



Republika e Kosovës
Republika Kosova - Republic of Kosovo

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Agencija Kosova za Akreditaciju
Kosovo Accreditation Agency



***UNIVERSITY “ISA BOLETINI” MITROVICË
FACULTY OF ECONOMICS,
BUSINESS AND MANAGEMENT***

IMPROVEMENT REPORT

SEPTEMBER 2025, MITROVICË



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1. INTRODUCTION

HEI's officials responsible for the improvement report:

- *Faculty of Economics Management*
- *The Council of the Faculty of Economics*
- *Academic and administrative staff*
- *Quality Assurance Office*

Accreditation period: 01.10.2025 – 30.09.2028

Period covered in the improvement report: 2025 - 2028

Improvement Report information sources:

- *Report from the Expert Team on the evaluation of the Faculty of Economics, 17.03.2025*
- *Strategic Plan of FE*
- *Curriculum of FE*
- *Strategic Plan of UIBM*
- *UIBM regulations*



2. IMPROVEMENT REPORT ON IMPLEMENTATION OF EXTERNAL EVALUATION RECOMMENDATIONS

Standard from the Accreditation Manual.	Comments and recommendations of the expert team	Planned actions and/or anticipated results	Time limits for the planned results	Comments
Standard 2.1 Mission, Objectives, and Administration	1. Define clear, quantitative minimum and goal KPIs for the Faculty's Strategic plan (e.g., enrolment increase/number, retention rate, graduate employability, number of new industry partnerships, increase/number of scientific publications, research funds through projects and collaborations, percentage of students and staff participating in international	The strategic plan of the Faculty of Economics 2026 -2030 will be drafted by a working group formed by the Faculty Council. The working group will consist of: Academic and administrative staff, students, alumni, and industry representatives. This strategic plan will include SMART KPIs (student enrolment, retention rate, graduate, employability, partnership with industry and other HEI institutions, research publications and projects, student and staff mobility, etc.).	January 2026	Responsible bodies: Faculty of Economics Council. A working group will be assigned.



	mobility, etc.): We noted that the current report on : Key performance indicators is a description of the past rather than setting SMART goals for the future.			
Standard 2.1 Mission, Objectives and Administration	2. Use a more structured, evidence-based approach for assessing student demand and labour market needs.	Multiple channels and approaches will be used, such as: Surveys with employers, round tables with all stakeholders, alumni feedback, and labour market reports and document to assess student demands and labour market needs.	With ALUMNI every year: June 2026 and 2027. With external stakeholders every second year: June 2027. With high schools every year: May 2026 and 2027.	FE management Quality Assurance Office Industrial Board of FE



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Standard 2.1 Mission, Objectives, and Administration	3. Include an AI policy.	Currently, FE and UIBM have adopted the policies from the document <i>Ethical guidelines on the use of artificial intelligence (AI) and data in teaching and learning for Educators and Living Guidelines on the Responsible Use of Generative AI in Research</i> . European Commission, Directorate-General for Research and Innovation, Directorate E – Prosperity, Unit E4 –	DONE (Appendix	UIBM management, UIBM Senate Quality Assurance Office FE management
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		Industry 5.0 & AI in Science. Manuscript completed in April 2025, Second Edition.	<i>Nr. 1 and Nr. 2)</i>	
Standard 2.1 Mission, Objectives, and Administration	4. To improve students' familiarity with anonymous reporting channels and disciplinary procedures, the institution should implement awareness campaigns. The fact that currently, an Ombudsperson does not handle cases from the faculty may be a reflection of a lack of awareness.	The management of FE, together with the student parliament, will organize an awareness campaign to inform FE students about the role of the OMBUDSMAN and other bodies that are active at our institution.	October 2025, 2026, and 2027. Each academic year	Faculty of Economics OMBUDSMAN office Student Parliament, Student appeals and disciplinary procedures commissions at FE Ethics council at UIBM
Standard 2.1 Mission, Objectives, and Administration	5. Provide structured, evidence-based data showing the sufficiency of administrative support at the program level.	Collect and publish admin staff/student ratios, hours of support at the KPIs document.	November 2025, 2026, and 2027.	Faculty of Economics Management Quality Assurance Office



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Standard 2.2 – Quality Management	1. Review and improvement of the continuous improvement cycle is recommended. HEI needs to consider how to develop direct measures, i.e., start	After each academic year, the commission of studies and management of FE will analyze the student performance in each subject in order to measure the accomplishment of learning outcomes.	June 2026 and 2027.	Studies commission in FE FE management
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	measuring learning outcomes.			
Standard 2.2 – Quality Management	2. It's recommended that all mandatory courses should have at least one learning outcome in the provided learning outcome matrix.	The Program and all courses LO matrix drafted.	DONE (Appendix Nr. 3)	FE SER working group
Standard 2.2 – Quality Management	3. Syllabi should be further developed-constructive alignment. Some active verbs used to describe the learning outcomes are not EQF level 6 or 7; some syllabi do not distinguish general goals of the course and the learning objectives. HEI should consider constructively aligning learning outcomes, teaching methods, and assessment methods.	The study council of FE before the beginning of each semester reviews the syllabuses of each course and for all the necessary changes the professors are informed. After the review and the correction, the faculty council approves them.	January 2026 & September 2026. January 2027 & September 2027.	Study Commission of FE Faculty Council
Standard 2.3 – Academic staff	1. Improve the strategy of staff mobility and follow up yearly. Staff mobility seems to be	The office for international cooperation opens an open call for all the interested staff who want to go on mobility. So, it is on their	Academic year 2025/2026 As well as 2026/2027.	FE management UIBM International Relations Office



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	concentrated among a small number of staff, while others could also benefit from it.	willingness to apply and use these opportunities. The vice-dean for research and international cooperation, together with the international cooperation office of UIBM, will organize a presentation for the academic staff of UIBM to present the opportunities that the staff have regarding mobility.		
Standard 2.3 – Academic staff	2. Highlight the role of external teachers and researchers more systematically.	The profiles of external staff will be updated on the program website, included in syllabi, and program descriptions.	December 2025.	FE IT office
Standard 2.4 - Educational process content	1. Reconsider the learning outcomes to separate and clearly demonstrate the common learning outcomes of the general program and specific learning outcomes for each specialization.	Revise program learning outcomes; differentiate per specialization; restructure using Bloom's taxonomy verbs.	DONE (Appendix Nr. 4)	Ensures clarity and measurability.
Standard 2.4 - Educational process content	2. Rewrite the learning outcomes so that they all start with an active verb and are easy to measure.		DONE (Appendix Nr. 4)	



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Standard 2.4 - Educational process content	3. In addition, please consider structuring/sub- subdividing the learning outcomes		DONE (Appendix Nr. 4)	
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	into knowledge, skills, and competencies, even if this structure is not used for formal purposes.			
Standard 2.4 - Educational process content	4. Perform a mapping of program learning outcomes against the course level learning outcomes to clearly identify the potential overlaps or gaps in course content.		DONE (Appendix Nr. 3)	
Standard 2.4 - Educational process content	5. Ensure that the information on program learning outcomes is available on the program page along with the program admission requirements, curriculum, admission requirements, number of study places, etc.	The FE webpage information on program learning outcomes will be available on the program page along with the program admission requirements, curriculum, admission requirements, number of study places, etc.	December 2025.	FE management IT office
Standard 2.4 - Educational process content	6. Perform regular analysis on the actual student workload for each course to ensure that the total workload is manageable.	Introduce annual workload surveys among students and adjust ECTS if necessary.	October 2026 and October 2027.	FE Quality Assurance Office
Standard 2.5 - Students	1. Ensure that the data on student drop-out are collected	Develop a standard dropout data collection template (reason,	June 2026 and 2027	FE management Student Services Office



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			(Ongoing)	
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	consistently, and that the actions taken reflect the actual situation with the dropout.	semester, program, demographics).		
Standard 2.5 - Students	2. Explore and implement the activities of “Internationalization at home” through program components in English, online/digital activities in English to support the mobility opportunities for students who are not able to participate in a physical mobility.	FE management will request from the International Relations Office to introduce selected compulsory/elective courses in English; increase digital/online opportunities in English.	Academic year 2025/2026	FE International Relations Office
Standard 2.6 - Research	1. A research strategy should focus the strategic direction in terms of content. Business administration in general, but also the fields of specialization, are very broad research fields. A further specification of content domains (e.g., commercial banking, international entrepreneurship etc.) helps to create	FE will develop a comprehensive Strategic Plan 2026–2030, with research as a strategic objective, including specific goals and activities to define and focus its direction in terms of research content. Emphasis will be placed on specialized study fields, with further specification of content domains (e.g., commercial banking, international entrepreneurship, etc.) to strengthen the profiles of	FE strategic plan drafting, January 2026; Research the strategic plan of UIBM, academic year 2026/2027	FE Management Academic staff Vice Dean for research and international cooperation Studies commission International Relations Office Career Development Office Steering committee of UIBM



	profile of the faculty, orientation to the students, and synergy among researchers	Both the faculty and its specializations provide clearer guidance for students and foster synergies among researchers. FE will undertake the following concrete steps: a) advancing the scientific research development plan, with a focus on aligning publications within the relevant content domains; b) participating in international conferences and events; c) publishing monographs and engaging in research projects; d) promoting academic mobility and training opportunities; e) encouraging student involvement in research. All these measures will be incorporated into the detailed Academic Staff Development Plan. Furthermore, financial support will be provided for staff conducting research abroad, including paid leave arrangements for postdoctoral research and sabbatical years. Moreover, the new		
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		research strategic plan of UIBM, when drafted, will also include the specific fields as suggested.		
Standard 2.6 - Research	2. Upgrade the quality criteria for faculty publications from index inclusion to Q1 / Q2 outlets.	To upgrade the quality of our publications to Q1/Q2 outlets, FE will focus on building a strong research culture guided by clear strategic priorities. We will support our staff with training in academic writing, mentoring from experienced researchers. UIBM, with its regulation on financing research - scientific activities, provides higher incentives for publication in Q1 and Q2 journals (Scopus/Clarivate quartiles).	September 2026 & 2027 (4-6 articles per year, publishing in Q1 or Q2)	FE Management Academic staff Vice Dean for research and international cooperation Studies commission



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Standard 2.6 - Research	3. Develop an internationalization strategy that helps to create a structured, long-term impact on the faculty's internationalization activities. The current SER suggests that internationalization happens largely based on individual initiatives. In these activities, consider connecting with	The UIBM has drafted a strategic plan for international cooperation and project management 2026-2030. The strategic objective: Advancing International, Community, and Industry Collaboration of FE 2026-2030 strategic plan will aim at creating a structured and long-term impact in international cooperation, academic exchange, and visibility.	UIBM strategic plan for international cooperation and project management 2026-2030, Done (Appendix Nr. 5) Academic year 2025/2026	UIBM management FE council
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	partners higher up in international university rankings.	This strategy will move beyond reliance on individual initiatives by establishing institutional mechanisms that foster sustainable international engagement.		
Standard 2.6 - Research	4. Install staff development activities in the university and the faculty; clearly report faculty member participation in these activities.	To fulfill this recommendation, the management of the Faculty of Economics should take several actions. First, the academic staff will establish a regular training program and activities for the development of academic and administrative staff, including courses for improving research skills, managing international projects, and updating teaching methodology. Second, a reporting and monitoring system will be established to track staff participation in these activities, ensuring that data is available for internal and external monitoring.	June 2026 & 2027 (Yearly basis)	FE Management Academic and administrative staff
Standard 2.6 - Research	5. Consider a faculty or even personal research budget	UIBM, like any public university in Kosovo, follows the Law on Public Financial Management and Accountability, receiving	Done (Appendix Nr. 6)	UIBM regulations, Steering committee of UIBM



		funds delegated by the Government of Kosovo. The current practices applied by UIBM do not allocate funds to faculties or specific study programs, but the budget is generally divided according to faculties and managed by the Rectorate. For this reason, the management structure of the Faculty of Economics does not have the competence to manage the budget for scientific research. However, UIBM provides a sufficient budget to support the FE staff. UIBM has a special regulation that determines the funding for scientific publications and research in other cross-curricular projects, including defined conditions and criteria.		
Standard 2.6 - Research	6. Consider supporting conference visits	Based on the current practices of UIBM, which also includes the Faculty of Economics, there is a special regulation for financial support in the field of scientific publications and participation in conferences. These financial supports are a	Annual bases (2026 & 2027)	UIBM regulations, Steering committee of UIBM



		continuous part of the policies and practices applied by UIBM, namely by the Faculty of Economics.		
Standard 2.6 - Research	7. Consider a systematic assessment of the state of national business & society relationships in research, and the role of program faculty in them. See, e.g. literature on impact reporting.	The Faculty of Economics will undertake a systematic assessment of the state of the relationship between business and society in the field of research, and examine the role of academic staff of the programs in these relationships. This will be accomplished by analyzing the impact of the scientific research of academic staff on the development of various economic and social sectors. An important step will be to use the literature on impact reporting to identify ways to measure and report the effects of the faculty's research on business and society.	Annual bases (2026 & 2027)	Vice dean for research and international cooperation FE management
Standard 2.7 - Infrastructure and resources	Extend library working hours to better serve dormitory students.	FE management will share this suggestion to adjust the library schedule to remain open until 20:00 or later with the UIBM management	Academic year 2025/2026	UIBM management
Standard 2.7 - Infrastructure and resources	Diversify program funding sources beyond government allocation.	FE will apply for national/international research and teaching projects, from the EU	Academic year 2026/2027	FE International Relations and Projects Office – UIBM



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		funding, Austrian Development Cooperation, US funds and establish partnerships with businesses for co-funding.		
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3. APPENDICES (if applicable)

1. Appendix Nr. 1
2. Appendix Nr. 2
3. Appendix Nr. 3
4. Appendix Nr. 4
5. Appendix Nr. 5: https://drive.google.com/file/d/14I_azWbjUtuWLPb2Yzbed1-qPE7RBly0/view
6. Appendix Nr. 6: <https://umib.net/wp-content/uploads/2025/06/REGULATION-ON-FINANCING-RESEARCH-SCIENTIFIC-ACTIVITIES-AT-THE-ISA-BOLETINI-UNIVERSITY-OF-MITROVICA.pdf>