UNIVERSITY
"ISA BOLETINI"
IN MITROVICA

STRATEGIC PLAN
2026 – 2030

Transforming the University towards Academic Excellence, Scientific Research and Societal Impact

ACADEMIC EXCELLENCE
and innovation

SCIENTIFIC RESEARCH
and innovation

SOCIETAL IMPACT
and sustainable development

Mitrovica, Kosovo | www.umib.net | Tradition. Values. Integrity.

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Pranuar me dt. 05.09.2025
Njesia orga | Num | Nr.Ekzem | Viera
2044/1

University "Isa Boletini" in Mitrovica

Strategic Plan 2026-2030

Mitrovica, 2025

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LIST OF ABBREVIATIONS

UIBM | University “Isa Boletini” in Mitrovica
MASHTI | Ministry of Education, Science, Technology and Innovation
AKA | Kosovo Accreditation Agency
EHEA | European Higher Education Area
SWOT | Strengths, Weaknesses, Opportunities and Threats
HERAS | Higher Education, Research and Applied Science
SHER | Sustainable Higher Education and Research in Kosovo
ECTS | European Credit Transfer System

Main Documents Consulted in Drafting the Strategic Plan

- Law on Higher Education of the Republic of Kosovo
- Statute of the University “Isa Boletini” in Mitrovica
- Strategic Plan of the University “Isa Boletini” in Mitrovica 2022-2025
- Standards for Institutional Accreditation (AKA, 2024)
- National Science Program 2023–2028 (MASHTI, 2023)
- Education Strategy 2022–2026 (MASHTI, 2022)
- National Development Strategy 2030 (Government of Kosovo, 2023)
- Manual for Planning, Drafting and Monitoring Strategic Documents and Their Action Plans – Government of Kosovo 2019

The rector's speech

Dear,

I am honored to present the University's Strategic Plan for the period 2026–2030, which will serve as a sustainable platform for academic development, scientific research and innovation. This plan will guide the university towards its mission and vision, highlighting aspirations for quality education, advanced research and consolidating the institution's role as a regional leader.

The strategic objectives are designed and derived from the collaboration of management, academic units, administrative staff, students, the Industrial Board, and other stakeholders. The plan sets the path for: improving the quality of teaching and learning, developing academic programs in line with market needs, strengthening scientific research, fostering internationalization and networking, advancing digitalization, promoting transparency, and ensuring sustainable financial management.

The implementation of the plan requires engagement and cooperation from all parties, serving as a roadmap for achieving the strategic objectives, identifying opportunities, and addressing future challenges. Close collaboration and commitment are the key to to an efficient and successful implementation of this plan.

On this occasion, I express my gratitude and appreciation for the contributions of all contributors, ensuring that the University’s Strategic Plan for the period 2026–2030 reflects the vision, mission, and aspirations of our academic community.

With respect,

Prof.dr. Nurten Deva

Rector

INTRODUCTION

The University “Isa Boletini” in Mitrovica (UIBM) is a public higher education institution in Kosovo, established by the decision of the Government of the Republic of Kosovo in 2013. UIBM is committed to providing high-quality higher education, promoting scientific research, and contributing to the socio-economic development of the Mitrovica region and beyond.

The academic structure of the university includes several faculties profiled in different fields of science and technology, such as:

- Faculty of Geosciences
- Faculty of Mechanical and Computer Engineering
- Faculty of Food Technology
- Faculty of Law
- Faculty of Economics
- Faculty of Education

UIBM is the only public university in Kosovo that inherits the multi-year experience of the previous Technical Higher Education institution in Mitrovica, maintaining a unique profile in technical fields and applied sciences. Its geographic position, the industrial tradition of the region, and human potential make UIBM an important actor in economic, social, and environmental development at local and national levels.

As part of the higher education system of Kosovo and the European Higher Education Area (EHEA), UIBM aims to meet the highest standards of quality in education, research, and community service, strengthening internationalization and sustainable institutional development.

Although a relatively new institution in the higher education system in Kosovo, UIBM has proven itself in the continuous promotion of quality education, enhancing institutional performance, and adapting to the evolving needs of the labor market. Through study programs oriented towards technical, engineering, economic, and social fields, UIBM has attracted young people seeking higher education based on practical and scientific knowledge, with good employment opportunities in local and national industries.

However, adapting higher education to the dynamic requirements of the market remains a general challenge for all higher education institutions in the country. Therefore, in the period 2026–2030, UIBM will engage in a clearer and deeper profiling according to the specific needs of the local and regional market, in order to prepare competitive, qualified graduates oriented towards innovation and sustainable development.

To keep pace with contemporary developments in education and research, UIBM has undertaken the process of drafting the new Strategic Plan 2026–2030, before the end of the previous plan period. This plan is based on in-depth internal analyses, reflections from the implementation of previous plans, and new needs that arise in the educational system and the economic and social context of the region and beyond.

The Strategic Plan 2026–2030 includes the entire logic of institutional development, starting from the vision, mission, and guiding values of the university, to strategic and specific objectives, performance indicators, action plans, and risk assessment. This plan aims to strengthen quality in education, advance research capacities, improve services for students, and expand the university's impact on community development.

The content and projections of this document are designed to raise UIBM to a new level of institutional development, strengthening national and international collaborations, increasing transparency and good management, as well as preparing students who are ready to compete not only in the local market but also in the European and global one.

The vision, mission, and objectives defined in this plan are based on the analysis of the local context and UIBM's institutional capacities, and are drafted aligned with national priorities for higher education and European quality standards.

This strategic plan will serve as a basis for institutional planning for the period 2026–2030 and as a tool for assessing progress and continuous improvement of UIBM's performance. The document should not be seen as rigid, but as a dynamic framework, open to adaptation during implementation, depending on developments and needs that may arise in the institutional journey.

EXECUTIVE SUMMARY

In accordance with the development needs, mission, and projections of the University “Isa Boletini” in Mitrovica (UIBM), the Strategic Plan 2026–2030 describes in detail the logic of institutional development and the strategic direction that the university will follow in the next five years.

The strategic plan is drafted based on the Manual for planning, drafting, and monitoring strategic documents and their action plans of the Government of the Republic of Kosovo of 2019 and includes strategic objectives and specific objectives to be achieved during this period, as well as describes the measurement indicators and respective targets for each objective. These indicators will serve as a basis for assessing progress and the impact of the plan on improving the quality of education, strengthening research capacities, and advancing other university functions.

Part of the plan is the Action Plan, which contains concrete activities divided according to objectives, timelines, and responsible units for their implementation. This approach will ensure continuous linkage between strategic planning and its practical implementation.

The plan also includes all standard components of a strategic document: introduction, followed methodology, description of UIBM's current state, as well as an analysis of existing challenges and difficulties that will be addressed through planned strategic interventions.

The fulfillment of the Strategic Plan 2026–2030 is structured in 5 strategic objectives with 26 relevant specific objectives, which are in full compliance with the requirements of institutional accreditation standards, covering all functional areas of the university: teaching and learning,

scientific research, quality assurance, student services, infrastructure development, community engagement, institutional governance, human resources, and internationalization.

Each strategic objective contains several specific objectives, which are structured and listed in the following chapters of the document.

Strategic Objective 1: Development of modern teaching and learning
Specific Objectives: 1.1. Review of study programs focusing on the student-centered approach 1.2 Advancement of the e-learning system 1.3 Enhancing the student learning experience 1.4. Development of interdisciplinary programs 1.5 Advancement of practical learning in the institution and industry
Strategic Objective 2: Strengthening research and innovation capacities
Specific Objectives: *2.1. Increasing staff participation in national and international research projects* *2.2. Establishing and operationalizing specialized research centers within academic units* *2.3. Modernizing infrastructure and equipment to support scientific research* *2.4. Integrating research elements into study programs, especially at the master's level* *2.5. Promoting innovation through new initiatives and supporting student and academic ideas***.**
Strategic Objective 3: Advancing International, Community, and Industry Collaboration
Specific Objectives: 3.1. Strengthening the existing partnership with the community and industry 3.2. Advancing and expanding cooperation with strategic partners at both the national and international level 3.3. Involvement in the design of joint programs and projects in the service of the community 3.4. Active participation of industry in the university's advisory bodies 3.5. Increasing the visibility of UIBM in the media and the public
Strategic Objective 4: Sustainable institutional development and modern management
Specific Objectives: *4.1. Complete digitalization of administrative and academic processes.* *4.2. Improvement of student services.* *4.3. Development and modernization of physical and digital infrastructure* *4.4. Consolidation of the data-driven leadership model* *4.5. Professional development of human resources.* *4.6. Expansion of international partnerships and integration into international networks and initiatives*
Strategic Objective 5: Quality culture and continuous improvement
Specific Objectives: *5.1. Consolidation of the internal quality assurance system.* *5.2. Embedding all university stakeholders with a quality culture* *5.3. Use of data for evidence-based decision-making* *5.4. Re-evaluation of student workload (ECTS) across subjects* *5.5. Development of a reward scheme for excellence.*

METHODOLOGY

The drafting of the Strategic Plan of the University "Isa Boletini" in Mitrovica (UIBM) for the period 2026–2030 has followed a comprehensive approach with active and coordinated participation, including all relevant parties within and outside the institution. In this process, various university structures have been engaged: management, academic staff, administration, student representatives, private sector representatives, and alumni. The drafting process is supported by the SHER project.

The drafting process has been divided into several logical phases, described as below:

- **Phase 1: Situation Analysis**
- This phase has included analyzing the implementation of the previous strategic plan, reviewing institutional accreditation reports, and national and European strategic documents in the field of higher education. On June 5, 2025, a one-day workshop was organized with the participation of all key parties, where expectations for the new plan were discussed, as well as regulatory requirements (legal and new quality standards), the drafting process, content, and the process of monitoring and evaluating it.
- During this workshop, the SWOT analysis was conducted for four strategic areas: education, scientific research, community service, and institutional development. In this context, internal and external factors affecting the university's performance were identified.

- **Phase 2: Determining the Vision, Mission, University Values, and Strategic Objectives**
- Based on the SWOT analysis, priority areas and key problems requiring institutional intervention were identified. In the second workshop, on June 27, 2025, the existing vision, mission, and values were reviewed and supplemented. After defining UIBM's new vision, strategic objectives were developed. Special attention was paid to fulfilling the requirements provided by the respective standards of the new AKA manual for institutional accreditation regarding the university's mission statement.

- **Phase 3: Defining Specific Objectives, Defining Performance Indicators, and Identifying Risks**
- After identifying strategic objectives in the third workshop, on July 16-17, 2025, specific objectives were developed, which address fundamental problems in a structured and measurable way. At the same time, performance indicators were selected and targets were set for each specific objective, to enable sustainable monitoring and evaluation of progress. This phase also included analyzing potential risks that may affect the plan's realization during the implementation period. Preventive measures and mechanisms for their management were also identified.

- **Phase 4: Determining Action, Monitoring, Reporting, and Budget**

- In the third workshop, for each specific objective, necessary activities and timelines for implementation were determined. Finally, responsible structures for implementing the strategic plan were defined, including the role of academic, administrative, and managerial units. The frequency of internal reporting and mechanisms for periodic review of the plan were also determined. Finally, the necessary budget for realizing the strategic plan was drafted.
- This methodology ensures that UIBM's Strategic Plan 2026–2030 is a functional, implementable document aligned with accreditation standards and strategic management in higher education.

PROBLEM ANALYSIS

University "Isa Boletini" in Mitrovica (UIBM), as one of the public institutions of higher education in Kosovo, has achieved significant progress in the first decade of its operation and a strong foundation for further development has been created. This analysis, based on the data of the PDMK, the National Science Program 2023–2028, the Education Strategy 2022–2026 and the National Development Strategy 2030, aims to identify areas where UIBM has great potential to advance and affirm itself as a modern and innovative university. One of the main opportunities is the alignment of study programs with the demands of the labor market. By modernizing curricula and strengthening cooperation with industry representatives, UIBM has the potential to offer new programs, focused on the real needs of the labor market and prepare students for the challenges of the modern market. The integration of modern teaching methods and digital technologies has advanced the learning process and increased the quality of student preparation (PDMK, 2025).

UIBM possesses academic staff with research potential and project experience and there is an opportunity to expand participation in international research programs and networks. Continuous investments in modern laboratory infrastructure, research software and a dedicated budget are seen as opportunities to strengthen the university's research and innovation capacities. This approach enables academic staff to make greater use of opportunities for research projects, including European Commission programs and government initiatives (PDMK, 2025).

Opportunities for collaboration with the community and local businesses are considerable. UIBM has the potential to build active and sustainable collaboration platforms that strengthen the university's impact on regional development, innovation and the community. Projects that connect with community needs are considered appropriate and will expand the university's impact and strengthen the links between science, economy and society (PDMK, 2025; National Science Program 2023–2028).

UIBM has the opportunity to further improve institutional management and governance, by developing integrated digital systems for academic and administrative information management. Modernization and digitalization increased transparency, accountability and institutional efficiency, aligning the university with the best international standards (PDMK, 2025; Education Strategy 2022–2026; National Development Strategy 2030).

By highlighting its unique potential and offering specialized and flexible programs, UIBM has the opportunity to attract more students, maintain interest in existing studies and strengthen its position in higher education in Kosovo.

The Strategic Plan 2026–2030 aims to strengthen academic quality, develop research infrastructure, digitize processes, and create a culture of open collaboration with industry and society. This approach enhances the role of the university as a key developmental and innovative actor in Kosovar society.

SWOT ANALYSIS

Strengths

- Unique study programs suitable for the labor market.
- Qualified, dedicated academic staff with experience in research and teaching.
- Good connections with industry, especially in the mining and manufacturing sector.
- Modern infrastructure and new campus in function of learning and research.
- Active participation in international projects and mobility programs (Erasmus+, HERAS, SHER).
- Institutional commitment to increasing scientific publications through incentives.
- Organization of international conferences and community activities with broad involvement.
- Collaborations with local and international institutions in the form of agreements and community trainings.
- Existence of advisory bodies at Faculty levels.
- Participation of staff and students in international academic exchanges.
- Institutional support for academic development and regulatory infrastructure development.

Weaknesses

- The need for continuous updating of laboratory equipment and the lack of literature in Albanian in certain fields of study.
- Limited pedagogical use of digital technology in the teaching process.
- Lack of involvement in large international research projects by a part of the academic staff.
- Limited difficulties in transferring technology and knowledge from the university to industry, which limits the practical impact of research
- Limited participation of staff in projects with practical benefit for the community.
- Lack of effective functionalization of existing agreements with foreign institutions.
- Continuous updating of programs and teaching contents.
- Limited access to scientific journals with impact factor.

Opportunities

- Expansion of international cooperation through projects like Erasmus+, Horizon Europe, etc.
- Application to national and international research funds.
- More specialized research centers in technical fields and statistics.
- Increasing interest in combined learning models (hybrid) and digitalization of education.
- Inclusion of academic diaspora in teaching and research activities.
- Offering new master's programs and developing multidisciplinary curricula in line with market needs.
- Functionalization of institutes and existing structures in service to the community.
- Opportunity for creating new cooperation agreements with public and private institutions.
- Improving university-industry relations.

Threats

- Emigration of youth and departure of qualified graduates from Kosovo.
- Flow of academic staff to industry due to more favorable conditions.
- Economic and political uncertainty affecting the stability of the education system.
- Inter-institutional competition from other public and private universities.
- Possible budget cuts at the country level for education and research.
- Decline in birth rate and reduction in the number of high school graduates applying to higher education.
- Damage to the institutional image through negative perceptions in media.

VISION, MISSION AND VALUES OF UIBM

Vision

Leading institution in the region for advanced education and research, developing generations that lead the future in specific fields, in the service of sustainable development and the nation's social well-being.

Mission

To offer quality education, promote scientific research, and contribute to the sustainable development of society through knowledge, innovation, and community collaboration.

Values

- Integrity and ethics – Respecting principles of honesty, justice, and transparency in all aspects.
- Diversity and inclusion – Promoting equality, diversity, and an inclusive environment for all students and staff.

- Academic freedom – The right to free expression, science-based teaching, and independent research.
- Justice and transparency – Impartiality, accountability, and open approach to all actors.
- Creativity and innovation – Encouraging new ideas and solutions for contemporary and complex challenges.

STRATEGIC OBJECTIVES

To be strongly based on the mission and vision of the university and its tradition as a higher education institution, UIBM's strategic objectives for the period 2026–2030 are structured in the three fundamental pillars of the university mission and two others that reinforce institutional development and quality culture.

Strategic objectives	Development of modern teaching and learning
	Strengthening research and innovation capacities
	Advancing collaboration with community and industry
	Sustainable institutional development and modern management
	Quality culture and continuous improvement

These objectives represent a balanced, strategic, and measurable structure, building on the analysis of the current situation and serving UIBM's vision to become a leading institution in the region.

The budgeting of the strategic objectives set out in UIBM's Strategic Plan for the period 2026–2030 has been carried out in accordance with the budgetary limits defined in Budget Circular 2026/01, for the years 2026, 2027, and 2028.

For the years 2029 and 2030, the budget assessment has been conducted on an approximate basis, as these years are not yet covered by a budget circular. The allocation of funds for each objective has been based on the projected dynamics of the respective activities, reflecting the actual needs and the pace of their implementation.

Strategic Objective 1: Development of Modern Teaching and Learning

UIBM aims to transform the learning process by placing the student-centered approach of attention and integrating digital, interdisciplinary, and contemporary learning methods that align with labor market requirements and global developments in education.

To achieve this, the following Specific Objectives are foreseen:

Specific Objectives 1.1	Specific Objectives 1.2	Specific Objectives 1.3	Specific Objectives 1.4	Specific Objectives 1.5
Review of study programs focusing on the	Advancement of the e-learning system	Improving the student experience	Development of interdisciplinary programs	Advancing practical learning in

student-centered approach				institutions and industry

OSP1.1. Review of study programs focusing on student-centered approach

To guarantee relevant and effective education, UIBM aims to undertake a comprehensive process of reviewing study programs, placing the student-centered approach of curricular design. This means harmonizing academic contents with students' needs and interests, labor market requirements, and contemporary scientific developments. Through inclusion of student feedback, advisory mechanisms, and consultations with industry, the aim is to create more flexible programs oriented towards competencies and linked to real professional practices.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Number of trainings organized on teaching methodologies	1	1	1	1	1
Percentage of the number of courses in the program that apply the student-centered system	20%	30%	40%	50%	70%
Increasing student pass rates in exams in subjects where the student applies to the center	15%	15%	20%	20%	25%

OSP1.2. Advancement of e-learning system

The transformation of learning in the digital age requires full integration of technologies and contemporary pedagogical methods in the academic environment. UIBM aims to advance the use of online learning platforms, blended learning, interactive tools, and problem and project-based learning techniques. This will improve student engagement, expand access to quality learning resources, and increase the effectiveness of the teaching and learning process.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Number of trainings organized for the application of the e-Learning system for staff and students	3	3	4	5	5
Percentage of students who use the e-Learning platform	45%	50%	60%	60%	70%
Student satisfaction with the use of the e-Learning system,	70%	70%	75%	80%	90%

OSP1.3. Improvement of student experience

UIBM considers student experience as a key component of academic quality and as a determining factor in the overall success of studies. The objective is to empower the student's role as an active participant in the learning process, through their inclusion in subject design, teaching evaluation, and creation of spaces for reflection and co-creation of knowledge. At the same time, systematic mechanisms will be implemented for measuring and improving student experience in academic, social, and supportive aspects.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Percentage of students satisfied with academic and administrative services	70%	80%	90%	90%	90%
Number of new initiatives undertaken in response to student comments and suggestions	5	5	6	6	8
Number of student dialogue through holding regular meetings and addressing issues raised by students.	2	2	4	4	6

OSP1.4. Development of interdisciplinary programs

The development of interdisciplinary programs constitutes a key strategy to face the complex challenges of the future and to prepare students with broad and applicable skills in different contexts. UIBM will promote collaboration between academic units to create programs that combine fields of science, technology, design, management, and innovation. These programs will be created in consultation with industry and institutional partners to ensure updated content and transversal competencies.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Number of new interdisciplinary programs developed and accredited	1	1	1	2	2
Percentage of existing courses that include interdisciplinary content or collaboration between different departments/faculties.	10%	20%	20%	30%	30%
Number of academic staff involved in the development and implementation of interdisciplinary programs.	4	6	6	8	12

OSP1.5. Advancement of practical learning in institution and industry

To prepare students capable for the labor market, UIBM aims to strengthen the practical component of learning both within the institution and in collaboration with industry. This includes increasing the number of project-based subjects, expanding laboratories and practice centers, as well as creating partnerships for professional practice with companies and organizations. Through this specific objective, students will have the opportunity to apply theoretical knowledge in real situations and develop practical and professional skills that are essential for career success.

Indicators	Goals				
	2026	2027	2028	2029	2030
Percentage of practical learning in programs	20%	25%	30%	40%	40%
Student satisfaction with practical learning in programs	20%	30%	40%	50%	70%
Employer satisfaction with graduates' practical skills	55%	60%	70%	75%	80%
Alumni satisfaction with practical skills acquired during studies	60%	65%	70%	75%	80%

Strategic Objective 2: Strengthening Research and Innovative Capacities

The development of research and innovative potential constitutes one of the key pillars of UIBM's mission, aiming to increase involvement in research projects, advance scientific infrastructure, and promote a culture of innovation and co-creation with students and staff.

To achieve this, the following Specific Objectives are foreseen:

Specific Objectives 2.1	Specific Objectives 2.2	Specific Objectives 2.3	Specific Objectives 2.4	Specific Objectives 2.5
Increasing staff participation in national and international research projects	Establishment and operationalization of specialized research centers within academic units	Modernization of infrastructure and equipment to support scientific research	Integrating research elements into study programs, especially at the master's level	Promoting innovation through new initiatives and supporting student and academic ideas

- **OSP2.1.** Increasing staff participation in national and international research projects

Active participation of academic staff in research projects is essential for advancing scientific capacities and raising UIBM's academic reputation. Through this specific objective, the aim is to create stimulating conditions for staff to apply and manage research projects funded by local and

international sources, including trainings for writing project proposals (especially Horizon), technical-professional assistance, and promoting collaborations with other local and international academic institutions. This will help increase scientific activities and create a research culture within the university.

Indicators	Goals				
	2026	2027	2028	2029	2030
Number of research projects awarded across academic units	3	4	6	7	9
Percentage of academic staff engaged in at least one research project	50%	55%	65%	70%	70%
Percentage of academic staff who have attended training on project proposals and project management	75%	75%	75%	75%	75%
Percentage of staff involved as leaders or partners in international projects	30%	45%	50%	60%	60%
Amount of funds secured from research and international projects	200 000	200 000	300 000	400 000	500 000

- **OSP2.2.** Establishment of new centers and functionalization of existing specialized research centers within academic units

To consolidate and focus research activity, UIBM aims to establish new specialized research centers and consolidate existing ones within faculties. These centers will function as structured units within academic units with clear research plans, becoming centers of excellence for projects, research, publications, collaborations, and scientific mobility. The centers will also serve as a connecting bridge with the community and industry, offering expertise and solutions to their problems through knowledge and technology transfer.

Indicators	Goals				
	2026	2027	2028	2029	2030
Number of centers/institutes established	1	0	0	1	0
Number of research projects developed within centers/institutes	0	3	2	3	3
Total income generated by research centers/institutes	0	10 000	15 000	15 000	30000
Number of collaborations with the private sector through centers/institutes	5	10	10	10	20

Number of scientific activities organized by the centers (conferences, round tables, seminars)	1	2	2	2	2

- **OSP2.3.** Modernization of infrastructure and equipment to support scientific research

The development of research capacities is not possible without modern infrastructure and equipment that enable researchers to realize quality projects. UIBM aims to invest in advanced laboratories, high-tech equipment, and research software to support key fields of study and research. Also, improving access to scientific literature resources and international databases is aimed. This will create a research environment of European standards and increase UIBM's competitive ability for local and international research projects.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Number of licenses for access to international libraries and databases	2	2	2	3	3
Number of application software dedicated to research and scientific analysis	5	6	8	10	10
Total value of investments in research equipment and infrastructure	20 000	20 000	20 000	20 000	40 000
Average response time for maintenance or replacement of research equipment	1 month	1 month	2 weeks	2 weeks	2 weeks

- **SP2.4.** Integration of research elements in study programs, especially at master's level

One of the most effective ways to develop research capacities is to involve students in research activities during their studies. UIBM aims, especially in master's level programs, to integrate research components such as seminars, projects, scientific papers, and practical work in laboratories. This approach will create a strong link between teaching and research, preparing students more capable for the academic and professional market.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Number of master's thesis topics that address real industry or community problems	22	25	25	30	30
Percentage of students involved in research projects during master's studies	60%	70%	75%	75%	80%
Percentage of revised curricula that include a research component	20	20	30	30	30
Number of new modules designed based on research projects	10	15	15	20	20

Percentage of positive evaluations by students about the research experience during their studies	80%	80%	80%	80%	80%

- **OSP2.5.** Promotion of innovation through new initiatives and support for student and academic ideas

Innovation is a fundamental pillar for Kosovo's economic and social development, and UIBM aims to create an ecosystem that encourages and supports new ideas from students and academic staff. This includes organizing contests or competitions for innovative ideas, financial support for innovation projects, and connections with national and international innovation networks. UIBM plans to create a dedicated space as an innovation incubator where ideas can be developed towards applicable products or services in the market.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Number of new and innovative ideas submitted by students and staff in competitions	10	10	20	20	20
Percentage of ideas that have reached practical testing	50	60	60	60	60
Number of collaborations with national and international innovation networks	5	5	10	10	10
Number of awards for innovation awarded to young researchers	1	1	1	1	1
Total value of scholarships awarded for innovation-based projects	50000	50000	50000	50000	50000
Number of annual promotional events for innovation	1	1	1	1	1

Strategic Objective 3: Advancement of Cooperation with Community and Industry

UIBM sees cooperation with the community and private sector as a key element for fulfilling its social and economic role, building sustainable and strategic relations, joint projects, direct inclusion of industry in academic life, and transfer of knowledge and technology to industry and community.

To achieve this, the following Specific Objectives are foreseen:

Specific Objectives 3.1	Specific Objectives 3.2	Specific Objectives 3.3	Specific Objectives 3.4	Specific Objectives 3.5
Strengthening the existing agreement with the community and industry	Strengthening the existing agreement with the community and industry	Inclusion in the design of joint programs and projects in service of the community	Active participation of industry in university advisory bodies	Increasing UIBM's visibility in the media and the public

- **OSP3.1.** Strengthening existing agreements with community and industry

UIBM aims to strengthen strategic links with the private and public sector in order to improve the compatibility of academic offerings with expected (future) labor market demands and socio-economic development. Cooperation will include joint projects, knowledge exchange, and greater involvement (with a sense of ownership) of representatives from private and public sectors in designing academic policies and programs. A continuous dialogue with key market actors will ensure that the university's programs and services are oriented towards concrete and sustainable impact.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Number of agreements implemented	12	18	24	30	36
Degree of implementation of agreements	35%	45%	55%	65%	65%+
Level of satisfaction with community and industry cooperation	7	7	7	7	7

- **OSP3.2.** Advancement and expansion of cooperation with strategic partners in the field

To fulfill its social role, UIBM will engage in implementing projects that address concrete needs and challenges of the local and regional community. These projects will extend to various fields such as education, technology, environment, culture, and economic development, ensuring direct participation of residents, local institutions, and civil society organizations. This approach aims to strengthen the connection between the university and the community as partners in social development.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Number of new agreements with strategic partners	**7**	10	10	12	15
Number of applications in joint projects	2	2	4	4	5
Number of strategic level agreements with industry	1	2	2	3	5

- **OSP3.3.** Inclusiveness in designing programs and joint projects in service to the community

UIBM has the potential and expertise to directly influence the professional and institutional development of the local community and beyond. Through organizing focused trainings, specialized courses, and technical services, the university will contribute to raising the capacities of individuals and public and private organizations. These activities will increase UIBM's role as

a recognized center of knowledge and practical assistance for the community, business, and professionals.

Indicators	Goals				
	2026	2027	2028	2029	2030
Number of study programs developed in coordination with the community and industry	6	6	6	8	8
Number of projects implemented in coordination and collaboration with the community and industry	6	6	6	10	12
Percentage of partners involved in projects in collaboration with the university	20%	20%	30%	30%	30%

- **OSP3.4.** Active participation of industry in university advisory bodies

To guarantee that study programs and research activities are relevant and practice-oriented, UIBM aims to expand industry's inclusion in academic advisory bodies, both at the central level through the Industrial Board, and at faculty levels. This participation will contribute to determining development priorities, improving curriculum content, and creating opportunities for practice and employment for students. Linking academic structures with market reality is key for UIBM university.

Indicators	Goals				
	2026	2027	2028	2029	2030
Percentage of industry interest in being part of university bodies	10%	15%	20%	20%	25%
Number of annual meetings of advisory bodies with the participation of industry representatives	1	1	1	1	1
Number of recommendations proposed by industry representatives and implemented by the university	2	2	3	3	3

- **OSP3.5.** Increasing UIBM's visibility in media and public

To strengthen its identity and credibility, UIBM will take concrete steps to increase public visibility and communication of its achievements, projects, and activities. This includes increasing presence in traditional and digital media, developing information campaigns, publishing reports, and creating a coherent institutional image. Through structured and transparent communication, UIBM aims to gain more trust and support from the wider public and external partners.

Indicators	Goals				
	2026	2027	2028	2029	2030
Number of UIBM appearances in the media during the year	4	4	4	4	4
Number of public events organized by UIBM	6	6	8	10	12
Increase in the percentage of followers on UIBM's social networks	20%	20%	30%	30%	30%

Strategic Objective 4: Sustainable Institutional Development and Modern Management

The university is committed to building stable, transparent, and efficient governance structures through digitalization, infrastructure investments, human resource development, and linkage with international partners, to guarantee contemporary and sustainable functioning.

To achieve this, the following Specific Objectives are foreseen:

Specific Objectives 4.1	Specific Objectives 4.2	Specific Objectives 4.3	Specific Objectives 4.4	Specific Objectives 4.5	Specific Objectives 4.6
Complete digitalization of administrative and academic processes	Enhancing student services	Development and modernization of physical and digital infrastructure	Consolidating the data-driven leadership model	Professional development of human resources.	Expanding international partnerships and integrating into international networks and initiatives

- **OSP4.1.** Full digitalization of administrative and academic processes through development of an integrated data management system

UIBM aims to transform its institutional functioning through digitalization of all administrative and academic processes. This includes creating and using an integrated platform for managing students, staff, documents, and official communication. This system will enable higher efficiency, transparency, data-based decision-making, and easier access to information for all university actors.

Indicators	Goals				
	2026	2027	2028	2029	2030

Number of requests made/performed by academic staff on the ERP Platform		40%	50%	70%	90%
Number of requests made/performed to administrative staff on the ERP Platform		40%	50%	70%	90%
Number of new programs and applications	20%	20%	30%	40%	50%
Number of new modules	1	1	0	1	1

- **OSP4.2. Improvement of student services**

UIBM is committed to the continuous enhancement of student services across all study phases, with a strong focus on a student-centered approach. This includes providing higher quality academic and non-academic services, accessible communication, psychological support, professional counseling, and facilitation of access and infrastructure (physical and electronic). A better student experience directly affects academic success and their preparation for the labor market.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Number of digitized student services	80%	85%	90%	95%	100%
Number of student requests for career training	100	150	200	250	300
Percentage of student attendance achievement	20%	30%	60%	80%	100%

- **OSP4.3.** Development and modernization of physical and digital infrastructure

To ensure a suitable environment for learning, research, and student life, UIBM will realize investments in modernizing physical spaces and improving digital infrastructure. Laboratory centers, libraries, halls, social spaces, and internet access in all university spaces will meet the needs of modern learning. This will contribute to increasing the overall quality of the academic experience.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Number of inspections and maintenance reports per year	3	**4**	**4**	**5**	**7**
Percentage of learning spaces with improved conditions (lighting, heating, ventilation, furniture)	90%	90%	90%	90%	90%
Number of classrooms equipped with ICT equipment (interactive smart board, laptop, etc.)	5	5	5	6	7

- **OSP4.4.** Consolidation of data-based leadership model

UIBM will promote a leadership model supported by data and evidence, aiming for fact-based and analytical decision-making. This will be achieved through inclusion of relevant data in planning, monitoring, and performance evaluation at all management levels. Such an approach increases accountability, transparency, and generally develops the institution according to best European practices.

Indicators	Goals				
	2026	2027	2028	2029	2030
Percentage of strategic decisions based on data	55%	55%	60%	70%	80%
Number of annual work reports based on data	50	50	55	55	60
Number of measures taken based on the performance of academic and administrative staff	5	5	5	6	7

- **OSP4.5.** Professional development of human resources

Academic and administrative staff constitute the main institutional pillar. UIBM will implement a structured program for staff professional development through regular trainings, academic exchanges, and support for career advancement based on identifying needs (through performance evaluation) and the university's goals for adopting modern teaching methods. This will positively impact staff motivation and performance and strengthen the institution's capacities as a whole.

Indicators	Goals				
	2026	2027	2028	2029	2030
Number of administrative staff trainings within the year	10	10	13	15	20
Number of academic staff trainings within the year	10	12	15	15	17
Percentage of participation of academic and administrative staff in training	20%	20%	25%	35%	40%

- **OSP4.6.** Expansion of international partnerships and integration into international networks and initiatives

To increase international impact and recognition, UIBM will intensify building partnerships with foreign universities, institutes, and organizations. These partnerships will extend to areas such as academic mobility, joint research projects, dual programs, and participation in European higher

education networks. Integration into the international scene will contribute to sustainable and comparable academic and institutional development with European universities.

Indicators	Goals				
	2026	2027	2028	2029	2030
Number of international projects	5	**7**	**8**	**9**	**10**
Number of UIBM students participating in international mobility	10	15	15	20	25
Number of academic staff participating in international mobility	15	20	25	30	35
Percentage of implementation of international agreements	20%	20%	25%	35%	40%

Strategic Objective 5: Quality Culture and Continuous Improvement

UIBM promotes a comprehensive approach to quality by strengthening internal quality assurance systems, regular quantitative and qualitative evaluation processes (including ECTS workload assessment from bottom-up and qualitative assessments from students through focus groups), and data-based analyses, with the aim of increasing institutional performance and academic credibility.

To achieve this, the following Specific Objectives are foreseen:

Specific Objectives 5.1	Specific Objectives 5.2	Specific Objectives 5.3	Specific Objectives 5.4	Specific Objectives 5.5
Consolidation of the internal quality assurance system.	Embodying all university stakeholders with a culture of quality	Using data for evidence-based decision-making	Reassessment of student workload (ECTS) across subjects	Development of a reward scheme for excellence.

- **OSP5.1.** Consolidation of the internal quality assurance system

To guarantee high standards in all aspects of functioning, UIBM aims to strengthen the internal quality assurance system. This means establishing clear mechanisms for monitoring, evaluation, and continuous improvement in academic, administrative, and research processes. A functional quality system is the basis for sustainable accreditation and increasing institutional credibility.

Indicators	Goals				
	2026	2027	2028	2029	2030
Number of new quality assurance mechanisms.		1		2	
Adding quality officers		**1**			
Percentage of trained staff	80	80	90	90	<95

OSP5.2. Embedding all university actors with quality culture

Quality culture is not just a structure, but a shared institutional attitude. UIBM will promote active engagement of academic, administrative staff, and students in quality assurance processes, through trainings, inclusion in evaluations (quantitative and qualitative), and reflective discussions. Only through broad inclusion and awareness can sustainable institutional quality be achieved.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Quality Awareness Days – Updated Website	1	1	1	1	1
It could be the number of trainings organized for quality culture,	1	2	4	4	5
Percentage of academic, administrative staff and students involved in quality activities	>80%	>80%	>80%	>80%	>80%

- **OSP5.3.** Use of data for evidence-based decision-making

Evidence-based decision-making is essential for effective leadership and responsible management. UIBM will advance capacities for analyzing and using data from internal and external evaluations, student surveys, and performance indicators to build fact-based policies and interventions, ensuring sustainable development and responsibility.

Indicators	**Goals**				
	2026	**2027**	**2028**	**2029**	**2030**
Percentage of reports on the improvement situation	>90%	>90%	>90%	>90%	>90%
Number of new curricula and programs	2	1	2	2	2
Number of analytical reports prepared for decision-making purposes per year	8	10	12	15	20

- **OSP5.4.** Re-evaluation of student workload (ECTS) per subject

So far, during program development, student workload per subject has been based on subjective assessments of curriculum drafters (top-down). UIBM will work on developing an objective assessment of student workload in subjects with ECTS from bottom-up, i.e., surveys will be conducted with students who have successfully completed subjects to assess their engagement (in hours) for successful completion of the subject. This will be the most real form of ECTS distribution in study programs.

Indicators	Goals				
	2026	2027	2028	2029	2030
Percentage of courses re-evaluated for ECTS load	>80%	>85%	>85%	>90%	>95%
Revised Syllabus Submission		>50%	>20%	>20%	>10%
Level of student satisfaction with academic workload after reassessment	>70%	>75%	>85%	>90%	>95%

- **OSP5.5.** Development of a scheme for rewarding excellence

To encourage high performance and promote best standards in teaching, research, and management, UIBM will create a clear scheme for recognizing and rewarding excellence. This scheme will be based on measurable and transparent criteria and will serve as motivation for staff to aim for continuous professional and academic growth.

Indicators	Goals				
	2026	2027	2028	2029	2030
Percentage of application forms completed and submitted within the specified deadlines	>90%	>90%	>90%	>90%	>90%
Number of public calls announced and completed within the predetermined deadlines	1	**1**	**2**	**2**	**2**
Level of satisfaction of beneficiaries with the reward scheme	>85%	>85%	>90%	>90%	>95%

RISKS AND MEASURES FOR THEIR MINIMIZATION

In the framework of strategic planning, identifying and assessing risks is an essential component to ensure that the university's medium and long-term goals can be achieved efficiently. Risks are assessed on two dimensions: likelihood of occurrence and impact on the institution, each on a scale from 1 (low) to 3 (high). For each identified risk, preventive or corrective measures are proposed to minimize their potential impact on UIBM's institutional performance.

Risk	**Probability of occurrence (1 to 3)**	**Impact on the institution (1 to 3)**

Staff resistance to change	1	2
Low student interest in some fields of study	2	3
Unstable political and economic situation in Kosovo	2	2
Demographic changes and youth migration	2	2
Budgetary constraints and uncertainty due to dependence on MESTI	2	3

Staff hesitation towards change

The implementation of new pedagogical methods and technologies may encounter passive or resistant attitudes, particularly if the changes are not accompanied by adequate support.

Possible mitigation measures:

- Engage staff at the early stages of reforms.
- Provide practical training and technical support for implementation.
- Establish motivation and reward systems for embracing innovations.

Low Student Interest in Certain Study Fields

Some academic programs may face low levels of student interest due to a lack of relevance to the labor market or a poor perception of their value.

Possible mitigation measures:

- Targeted promotional campaigns.
- Flexible offerings of elective courses.
- Review or consolidation of less attractive programs.

Unstable Political and Economic Situation in Kosovo

Political instability and national economic challenges may negatively affect the autonomy and funding of public universities.

Possible mitigation measures:

- Build sustainable relationships with international partners to diversify funding sources.
- Maintain flexibility in institutional planning to adapt to unexpected changes.
- Advocate for stronger support of higher education in national policies.

Demographic Changes and Youth Migration

Declining birth rates and youth migration abroad pose challenges for new enrollments and the future supply of academic staff.

Possible mitigation measures:

- Develop flexible and attractive programs for students from the diaspora.
- Encourage brain gain through scholarships and international partnerships.
- Expand distance learning and participation in international networks.

Budgetary Constraints and Uncertainty due to Dependence on MESTI

As a non-independent budgetary unit, UIBM depends on the Ministry of Education, Science, Technology and Innovation (MESTI) for budget allocation, which limits financial flexibility and timely implementation of strategic initiatives.

Possible mitigation measures:

- Continuous advocacy for a clear budget allocation and a distinct status within MESTI.
- Diversify income sources through projects and service provision.
- Apply conservative financial planning and establish internal mechanisms for fund management.

The following table presents the risk assessment according to the likelihood of occurrence and their impact on the institution.

MONITORING THE IMPLEMENTATION OF UIBM'S STRATEGIC PLAN

To ensure successful implementation and in accordance with the defined goals in the Strategic Plan 2026–2030, the University “Isa Boletini” in Mitrovica has decided to develop a structured and functional mechanism for monitoring the progress of this plan. Monitoring will help not only in systematic tracking of the realization of strategic and specific objectives but also in timely identification of challenges that may hinder implementation, as well as undertaking corrective actions.

For this purpose, by decision of UIBM's Steering Council, a Working Group for Monitoring the Strategic Plan will be established, which will have the mandate to realize annual progress assessment, as well as to prepare respective reports to be submitted to the Steering Council. This group will consist of representatives from senior institutional leadership, representatives of academic and administrative units, quality coordinator, and a student representative. The role of this group will be monitoring KPIs (key performance indicators) for each specific objective,

analyzing collected data, as well as compiling recommendations for intervention or strategic review as appropriate.

Annual monitoring will be the basic mechanism for assessing plan implementation. This assessment will focus on measuring progress towards achieving strategic objectives through analysis of performance indicators, including review of used resources, engagement of responsible units, and achieved results. The results of this process will be included in a detailed annual report, which will be submitted for review and approval by the university's Steering Council.

In addition to annual assessment, at the end of the third year of implementation, an interim evaluation of the plan will be conducted, aiming at overall assessment of progress, identification of successes and challenges, as well as the suitability of objectives in relation to institutional developments and external context. This evaluation may be realized with the inclusion of external expertise to ensure objectivity and depth in analysis. Based on this evaluation, changes or revisions to the strategic plan for the remaining period may be undertaken.

At the end of the strategic period (year 2030), the final evaluation will also be realized, which will comprehensively and integrally analyze the plan's achievements, its impact on institutional development, and fulfillment of the university's mission and vision. This evaluation will also serve as a basis for drafting the new strategic plan for the subsequent period.

Monitoring and evaluation of the strategic plan implementation will be realized through the monitoring plan attached in Appendix A. This monitoring plan constitutes a fundamental pillar for guaranteeing effective implementation of UIBM's strategy, increasing transparency, accountability, and capacity for continuous institutional improvement.

ACTIVITIES

The following table outlines key activities for each specific objective to ensure the implementation of the Strategic Plan 2026–2030. These activities are designed to align with the strategic objectives, with clear timelines and responsible units.

Strategic Objective 1 – Enhancement of the Educational Process	**Deadline**					**Implementation Officers**	**Outputs**
Specific Objective 1.1 – Review and enhancement of academic programs to ensure a student-centered approach	**Year 2026**	**Year 2027**	**Year 2028**	**Year 2029**	**Year 2030**		
Activities							
1.1.1 Formation of task forces to review study programs, ensuring representation from academic staff, students, alumni, and industry stakeholders. (Workshop)	**X**					**Vice-Rector for Learning and Student Affairs, Deans of Academic Units**	**Continuous improvement of programs**
1.12. Drafting new programs after reviewing current programs		**X**				**Senat**	**Analyze labor market needs and academic trends for the creation of a new program. Assess the suitability and sustainability of the program.**
1.1.3 Creation of an institutional framework outlining student-centered teaching standards	**X**					**Vice-Rector for Academic Development and Quality**	**Guidelines**
1.1.4 Providing training to staff on curriculum design that includes active methods, personalized learning, and research components.	**X**		**X**		**X**	**Vice-Rector for Learning and Student Affairs, Quality Assurance Office**	**Qendra per trajnim**
1.1.5 Publication of coherent materials (books) by academic staff in areas of interest to UIBM students	**X**	**X**	**X**	**X**	**X**	**UIBM Publishing Council**	**Teaching materials of the actual time**

Specific Objectives 1.2. Advancement of the e-learning system							
Activities							
1.2.1 Drafting institutional guidelines for the use of digital platforms, interactive tools and technology-based teaching methods	**X**					**Vice-Rector for Learning and Student Affairs, IT Department**	**Guide with models and practical examples**
1.2.2 Monitoring implementation through annual course reports and syllabi analysis.	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for Learning and Student Affairs, Office for Quality Assurance**	**Valuation analysis/Annual reports**
1.2.3 Design and administer annual surveys to measure student satisfaction with digital teaching and assessment methods.	**X**	**X**	**X**	**X**	**X**	**Quality Assurance Office**	**Platform for administering surveys/Annual reports with recommendations**
1.2.4 Incorporating open educational practices and creating an archive of innovative teaching within the university.	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for Learning and Student Affairs**	**Summary of open educational practices applied in faculties**
1.2.5 Developing a regular training program on the use of technologies in teaching, assessment and communication with students.	**X**	**X**	**X**	**X**	**X**	**Training center**	**Trained staff in the use of technology**
Specific Objective 1.3 - Advancing the role of the student in the learning process							
Activities							
1.3.1 Implementing structured surveys each semester to measure student experiences in teaching and campus life	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for Learning and Student Affairs**	**Semester reports**
1.3.2 Development of student mentoring and counseling programs	**X**		**X**		**X**	**Vice-Rector for Learning and Student Affairs**	**Annual report of the monitoring and advisory program**
1.3.3 Development of a permanent student dialogue forum	**X**					**Vice-Rector for Learning and Student Affairs**	**Regulations and framework for the functioning of the forum/digital platform for communication and reports/recommendations drafted**
1.3.4 Supporting students with scholarships and other activities by students and the student parliament	**X**	**X**	**X**	**X**	**X**	**Governing Council**	**Student motivation**
Specific Objective 1.4. - Development of interdisciplinary programs							

Activities							
1.4.1 Organizing roundtables with industry representatives and external institutions to design the content of interdisciplinary programs		**X**		**X**		**Vice-Rector for Learning and Student Affairs Industrial Board**	**Roundtables, summary reports and proposals from the tables**
1.4.2 Reaccreditation of current programs	**X**	**X**	**X**	**X**	**X**	**Academic units/ UIBM**	**Reaccredited programs**
1.4.3 Design and accreditation of at least two interdisciplinary programs by 2028 (Master)			**X**			**Vice-Rector for Learning and Student Affairs Dean of Academic Units**	**Curricula**
Specific Objective 1.5. - Advancement of practical learning in the institution and industry							
Activities							
1.5.1 Identifying and signing new agreements with companies and organizations for students' professional practice	**X**	**X**	**X**	**X**	**X**	**UIBM Management**	**Practical work**
1.5.2 Integrating industry-oriented practical projects into existing or new courses in all study programs	**X**	**X**	**X**	**X**	**X**	**UIBM Management Industrial Boards**	**Curricula**
1.5.3 Organizing internship and career fairs in collaboration with industry		**X**		**X**		**Vice-Rector for Learning and Student Affairs Industrial Board**	**Career development**
1.5.4 Designing a career-centered program for students to complete professional internships	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for Learning and Student Affairs Career Development Office**	**New practices**
Strategic Objective 2 - Strengthening research and innovation capacities	**Afati**					**Përgjegjësit e zbatimit**	
	Year 2026	**Year 2027**	**Year 2028**	**Year 2029**	**Year 2030**		**Expected outputs**
Specific Objective 2.1. Increase staff participation in national and international research projects							

Activities							
2.1.1 Price Awards for research project holders	**X**	**X**	**X**	**X**	**X**	**Research Council**	**Encouraging staff to participate in projects**
2.1.2 Training for Horizon projects	**X**		**X**		**X**	**International Cooperation Office (ICO)**	**Horizon Projects**
2.1.3 Training for Erasmus + projects		**X**		**X**		**ICO**	**New Erasmus + projects with impact at UIBM**
2.1.4 Training for MESTI projects	**X**		**X**		**X**	**ICO**	**Increasing the number of research projects**
2.1.5 Training on budget management in projects	**X**	**X**	**X**	**X**	**X**	**ICO**	**Facilitating project management**
2.1.6 Subsidizing the scientific work of academic staff	**X**	**X**	**X**	**X**	**X**	**Governing Council/ "KVNPSH**	**Increasing the quality and number of scientific papers**
Specific Objective 2.2. - Establishment and operationalization of specialized research centers within academic units							
Activities							
2.2.1 Drafting a guide for establishing centers/institutes with a flowchart	**X**					**Vice-Rector for Research and Scientific Research**	**Establishment of functional centers**
2.2.2 Accreditation of existing institutes	**X**	**X**	**X**	**X**	**X**	**Institutes**	**Provision of third-party services**
2.2.3 Workshop with industry representatives	**X**			**X**		**Vice-Rector for Research and Scientific Research**	**Stabilizing relations with industry**
2.2.4 Designing an online database of research and equipment and industry needs, collecting project proposals	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for Research and Scientific Research, Institutes and Academic Units**	**Capacity promotion**
2.2.5 Creation of a center for research-industry mediation/knowledge transfer	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for Research and Scientific Investigations**	**Facilitating communication and knowledge transfer to third parties**

2.2.6 International conference on social sciences	**X**	**X**	**X**	**X**	**X**	**Academic units**	**Building research capacities in the social sciences**
2.2.7 Drafting a regulation for the independent financing of institutes	**X**					**Vice-Rector for Research and Scientific Research**	**Economic functionalization of institutes**
Specific Objective 2.3. - Modernization of infrastructure and equipment to support scientific research							
Activities							
2.3.1 Digital library license	**X**			**X**		**UIBM**	**Establishing services for staff and students**
2.3.2 License for scientific databases	**X**	**X**	**X**	**X**	**X**	**UIBM**	**Access to contemporary literature**
2.3.3 Purchase of laboratory equipment	**X**	**X**	**X**	**X**	**X**	**Academic units**	**Establishing research infrastructure**
2.3.4 Purchasing consumables	**X**	**X**	**X**	**X**	**X**	**Academic units**	**Research development**
2.3.5 Maintenance	**X**	**X**	**X**	**X**	**X**	**Academic units**	**Research development**
2.3.6 Application software license	**X**		**X**		**X**	**UIBM**	**Development of time research**
Specific Objective 2.4. - Integration of research elements into study programs, especially at the master's level							
Activities							
2.4.1 Workshop with Industry/Businesses "Presentation of topics in coordination with industry/Businesses "Research Day" Poster	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for Research and Scientific Research**	**Knowledge of industry needs**
2.4.2. Workshop with Businesses "Student Internships: Challenges and Advantages for Businesses"	**X**			**X**		**ICO**	**Preparing students for market needs**
2.4.3. Distribution of recognitions for students participating in research projects	**X**	**X**	**X**	**X**	**X**	**ICO**	**Training students in practical aspects**
2.4.4 Developing a guide for integrating research into the curriculum	**X**					**Research Council**	**Staf i pergatitur per planprograme moderne**
2.4.5 Curriculum Review	**X**					**Academic units**	**Verification of investments in new curricula**
2.4.6 Creation of a working group at the university level to assess the inclusion of research in curricula	**X**					**Senat**	**Work impact assessment**

2.4.7 Labor market feasibility	**X**					**Senate/Office for Quality**	**Assessment of the labor market situation**
2.4.8 Best Master's Thesis Award	**X**	**X**	**X**	**X**	**X**	**Research Council**	**Stimulation of scientific work**
Specific Objective 2.5. - Promoting innovation through new initiatives and supporting student and academic ideas							
Activities							
2.5.1 Organization of student clubs within the innovation center	**X**	**X**	**X**	**X**	**X**	**Innovation Center**	**Activating students in innovation**
2.5.2 Annual Innovation Award	**X**	**X**	**X**	**X**	**X**	**Innovation Center**	**Stimulation of young researchers**
2.5.3 Providing training on prototype development, modeling and practical testing.						**Innovation Center**	**Providing practical skills to students with innovative ideas**
Strategic Objective 3 - Advancing collaboration with the community and industry	**Deadline**					**Implementation Officers**	
Specific Objectives3.1. Strengthening existing agreements with the community and industry	**Year 2026**	**Year 2027**	**Year 2028**	**Year 2029**	**Year 2030**		**Expected outputs**
Activities							
3.1.1 Review and analysis of existing agreements (drafting an evaluation report on existing agreements with the community and industry; Identification of inactive or unimplemented agreements; Assessment of their impact on students, teaching and employment)	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for International Cooperation and Projects**	**Identification of areas of cooperation, proposals for renegotiation**
3.1.2 Strengthening cooperation with existing partners (organizing regular meetings with industry and community representatives; Creating an annual "University and Industry" forum to discuss common challenges and opportunities:	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for International Cooperation and Projects**	**Regular meeting calendar**
3.1.3 Practical implementation of agreements for mutual benefits (enabling professional practice of students in the private and public sectors according to agreements; Engaging experts from industry in specific lectures or modules; Establishing joint research centers with local businesses or organizations.	**X**	**X**	**X**	**X**	**X**	**Academic Units**	**Number and list of students involved in professional practice**
3.1.4 Building a functional database of collaborations (Creating a digital platform where all agreements and activities carried out are	**X**		**X**		**X**	**Department of Information and Public**	**Digital platform for managing agreements**

documented; Recording contact persons responsible for each agreement)						**Communication/IT**	
3.1.5 Community involvement in academic life (seminars, roundtables, conferences, projects, etc.);	**X**	**X**	**X**	**X**	**X**	**ICO**	**Seminars, roundtables with active community participation/ Promoting a culture of dialogue**
3.1.6 Monitoring and reporting on the implementation of cooperation agreements;	**X**	**X**	**X**	**X**	**X**	**Governing Council**	**Updated database**
Specific Objective 3.2 Advance and expand cooperation with strategic partners in the field							
Activities							
3.2.1 Identification and selection of strategic partners (Compiling a list of institutions, organizations, universities and companies important to the university's academic fields; Categorization according to strategic priority (national, regional, international);	**X**		**X**		**X**	**Academic Units**	**List of potential institutions as strategic partners, categorization of partners according to priorities**
3.2.2. Negotiation and signing of new agreements (Signing of memoranda of understanding (MoU) for cooperation in certain fields (education, research, innovation, exchanges, etc.); Regular consultations with the parties to determine areas of common interest)	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for International Cooperation and Projects/ Academic Units**	**MoUs signed,**
3.2.3 Exchange of resources and expertise (Creation of separate platforms for training, research and capacity development;		**X**		**X**		**Research-Industry Mediation Center**	**Functional digital platform for sharing resources and expertise/list of experts and trainers involved**
Specific Objective 3.3. - Providing training and services to the local and regional community							
Activities							
3.3.1 Application and development of joint local and international projects;	**X**	**X**	**X**	**X**	**X**	**Academic Units**	**Projects with local and international partners**
3.3.2 Organizing joint conferences, seminars, round tables and workshops;	**X**	**X**	**X**	**X**	**X**	**ICO**	**Internationalization/International conferences**
3.3.3 Periodic meetings with strategic partners to design programs according to labor market requirements;	**X**		**X**		**X**	**Academic Units**	**Analysis of labor market demands/Action plan for implementing changes in academic programs**
Specific Objective 3.4. Inclusion in the design of joint programs and projects in service of the community							
Activities							

3.4.1 Community and industry involvement through specific committees and advisory bodies of NJA and UIBM	**X**	**X**	**X**	**X**	**X**	**Academic Units/ ICO**	**Formation and functioning of specific and advisory committees. Meeting calendar. Periodic reports. Recommendations**
3.4.2 UIBM participation in events organized by the community and industry;	**X**	**X**	**X**	**X**	**X**	**Vice-Rector for International Cooperation and Projects**	**UIBM Promotion**
Specific Objective 3.5. - Increasing the visibility of UIBM in the media and the public							
Activities							
3.5.1 Strengthening the website and social networks of UIBM and Academic Units	**X**	**X**	**X**	**X**	**X**	**Department of Information and Public Communication**	**Updated and functional websites of UIBM and AU**
3.5.2 Presentation of staff and students under the UIBM umbrella in local and international media;	X	X	X	X	X	**Department of Information and Public Communication**	**Media campaign. Promotional materials. Online portals**
3.5.3 Organizing information days about events and opportunities, involving the community and the media;	X	X	X	X	X	**Department of Information and Public Communication**	**Information days/ Information days calendar. Media coverage of the event**
Strategic Objective 4 - Sustainable institutional development and modern management	**Deadline**					**Implementation Officers**	
Specific Objective 4.1. - Complete digitalization of administrative and academic processes	**Year 2026**	**Year 2027**	**Year 2028**	**Year 2029**	**Year 2030**		**Expected outputs**
Activities							
4.1.1 Development of the ERP (Enterprise Resource Planning) platform		x				**UIBM Management / IT Department**	**ERP platform functionality**
4.1.2 Adapting digital services to new technology	x	x	x	x	x	**UIBM Management IT Department**	**Increased efficiency**

4.1.3 Providing new services through SMU	x	x	x			**IT Department**	**Systems interconnection**
Specific Objective 4.2. - Enhancing student services							
Activities							
4.2.1 Organizing information sessions on obtaining digital services by students	x	x	x	x	x	**Department of Student Services, Department of Information, IT Department**	**Training for students**
4.2.2 Career development training from the Career Development Center (CDC)	x	x	x	x	x	**Career Development Center**	**Employability skills**
4.2.3 Providing equipment for digitally tracking student attendance		x				**IT Department**	**Automatic monitoring**
Specific Objective 4.3. - Development and modernization of physical and digital infrastructure							
Activities							
4.3.1 Inventory and functionalization of the dormitory	x	x	x	x	x	**General Services Division**	**Functionalization of the dormitory.**
4.3.2 Inventory and functionalization of the canteen	x	x	x	x	x	**General Services Division**	**Functionalization of the canteen**
4.3.3. Advancing online learning platforms	x	x	x	x	x	**IT Department**	**Platform modernization**
Specific Objective 4.4. - Consolidation of the data-driven leadership model							
Activities							
4.4.1 Workshop on the use of data in decision-making	x	x	x	x	x	**Management**	**Workshop organization.**
4.4.2. Trainings on statistical analysis	x	x	x	x	x	**Department of Budget and Finance**	**Organization of trainings**
4.4.3. Staff training on data ethics and security	x	x	x	x	x	**IT Department**	**Staff training.**
Specific Objective 4.5. - Professional development of human resources.							
Activities							

4.5.1 Training in professional fields for administration	x	x	x	x	x	**Human Resources Department**	**Efficient administrators**
4.5.2 Teaching training for academic staff	x	x	x	x	x	**Center for Teaching Excellence**	**Trained staff**
4.5.3. English language courses for administrative staff	x	x	x	x	x	**Human Resources Department**	**Professional administrators**
Specific Objective 4.6. - Expanding international partnerships and integrating into international networks and initiatives							
Activities							
4.6.1 Increasing the budget for international cooperation	x	x	x	x	x	**Vice-Rector for International Cooperation and Projects, Dep. Budget and Finance**	**Increasing international cooperation**
4.6.2 Organizing an international week with foreign lecturers		x				**Vice-Rector for International Cooperation and Projects, Dep. Budget and Finance**	**International knowledge**
4.6.3 Support for the participation of academic and administrative staff in mobilities	x	x	x	x	x	**Vice-Rector for International Cooperation and Projects, Dep. Budget and Finance**	**Published works**
Strategic Objective 5 - Professional development of human resources.	**Deadline**					**Implementation Officers**	
	Year 2026	**Year 2027**	**Year 2028**	**Year 2029**	**Year 2030**		**Expected outputs**
Specific Objective 5.1. – Consolidation of the internal quality assurance system.							

Activities							
5.1.1 Review and update of quality assurance policies	x	x	x	x	x	**Vice-Rector for Academic Development and Quality Central Commission for Quality Assurance and Values**	**New regulations**
5.1.2 Reorganization or strengthening of the Quality Assurance Office		x				**Vice-Rector for Academic Development and Quality**	**Quality improvement**
5.1.3 Training for officials of the Quality Office	x	x	x	x	x	**Vice-Rector for Academic Development and Quality**	**Organized trainings**
Specific Objective 5.2. - Embodying all university stakeholders with a culture of quality							
Activities							
5.2.1 Organizing quality days at the university with presentations and discussions by stakeholders.	x	x	x	x	x	**Vice-Rector for Academic Development and Quality Office for Quality Assurance**	**Organizing an event**
5.2.2 Creation of program review groups	x	x	x	x	x	**Vice-Rector for Academic Development and Quality Central Commission for Quality Assurance and Values**	**Workshops**

5.2.3 Organizing informative and inclusive activities for academic, administrative staff and students	x	x	x	x	x	**Vice-Rector for Academic Development and Quality Academic Unit**	**Information activities**
Specific Objective 5.3. - Use of data for evidence-based decision-making							
Activities							
5.3.1 Monitoring improvement plans	x	x	x	x	x	**Vice-Rector for Academic Development and Quality Office for Quality Assurance**	**Evaluation report**
5.3.2 Drafting new programs	x	x	x	x	x	**Vice-Rector for Academic Development and Quality Academic Unit**	**Curricula**
5.3.3 Drafting the SER and adapting it to the KAA manual	x	x	x	x	x	**UIBM Management**	**Organized labor**
Specific Objective 5.4. - Re-evaluation of student workload (ECTS) across subjects							
Activities							
5.4.1 Reconsideration of the ECTS provider	x		x		x	**Vice-Rector for Academic Development and Quality Central Commission for Quality Assurance and Values**	**Updated guide**
5.4.2 Training academic staff on student workload planning		x	x	x	x	**Vice-Rector for Academic Development and Quality**	**Staff training**

						Central Commission for Quality Assurance and Values	
5.4.3 Ensuring load compatibility between similar courses in different faculties	x	x	x			**Vice-Rector for Academic Development and Quality Office for Quality Assurance**	**Review and unification of syllabuses**
5.4.4 Establishing a mechanism for continuous monitoring of academic workload	x	x	x	x	x	**Vice-Rector for Academic Development and Quality Office for Quality Assurance**	**Reports**
Specific Objective 5.5. - Development of a reward scheme for excellence							
Activities							
5.5.1 Drafting application and evaluation forms.	x	x	x	x	x	**Vice-Rector for Academic Development and Quality Central Commission for Quality Assurance and Values**	Drafting of the form
5.5.2 Creation of a committee for the evaluation of candidacies	x	x	x	x	x	**UIBM Management UIBM Senate**	**Reports**
5.5.3 Training of committee members for objective and impartial evaluation.	x			x		**Vice-Rector for Academic Development and Quality**	**Trainings**
5.5.4 Holding an annual event to share the awards publicly.	x	x	x	x	x	**UIBM Management**	**Event**

BUDGET

The budget for the Strategic Plan 2026–2030 is estimated based on the activities outlined above, with funding sources including MASHTI allocations, internal revenues, and external grants (e.g., Erasmus+, Horizon Europe). The table below provides a high-level budget breakdown by strategic objective.

Objectives	2026	2027	2028	2029	2030

Strategic Objective 1. Advancement of the learning process	200,700.00	187,600.00	175,600.00	177,600.00	217,600.00
Specific Objective 1.1. Review of study programs focusing on the student-centered approach	40,100.00	40,000.00	40,000.00	40,000.00	40,000.00
Specific Objectives1.2. Integration of digital and modern methods in the learning process	8,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Specific Objective 1.3. Advancing the role of the student in the learning process	100,600.00	100,600.00	100,600.00	100,600.00	100,600.00
Specific Objective 1.4. Development of interdisciplinary programs	50,000.00	40,000.00	28,000.00	30,000.00	70,000.00
Specific Objective 1.5. Advancement of practical learning in the institution and industry	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Strategic Objective 2. Strengthening research and innovation capacities	140,800.00	140,400.00	148,300.00	155,800.00	165,900.00
Specific Objective 2.1. Increase staff participation in national and international research projects	42,000.00	47,100.00	52,500.00	52,800.00	63,400.00
Specific Objective 2.2. Establishment and operationalization of specialized research centers within academic units	15,800.00	11,000.00	12,000.00	15,000.00	8,000.00
Specific Objective 2.3. Modernization of infrastructure and equipment to support scientific research	50,000.00	59,000.00	60,000.00	60,000.00	70,000.00
Specific Objective 2.4. Integration of research elements into study programs, especially at the master's level	8,000.00	2,500.00	3,000.00	3,000.00	3,500.00
Specific Objective 2.5. Promoting innovation through new initiatives and supporting student and academic ideas	25,000.00	20,800.00	20,800.00	25,000.00	21,000.00
Strategic Objective 3. Advancing collaboration with the community and industry	37,000.00	44,000.00	59,000.00	62,000.00	78,000.00

Specific Objective 3.1. Strengthening existing agreements with the community and industry	10,000.00	15,000.00	15,000.00	25,000.00	25,000.00
Specific Objective 3.2. Advance and expand cooperation with strategic partners in the field	10,000.00	15,000.00	20,000.00	20,000.00	20,000.00
Specific Objective 3.3. Inclusion in the design of joint programs and projects in service of the community	5,000.00	-	8,000.00	-	10,000.00
Specific Objective 3.4. Active participation of industry in university advisory bodies	5,000.00	6,000.00	6,000.00	5,000.00	8,000.00
Specific Objective 3.5. Increasing the visibility of UIBM in the media and the public	7,000.00	8,000.00	10,000.00	12,000.00	15,000.00
Strategic Objective 4. Sustainable institutional development and modern management	390,000.00	404,000.00	244,000.00	398,000.00	148,500.00
Specific Objective 4.1. Complete digitalization of administrative and academic processes	5,000.00	65,000.00	1,000.00	15,000.00	500.00
Specific Objective 4.2. Enhancing student services	13,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Specific Objective 4.3. Development and modernization of physical and digital infrastructure	350,000.00	300,000.00	200,000.00	200,000.00	100,000.00
Specific Objective 4.4. Consolidation of the data-driven leadership model	8,000.00	10,000.00	10,000.00	150,000.00	15,000.00
Specific Objective 4.5. Professional development of human resources.	8,000.00	8,000.00	10,000.00	10,000.00	10,000.00
Specific Objective 4.6. Expanding international partnerships and integrating into international networks and initiatives	6,000.00	6,000.00	8,000.00	8,000.00	8,000.00
Strategic Objective 5. Professional development of human resources.	7,600.00	47,344.00	43,100.00	44,600.00	23,100.00
Specific Objective 5.1. Consolidation of the internal quality assurance system.	100.00	8,844.00	100.00	100.00	100.00
Specific Objective 5.2. Embodying all university stakeholders with a culture of quality	1,000.00	1,500.00	1,500.00	1,000.00	1,000.00

Specific Objective 5.3. Use of data for evidence-based decision-making	5,000.00	35,000.00	40,000.00	40,000.00	20,000.00
Specific Objective 5.4. Re-evaluation of student workload (ECTS) across subjects	1,000.00	1,000.00	1,000.00	1,500.00	1,000.00
Specific Objectives5.5. Zhvillimi i një skeme të shpërblimit për ekselencën	500.00	1,000.00	500.00	2,000.00	1,000.00
Total	776,100.00	823,344.00	670,000.00	838,000.00	633,100.00

LOGICAL FRAMEWORK MATRIX

The Logical Framework Matrix provides a structured overview of the strategic objectives, specific objectives, indicators, means of verification, and assumptions for successful implementation.

The logic of intervention		Indicators	Verification Sources	The Risks
Vision	A leading institution in the region for advanced education and research,developing generations that lead the future in specific fields, in service of the sustainable development and social well-being of the country.		International reports, Reports on the implementation of the Strategic Plan, Self-Assessment Reports; Annual reports of UIBM and MESTI;	Staff hestitate to change, Low student interest in some fields of study, Demographic changes and youth migration, Budgetary constraints and uncertainty due to dependence on MEST,
Mision	To provide quality education, promote scientific research, and contribute to the sustainable development of society through knowledge, innovation, and community collaboration.			
Strategic Objective 1: Specific Objectives: 1.1. Review of study programs focusing on		• Number of trainings organized on teaching methodologies • Percentage of the number of courses in the program that apply the student-centered system		

the student-centered approach 1.2. Integration of digital and modern methods in the learning process 1.3. Improvement of the student experience 1.4. Development of interdisciplinary programs 1.5. Advancement of practical learning in the institution and industry.	• Increase in the pass rate of students in exams in courses where the student-centered system is applied • Number of trainings organized on the application of the e-Learning system for staff and students • Percentage of students who use the e-Learning platform • Student satisfaction with the use of the e-Learning system, • Percentage of students satisfied with academic and administrative services • Number of new initiatives undertaken in response to student comments and suggestions • Number of student dialogue through holding regular meetings and addressing issues raised by students. • Number of student dialogue through holding regular meetings and addressing issues raised by students. • Number of new interdisciplinary programs developed and accredited • Percentage of existing courses that include interdisciplinary content or collaboration between different departments/faculties. • Number of academic staff involved in the development and implementation of interdisciplinary programs. • Percentage of practical learning in programs • Student satisfaction with practical learning in programs • Employer satisfaction with graduates' practical skills • Alumni satisfaction with practical skills acquired during studies		
Strategic Objective 2: **Specific Objectives:** 2.1. Increasing staff participation in national and international research projects 2.2. Establishing and operationalizing specialized research centers within academic units 2.3. Modernizing infrastructure and equipment to support scientific research	• Number of research projects awarded in academic units • Percentage of academic staff engaged in at least one research project • Percentage of academic staff who have attended training on project proposals and project management • Percentage of staff involved as leaders or partners in international projects		

2.4. Integrating research elements into study programs, especially at the master's level 2.5. Promoting innovation through new initiatives and supporting student and academic ideas	• Amount of funds secured from research and international projects • Number of centers/institutes established • Number of research projects developed within centers/institutes • Total income generated by research centers/institutes • Number of collaborations with the private sector through centers/institutes • Number of scientific activities organized by centers (conferences, round tables, seminars) • Number of licenses for access to international libraries and databases • Number of application software dedicated to scientific research and analysis • Total value of investments in research equipment and infrastructure • Average response time for maintenance or replacement of research equipment • Number of Master's thesis topics that address real industry or community problems • Percentage of students involved in research projects during master's studies • Percentage of revised curricula that include a research component • Number of new modules designed based on research projects • Percentage of positive evaluations by students for the research experience during studies • Number of new and innovative ideas submitted by students and staff in competitions		

	• Percentage of ideas that have reached practical testing • Number of collaborations with national and international innovation networks • Number of innovation awards awarded to young researchers • Total value of scholarships awarded for innovation-based projects • Number of annual innovation promotion events		
Strategic Objective 3: Specific Objectives: 3.1. Strengthening existing agreements with the community and industry 3.2. Advancing and expanding cooperation with strategic partners in the field 3.3. Involvement in the design of joint programs and projects in the service of the community 3.4. Active participation of industry in the university's advisory bodies 3.5. Increasing the visibility of UIBM in the media and the public	Number of agreements implemented Rate of implementation of agreements Level of satisfaction with community and industry cooperation Number of new agreements with strategic partners Number of applications for joint projects Number of strategic level agreements with industry Number of projects implemented in coordination and cooperation with the community and industry Percentage of partners involved in projects in cooperation with the university Percentage of industry interest in being part of university bodies Number of annual meetings of advisory bodies with the participation of industry representatives Number of recommendations proposed by industry representatives and implemented by the university Number of UIBM appearances in the media during the year Number of public events organized by UIBM Increase in the percentage of followers on UIBM's social networks		
Strategic Objective 4: **Specific Objectives:**	Number of requests made/completed by academic staff on the ERP Platform Number of requests made/completed by administrative staff on the ERP Platform Number of requests made/completed by students on the ERP		

4.1. Complete digitalization of administrative and academic processes 4.2. Improvement of student services 4.3. Development and modernization of physical and digital infrastructure 4.4. Consolidation of the data-driven leadership model 4.5. Professional development of human resources. 4.6. Expansion of international partnerships and integration into international networks and initiatives	Platform Number of new programs and applications Number of new modules Number of digitized student services Number of student requests for career training Percentage of student attendance achievement Number of inspections and maintenance reports per year Percentage of teaching spaces with improved conditions (lighting, heating, ventilation, furniture) Number of classrooms equipped with ICT equipment (interactive smart board, laptop, etc.) Percentage of strategic decisions based on data Number of annual work reports based on data Number of measures taken based on the performance of academic and administrative staff Number of administrative staff trainings within the year Number of trainings of academic staff within the year Percentage of participation of academic and administrative staff in trainings Number of international projects Number of UIBM students participating in international mobility Number of academic staff participating in international mobility Percentage of implementation of international agreements		
Strategic Objective 5: **Specific Objectives:** 5.1. Consolidation of the internal quality assurance system. 5.2. Embedding all university stakeholders with a quality culture 5.3. Use of data for evidence-based decision-making 5.4. Re-evaluation of student workload (ECTS) across subjects 5.5. Development of a reward scheme for excellence	• Number of new quality assurance mechanisms. • Increase in quality officers • Percentage of trained staff • Information days on quality – updated website • Number of trainings organized on quality culture, • Percentage of academic, administrative staff and students involved in quality activities • Percentage of reports on the improvement situation • Number of new curricula and programs • Number of analytical reports drafted for decision-making purposes per year • Percentage of courses re-evaluated for ECTS load • Percentage of revised syllabi		

	• Level of student satisfaction with the academic load after re-evaluation • Percentage of application forms completed and submitted within the specified deadlines • Number of public calls announced and completed within the specified deadlines • Level of satisfaction of beneficiaries with the award scheme		

Appendix A. Monitoring Plan for Implementation of the Strategic Plan

The monitoring plan outlines the KPIs, responsible units, timelines, and targets for tracking the implementation of the Strategic Plan 2026–2030.

Strategic Objectives	Specific Objective	TKP[1]	Implementation Officers	Data source	Current status	Evaluation
Development of modern teaching and learning	1.1 Review of study programs focusing on the student-centered approach					
	1.2 Integrating digital and modern methods into the learning process					
	1.3 Improving the student experience					
	1.4 Development of interdisciplinary programs					
	1.5 Advancing practical learning in institutions and industry					
Strengthening research and	2.1 Increasing staff participation in research projects					

[1] This column contains the TKP for the year for which the strategic plan implementation is being assessed.

innovation capacities	2.2 Establishment of specialized research centers					
	2.3 Modernization of research infrastructure					
	2.4 Inintegration of research into study programs					
	2.5 Promoting innovation					
Advancing collaboration with community and industry	3.1 Advancing cooperation with the private and public sectors					
	3.2 Implementing projects with active community involvement					
	3.3 Providing training to the local and regional community					
	3.4 Industry participation in advisory bodies					
	3.5 Increasing UIBM's visibility					
Sustainable institutional development and modern management	4.1 Digitalization of administrative and academic processes					
	4.2 Enhancing student services					
	4.3 Development of physical and digital infrastructure					
	4.4 Consolidating data-driven leadership					
	4.5 Professional development of human resources					

	4.6 Expanding international partnerships					
Quality culture and continuous improvement	5.1 Consolidation of the internal quality assurance system.					
	5.2 Embodying all university stakeholders with a culture of quality					
	5.3 Using data for evidence-based decision-making					
	5.4 Reassessment of student workload (ECTS) across subjects					
	5.5 Developing a reward scheme for excellence					