-2021	AU UMIB Office of Human Resources	0

6. Developing a Public Information System					
Strategic objectives	Aims	Tasks-Activities	Deadlines	Staff/Responsibilities	Resources/Costs in euro
Information system and UMIB support.	The University will provide the collection, analysis and use of relevant data regarding effective teaching management and other activities being carried out.	Increase of the effective use of the University's Web site and the use of Web-services developed at the university (Internet, Intranet). Implementing the IS for document management; Development of IS for automatic processing of surveys; Development of IS for student services, staff services and IS links.	2018-2021	AU ICO Rectorate	15,000

<p>Public Information, Strategies and Communication Policies.</p>	<p>The University is obliged to regularly, thoroughly and objectively inform the public about University achievements through quantitative and qualitative coefficients. Public information on the work and results of the University's work is available to all interested parties</p> <p>The University pays special attention to communication with stakeholders by taking adequate actions</p>	<p>Promoting the University in Public;</p> <p>More intensive relations with the public through the UMIB Web Site and Developing E-newsletter on Websites;</p> <p>Continuously inform on important events;</p> <p>Intensified links and communication with external parties that are interested in cooperation;</p> <p>Public information on students' achievements, new study programs, qualitative and quantitative indicators of the University's work;</p> <p>Share the information/news available to the public (the website) and the information/news available to the University staff only (Intranet);</p> <p>Employee training on the importance of effective communication.</p>	<p>2018-2021</p>	<p>AU ICO Rectorate</p>	<p>Donation 0</p>
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THE UMIB PRESTIGE	Presentation - internal prestige growth (strengthening the institution's internal and academic prestige) and public presentation.	Increasing the reputation of the public institution through the development of "event marketing" and "marketing of actions"; Students´ positive Student attitude towards the UMIB; Employees´ positive attitude towards the UMIB; An educative process with higher quality learning.	2018-2021	AU ICO Rectorate	15,000

7. Development and Managing Financial Resources

Strategic objectives	Aims	Tasks-Activities	Deadlines	Staff/ Responsibilities	Resources/Costs in euro
Development and implementation of finance and budget systems.	<p>Undertake monthly budget report;</p> <p>Improve the management and allocated resources regularly;</p> <p>Improve planning and execution.</p>	<p>-Develop a dashboard for internal usage by executives that includes financial indicators;</p> <p>-Receiving, executing and training - of new financial software;</p> <p>-Establish and train the staff on financial policies of UMIB;</p> <p>-Develop automated forms;</p> <p>-Reform the budget process based on European standards,</p> <p>- Establish a comprehensive annual planning process that includes the development of bottom - up budget.</p>	2018 - ongoing	Vice-Rector for Financial Issues	<p>0</p> <p>Donations</p> <p>Donations</p> <p>Donations</p> <p>Donations</p> <p>0</p>

<p>Maintaining financial stability.</p>	<p>Provide rational management and optimal expenditure of funds, in line with the plans.</p> <p>Maintaining financial stability and strengthening the financial position of the institution.</p> <p>Increase the AU's own funding sources</p>	<p>Ensure transparency in expenditure of the University funds.</p>	<p>2018 - ongoing</p>	<p>Rectorate Vice-rector for financial issues</p>	<p>0</p>
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8. Internationalization					
Strategic objectives	Aims	Tasks-Activities	Deadlines	Staff/Responsibilities	Resources /Costs in euro
Implement strategies for internationalization of the UMIB.	Increase student mobility to attend studies in other universities, and admission of students from other universities.	-Identify international partners; -Approval of programs; -Implementation of agreements; -Development of the curriculum; - Implementation of development of the faculty; -Promotion of study programs abroad; -Exchange student programs; -Enhancing international students services.	2018-ongoing	AU Rectorate	Donations
To increase the number of applications for scholarships	Encourage the students to apply for international scholarships; Encourage the academic staff to apply for scholarships; Functionalization of the foreign languages center.	- Maximally utilize scholarships offered by international partners; -Office of International Cooperation informs the AU leaders for program calls.	ongoing	AU QAO	Donations
Increase joint project applications for international	To display international project calls; To train the academic staff for drafting international projects;	-Workshops and presentations at each Faculty for actual decisions;	2018-ongoing	AU Vice –rector for cooperation	15,000

funds.	To support all initiatives for consortiums for joint applications; Support of the Rectorate with co-financing for project application.	-Workshops on writing international projects; - Trainings on EU-funded projects (Horizon 2020, ERASMUS +); -Allocation of money for co-financing of projects.			
Increase global partnership.	Promote and intensify professors' mobility within the Republic of Kosovo and abroad.	The UMIB to continuously inform about important events related to cooperation with foreign institutions, student mobility, the quality of the teaching, recognition of diplomas abroad.	2018-2021	AU Rectorate	Donations