

**INTERNATIONAL BALKAN UNIVERSITY**  
**Self-Evaluation Report**  
**2018-2019**

**Skopje, 2019**

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## **INTERNATIONAL BALKAN UNIVRESITY**

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## 1. INTRODUCTION

The role and mission of higher education institutions is establishment, protection and communication of knowledge with the ultimate goal to prepare students for professional engagements that need implementation of scientific achievements and expertise, cultural and language diversification, stimulating technological progress, development of art, technical culture and sport, as well as provision leading to the social and economic stability, and prosperity of the society. These goals shall be achieved by:

- Organizing studies arranged within the frame of study programs of first, second and third cycle of studies.
- Realization of fundamental, developmental and applicative research and applicative activities.
- Transfer of scientific and professional knowledge.
- Education under the equal conditions.
- Provision of the system of long-life learning.
- Establishing cooperation with domestic and foreign institutions of higher education, scientific institutions and other forms of international collaboration.
- Starting other forms and ways of raising the basic educational level and activating a constructive competitions between different approaches and ideas.
- Involvement of students in management, particularly in the matters related to the quality of education and student issues.

In the process of achievement of goals and aims, a higher education institutions, among which International Balkan University (IBU) as well, need to establish a system of quality assurance that provides evaluation of the quality of the institutions, their study programs and academic staff.

In accordance with the Law of Higher Education (Official gazette of R. Macedonia, No. 82 from 08.05.2018), the evaluation process includes the following steps: external evaluation, self-evaluation and system of evaluation of the quality of academic staff.

External evaluation aims assurance of unified quality in higher education in Europe by the application of previously determined and approved standards, procedures and directions applied by European Association of Quality Assurance in Higher Education (ENQA) and other institutions, organizations and associations responsible for quality assurance in higher education. The external evaluation is carried out by external evaluators, as determined by the Law in Higher Education of R. Macedonia.

Self-Evaluation process is administered by the Commission of self-evaluation, established by the Senate of the University. Method and conditions for self-evaluation are determined by the Statute of the university and university units.

Currently, IBU accomplishes only the self –evaluation process, and the findings has been summarized in this Report and necessary Appendices. The self-evaluation process is a collective institutional reflection and an opportunity for quality enhancement of any aspect that is part of the self-evaluation process.

Self-evaluation process of IBU serves as a tool to achieve the following:

- a) Presentation of current and concise comprehensive statement of IBU view of quality management and strategic planning.
- b) Analysis of strengths and weaknesses of IBU and to propose a specific action plan, and
- c) Establishment of a framework against which IBU will be assessed by the external evaluation teams.

The self-evaluation report will provide information to the external evaluation team, highlighting the activities concerning IBU’s strategic planning and management of the quality. The goal is to create a basis for continuous improvement of the University in the fields of education and research.

The self-evaluation addressed four strategic questions: What is our mission? What we are trying to do and how? Who are our students? What the students value? What is our plan for improvements? The self-evaluation has started four months ago and resulted in the present report, which is hoped to provide necessary information about IBU. More importantly, it has provided the opportunity for a critical reflection of how IBU manages itself and handles quality as a central value in the establishment of decision-making strategies. The Self-Evaluation Report tries to assess strengths and weaknesses in the context of constraints, opportunities and threats and to show the relation of the various elements of strategic planning and quality management. The analysis takes into account the changes of the recent past and those anticipated in the future.

Given the fact that the IBU exists only 13 years, the University took place only the first step of evaluation process. Every year the tables of the teaching staff evaluation have been prepared, and six completed self-evaluation reports have been done: for the periods 2007-2011, 2012-2013, 2013-2014, 2015-2016, 2016/2017 and 2017/2018. This is the seventh self-evaluation report for the period of 2018-2019 and it is a result of the self-evaluation process performed at the International Balkan University, Skopje, for the period 2018-2019. The self-evaluation report of the IBU has been compiled according to the EUA methodology, focusing mainly on university norms and values, monitoring of the quality and management, strategic planning and opportunities for further improvement of the IBU. The report includes analysis of strengths and weaknesses, opportunities and threats (SWOT analysis) as a basis for development of an action plan for strategic changes of IBU.

During the preparation period of the self-evaluation report, there were some problems especially of reaching the desired data, correct resources and timing. These problems indicated the importance and need of starting an archive units in the future that would be responsible for gathering the data from all university units, as well as their statistical analysis.

Members of the self-evaluation Committee of IBU are:

1. Assoc. Prof. Dr. Aleksandra Porjazoska Kujundziski, Vice Rector
2. Assoc. Prof. Dr. Kire Sharlamanov

3. Assoc. Prof. Dr. Hiqmet Kamberaj
4. Asst. Prof. Dr. Luljeta Sadiku
5. Asst. Prof. Dr. Sanja Adzaip Velickovski
6. Visar Ramadani, General Secretary
7. Emel Baus, Student Officer

## 2. HIGHER EDUCATION IN THE NATIONAL AND INSTITUTIONAL CONTEXT

### 2.1. Major characteristics of tertiary education in the country

Higher education in the country has been provided by five public, nine private Universities, six professional schools, and several public and private research institutes. In accordance with the legislations, public universities can be established by the Parliament of R. Macedonia. Private, profitable or non-profitable higher education institution has been established with the financial contribution of international donors or foreign higher education institutions.

Universities establish academic or professional studies. Academic studies are organized at the first, second and the third cycle of studies, while professional studies can be arranged within first and second cycle of university studies. In addition, universities are encouraged to open short cycle of studies and courses, but also to realize research and applicative activities.

First cycle of studies lasts 3 to 4 years, and acquires 180 to 240 credits. The title of the qualification in the national language is *diplomiran* + profile or in English Bachelor + profile.

Duration of the second cycle of studies (Master Degree) is one to two years that accounts 60 to 120 credits. The name of the qualification in the national language is *magister* + profile or in English Master + profile.

In accordance to the Law on Higher Education, the third cycle studies lasts three years and provide 180 ECTS. After successfully defended doctoral thesis, a student acquires a qualification entitled *доктор на науки или доктор по уметности* + profile, in Macedonian language. In English the title is doctor in sciences (dr.sc) or doctor in arts (dr.art).

The Board of Accreditation and Evaluation of higher education is responsible for the quality assurance and quality control in higher education in North Macedonia. Except the participation of the academicians, professors, the participation of students and employers' representatives in decision-making bodies of the universities and the quality assurance process has been encouraged. International cooperation in the quality assurance process with the quality assurance organizations and associations is crucial for the quality assurance of higher education. Since 2011 Boards of Accreditation and Evaluation has been a member of European Agency for Quality Assurance in Higher Education (ENQA).

Reforms in a higher education system in North Macedonia have started since 2003, as Macedonia became a member of the Bologna process which aims to transform the higher education system in European countries in a more compliant and recognizable in international context. In accordance with the requirements of Bologna process, European Credit Transfer System (ECTS) in a higher education system in Macedonia have been

introduced. The reforms of the first and the second cycle study programs have been accomplished in the academic year 2008/2009, while the implementation of the reformed third cycle studies started in the academic year 2011/2012. Higher education in Macedonia is organized in three cycle studies, and in accordance with the European credit transfer system of transfer and accumulation of credits, one year of studies amounts 60 ECTS. Along with the Diploma of finished studies, issuing diploma supplement is required.

As a part of the reforms in educational system in general, a National Qualification Framework (NQF) was adopted in 2013. Being compatible to the European Qualification Framework (EQF), Macedonian Qualification Framework (MQF) relies on the following principles:

- Every level and sub-level of MQF contains descriptors, explaining the learning outcomes clustered in three categories: knowledge and understanding, skills and competences.
- Credit transfer system.
- Quality assurance during the processes of development and obtaining the qualification.
- Easier recognition of qualifications.
- Supporting the process of long-life learning.
- Easier recognition of non-formal and formal education.

## **2.2. Distribution of responsibilities**

University integrates the functions of the units (functional integration), and through the University authorities (the Rector, Rectors' Board and University Senate) insure their synchronized operation by the provision of:

- Unified strategic development;
- Adopting standards;
- Norms and rules for the organization and implementation of higher education and scientific and research work;
- ECTS;
- Applicative and highly professional activities;
- Compliant activities in the financial sector;
- Investments and plans for development;
- Promotion of scientific research;
- Criteria for selection and promotion in educational, scientific-educational, scientific or support staff careers;
- Cooperation with universities at home and abroad;
- Policy on student, teacher, support staff and administrative staff mobility;
- Rules for rational utilization of human and material resources;
- Development and organization of studies;
- Quality assurance and control system;



- Educational standards;
- Information system;
- Library system;
- Publishing activities;
- Issuing diplomas;
- Organization of symposiums and seminars;
- Allocation of funds to the university units and university organizations for cultural and sports activities;
- Provision of forms and other documentation necessary for students;
- Professional or administrative and technical services;
- University documentation;
- Care and promotion of students' and employees' standards;
- Program for exchange of scientific and vocational services and products with domestic and international natural persons and legal entities;
- Insurance of university property and university units' property by performing other work as laid down in the Law on Higher Education (HE) and the Statute of the University.

The role of the universities and their units is based on the principle of academic autonomy that guarantee intellectual freedom to the members of the academic community, creativity of the researchers and educational process.

Coordination of the issues of mutual importance and interest for public universities is aided by the Rectors' Conference of public universities, which are co-organized by the rectors of the public universities in the Republic of Macedonia, while the common interests of the private universities and all higher education institutions are promoted by the Conference of Private Higher Education Institutions. Issues of common interest for both, public and private universities, come under the responsibility of the Inter–University Conference.

### **2.3. Licensing, quality assurance and accreditation of institutions and /or programs**

Based on the Law of Higher Education of R. Macedonia, Quality Assurance System (QAS) considers the following areas:

- Approval, verification and recognition of the higher education institution and study programs, within the framework defined with the LHE, accomplished through the accreditation process;
- Assessment of the quality in the following areas:
  - Performance of the activities
  - Management
  - Financing
- Evaluation system for academic and other related activities

- Other activities and mechanisms that develop and maintain the quality of higher education as determined by the Law and the regulations of the bodies (agencies) that carry out the quality assessment of higher education.

The evaluation (Quality Assessment) of the HEIs is realized through:

- External evaluation (external quality assessment);
- Self-evaluation (internal quality assessment);
- System of evaluation of the quality of the academic staff

The external evaluation and the overall assessment of the academic staff at the universities and the other types of higher education institutions in the Republic of Macedonia, is carried out by the Higher Education Accreditation and Evaluation Board.

## **2.4. Historical overview**

The International Balkan University (IBU) is private university, founded 2006, initially with two faculties: the Faculty of Economic and Administrative Sciences and the Faculty of Technical Sciences. One year later, in 2007, three new faculties were accredited by Ministry of Education and Sciences: the Faculty of Communication, the Faculty of Fine Arts and the Faculty of Languages. In 2009, IBU study programs were recognized by Turkish Council of Higher Education (YÖK). In the academic year 2013-2014, the University consists of five faculties with seven different study programs of first cycle and two study programs of second cycle. At the beginning of 2014, IBU accredited new 18 first cycle study programs, and 6 second cycle study programs, and at the beginning of 2015 one additional study program within a frame of one new Faculty was established. The changes made for the academic years 2014 / 2015, 2015 / 2016, 2016/2017, 2017/2018 and 2018/2019 are given in Tables 2.1.a-2.1.d.

The General Board for Higher Education of the Council for Higher Education of the Republic of Turkey, on its meeting held on 02.05.2013 has decided to enlist the faculties, programs and scholarship contingents of the International Balkan University in Skopje in the Booklet of Programs and Contingents of the Student Selection and Placement System (ÖSYS). IBU becomes the first university from Macedonia to be enlisted in ÖSYS.

With the exception of the Faculty of Arts and Design, which is located at Kale, all other faculties and Rectorate are concentrated in the locality of 'Kasarna Ilinden' in Topansko Pole, covering an area of 20 000 m<sup>2</sup>. Campus consists of these units:

- One Rectorate building
- Two Faculty buildings (connected to one another through bridges)

There were some constrains including infrastructure, number and quality of academic staff at the establishment stage of IBU. Some of these constrains still exist, but University makes efforts to overcome them:

- Constrains with the library, technical labs, cafeteria, social activity center, are expected to be overcome soon.
- Academic and administrative staff is selected with care to provide the best possible contribution in teaching and research. The academic staff recruited comes from Macedonia, Turkey, and other countries in Balkan region.

As a “foundation university” (foundation supported, state recognized, non-profit, public legal entity), IBU is a unique Macedonian University with English-based curricula and the teaching process is going on in English language. This makes the education at our university compatible with international demands. Therefore many international students select our university to continue their. Also, English speaking environment gives a good opportunity to our students and academic staff to take part in student and academic staff exchange programs like Erasmus+ and Mevlana.

Table 2.1a. Accredited study programs in the period 2007 – 2013

Faculties					
	Faculty of Technical Sciences	Faculty of Economics and Administrative Sciences	Faculty of Communications	Faculty of Languages	Faculty of Fine Arts
First cycle study programs	Industrial Engineering	International Economic Relations	Public Relations	English Language and American Studies	Graphic Design
	Information Technology	Management in Public Administration			
Second cycle study programs	Industrial Engineering	Business Administration			

Table 2.1.b. Accredited study programs in the period 2014 – 2016

Faculties							
	Faculty of Engineering	Faculty of Economics and Administrative Sciences	Faculty of Communications	Faculty of Art and Design	Faculty of Humanities and Social Sciences	Faculty of Education	Faculty of Law
First cycle study programs	Industrial Engineering	International Economic Relations	Public Relations	Graphic Design	Psychology	Psychological Counseling and Guidance	Legal Studies
	Computer Engineering	Management	New Media and Communications	Visual Arts	Political Sciences	Turkish Language Teaching	
	Electrical and Electronic Engineering	Business Administration		Visual Arts and Media	Religious Studies	English Language Teaching	
	Civil Engineering	Banking and Finance				History Teaching	
	Architecture						
Second cycle study programs	Industrial Engineering	International Economic Relations	Public Relations	Graphic Design			
	Computer Engineering	Business Administration					

Table 2.1.c. Accredited study programs in the period 2016 – 2017 and 2017 – 2018

Faculties				
	Faculty of Engineering	Faculty of Law	Faculty of Humanities and Social sciences	Faculty of education
Second cycle study programs	Architecture (2016 – 2017)	Administrative Law (2016 – 2017)	Clinical Psychology (2017 - 2018)	English Language Teaching (2017 - 2018)

Table 2.1.d. Accredited study programs in the period 2018 – 2019

Faculties		
	Faculty of Engineering	Faculty of Education
First cycle study programs	Industrial Management	English Language Teaching
		Turkish Language Teaching
Second cycle study programs	Industrial Engineering	Turkish Language Teaching
	Structural Engineering	
Third cycle study programs		Turkish Language Teaching

## 2.5. Organizational structure

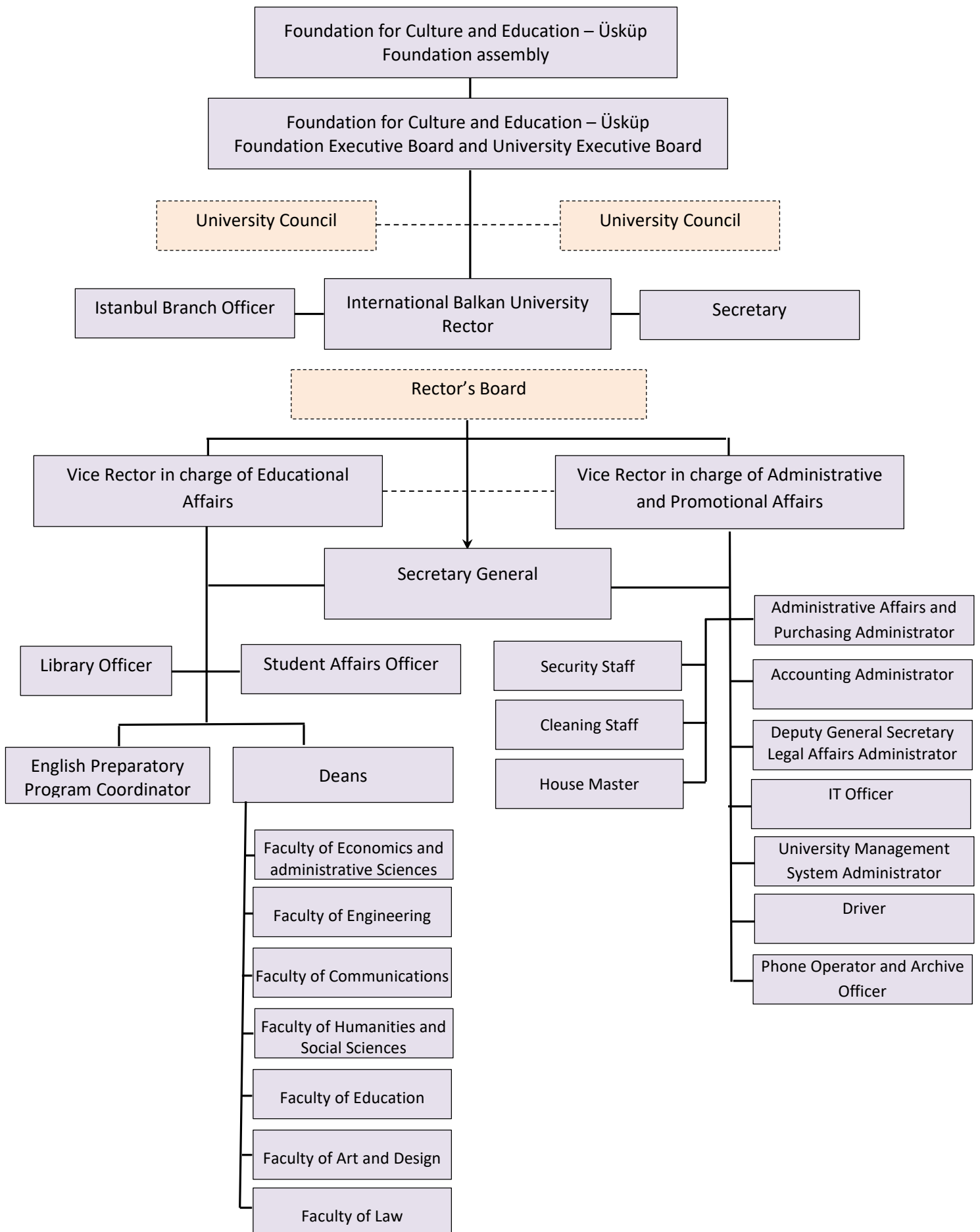


Figure 2.1. International Balkan University Organizational Chart

The organizational and functional integration of IBU enables the harmonization of its operations and provide the university with a unique approach towards its joining institutions and the attainment of the projected strategic goals, such as: change in organizational norms and regulations to bring higher education in line with ECTS norms; developing and organizing programs of study; developing a system for securing quality control; maintaining teaching standards; increasing the selection and improvement of syllabuses; refining the criteria for the attainment of academic titles and credentials of full-time and part-time academic staff; cooperation activities with universities within the country and abroad; in the financial domain - investments and development plans; regulations to utilize human resources and tangible assets rationally; Information Technology (IT) and library resources and much more (Appendix 9.1).

Organizational structure of the University is presented on Figure 2.1.

### **3. FACULTIES, PROGRAMMES AND FACILITIES**

Since the foundation IBU implements principles of education in accordance with Bologna declaration. Furthermore, IBU has been one of the first universities that adopted European Credit Transfer and Accumulation System (ECTS) in all study programs. As students pass the course, they are awarded with ECTS Credits and Grades upon successful completion of study subjects and program in general.

#### **3.1 Faculties**

The university offers 17 first cycle study programmes in seven faculties: Faculty of Economics and Administrative Sciences (FEAS), Faculty of Engineering (FENG), Faculty of Arts and Design (FAD), Faculty of Communications (FC), Faculty of Humanities and Social Sciences (FHSS), Faculty of Education (FEDU) and Faculty of Law (FLAW). In addition to this, old study programs are going to exists just for the currently enrolled students to these programs.

The Faculty of Economics and Administrative Sciences offers in total three first cycle study programs: International Economic Relations (IER), Management (MAN) and Banking and Finance (BAF). Within the Faculty of Engineering 5 study programs exists: Industrial Engineering (IE), Computer Engineering (CE), Civil Engineering (CIV), Architecture (ARCH) and frozen study program Electrical and Electronic Engineering (EE). First cycle study programs, Graphic Design (GD) and Visual Arts (VA) are offered by the Faculty of Art and Design. Faculty of communication offers two first cycle study programs Public Relations (PR) and New media and communications (NMC). Within the Faculty of Humanities and Social Sciences two study programs are offered: Psychology, Political Sciences (POL). Faculty of Law consists of one study program: Legal Studies, while the Faculty of Education includes the following Departments: Psychological Counseling and Guidance, Turkish Language Teaching and English Language Teaching. There are **1111 first cycle students spread throughout these programs. The student/staff ratio for faculties is 22.7 (Appendix 9.4).** The Faculty of Engineering, with the study programs of Architecture and Computer Engineering and the faculty of Humanities

and Social Sciences, with the study program of Psychology have a dominant majority of the students in first cycle study (Appendix 9.8).

Faculty of Engineering, offers master's programs in the fields of Industrial Engineering and Computer Engineering, and the Faculty of Economics and Administrative Sciences offers master's programs in International Economic Relations and Business Administration. Study programs of the second cycle studies within the Faculty of communications and Faculty of Art and Design are Public Relations and Graphic Design, respectively. At the second cycle of studies, Faculty of Education offers study program English Language Teaching, while Faculty of Humanities and Social Sciences includes Clinical Psychology (Appendix 9.8).

To support main activity, pedagogical process of the IBU, there are other special-purpose facilities as computer labs library and three small laboratories: one laboratory at the Faculty of Arts and two at the Faculty of Engineering.

### **3.2 Other Schools**

The goal of IBU English Language School is to provide future IBU students with skills necessary to pursue academic studies at IBU, no matter their field of study. The objective is not only to enhance proficiency in the language, but also to develop critical thinking skills that will guide the students throughout their career. In order to accomplish these objectives, the English Language School provides reading, writing, grammar and listening classes to beginner, intermediate and advanced-level students of English. Instruction at IBU English Language School is carried out in English language only and is mainly focused on the development and mastery of the following skills:

Reading – extensive / intensive, scanning, skimming, using context clues and vocabulary strategies, recognizing sequence, fact vs. opinion, making inference, identifying main ideas and supporting details, analyzing text, identifying purpose and tone.

Listening – listening for gist and details, learning topic vocabulary to improve comprehension, for verbal clues, understanding speaker's argument, understanding colloquial language, learning pronunciation, to summarize opinions, recognize lecture language that introduces the topic or the plan, that signals new ideas, transitions, definitions, examples, explanations, causes and effects, comparisons and contrasts, opinions, citations and quotations, non-verbal signals, note-taking.

Writing – how to write a paragraph, topic sentences, supporting details, concluding sentences; the writing process: prewriting, writing editing; organizing information by: time, importance, space; essay writing: introduction, body conclusion; types of essays: process, division and classification, causes and effects, comparison and contrast, problem/solution, summaries, opinion essay, essays for undergraduate and graduate school applications, personal and business letters; punctuations.

Speaking – descriptions, retelling a story, practical English: in a shop, hotel, at the doctors etc. debates, interviews, giving a talk, discussions: show interest, enter a discussion, interrupt, ask for more information, agree and disagree, support opinion, connect your ideas with other people's ideas, contribute your ideas, keep the discussion focused on the topic, encourage others to participate, bring to a consensus, learn to compromise, pausing, paraphrasing and quoting.



Grammar – from elementary to upper-intermediate (by the standards of CEFR)

Vocabulary – personal information, food, health and medicine, houses and decoration, personality and appearance adjectives, family, body, money and economics, science and technology, education, shopping and traveling, entertainment, music, humor, history and politics, man and women, animals and conservation, crime and punishment, business, word-building, and all relevant specific fields connected to the academic vocabulary.

Study skills – Preparing to study, note-taking, strategies for reading textbooks/novels, using reference sources, oral presentations, projects, managing time, setting goals, preparing oral presentations, managing and participating in group projects, raising awareness, setting self-assessment criteria, developing autonomous learning and language use.

### **3.3 IT office**

The University's IT office enables information technology services for the community of students, faculty members and staff. The important infrastructure parts for students are computer classroom (Appendix 9.3-Part H).

### **3.4 Library**

Regarding the moving from the Building in Avtokomanda, the University is still in the process of establishment of the library. The draft drawing has been prepared. Appendix 9.6.

The library is planned to be supplied with the new books and computers with the access to databases.

### **3.5 Graphic Design Laboratory**

The graphic design laboratory is equipped with 20 computers which keeps the student/teacher ratio low. The laboratory allows instructors to give demonstrations a color laser printer offer student's quick printing for projects. The graphic design facilities also include a traditional classroom with drawing tables (Appendix 9.7.5).

### **3.6 Laboratories for Engineering**

International Balkan University has taken bold steps to structure a well-designed environment for studying at the Faculty of Engineering (FENG), both at the Industrial Engineering (IE) and the Computer Engineering (CE) study programs. Activities began the moment when full time professors were employed at the University, taking the advantage to enhance the laboratory experience of the students. Our commitment to introduction laboratory practice for the students is motivated by the engineering philosophy "*Learn by Doing*" (for detailed information on laboratories, please refer to Appendix 9.7).

### **3.7 Research Center**

Every university has to be focused on three main areas: teaching, research and contribution to society as three parts of the triangle knowledge. For now, IBU is mainly focused on teaching. In spite of all constraints regarding research premises and equipment, the academic staff at IBU have found a way to continue with their research work. University staff is involved in 4 national and 26 international projects. For the practical training of the students of the study program Psychology, at the undergraduate and graduate level, there is agreement signed with Hospital "Bardovci" and Hospital "Zan Mitrev". Also, for the study programs in the Faculty of Engineering the need of the equipment for some courses is satisfied by the contract with the MAARIF International schools and the Institute of material testing, Skopje. Published papers in the academic year 2018 / 2019 are given in the self-evaluation report for 2018 / 2019. The lists of the research activities and publications for the academic 2017 – 2018 are given in the (Appendix 9.3.4, and Appendix 9.3.3). Since 2015 / 2016 the Rectorate of IBU organize an event entitled "Academic Awards" where academic staff is granted for their scientific activities - publishing papers and participating at the conferences and projects.

### **3. 8 Extra – Curricular Activities**

Events for the academic 2018 / 2019 organized by IBU:

1. Minister of foreign affairs of the republic of turkey, H.E. Mevlüt Çavuşoğlu delivered an address at International Balkan University.

On the occasion of the 15th July Victory of Democracy and Martyrs' Commemoration Day, the Minister of Foreign Affairs of the Republic of Turkey, H.E. Mevlüt Çavuşoğlu delivered an address at International Balkan University Conference Hall on 15th July 2019.

2. Documentary projection of the documentary "THE NETWORK", a production of TRT World directed by the British journalist Andrew Wilson, July 2019.

3. IBU Hosted The 5th International Congress on Social Sciences (INCSOS 2019)  
International Balkan University hosted the 5. International Congress on Social Sciences (INCSOS 2019) on 29 June 2019. With the participation of the Speaker of the Grand National Assembly of Turkey and Honorary Chair of the Congress, Prof. Dr. Mustafa Şentop, the congress works were open on the opening ceremony which gathered representatives of governmental organizations, rectors of universities, academics, scientists, researchers, representatives of business sector, non-governmental organizations, media, etc.

INCSOS 2019 was organized in cooperation with Trakya University, Marmara University, Namik Kemal University and Turkish Studies Journal.

4. "Invest in Knowledge" – a campaign by International Balkan University (IBU) and Halkbank AD Skopje was launched on Wednesday, 19th June 2019. This cooperation created a product – student loan with 0% interest rate and tuition fee payable in up to 12 installments. Representatives of International Balkan University and Halkbank in

front of media representatives explained the benefits of this campaigns and shared all relevant information for students and their families who are interested to enroll at IBU for the academic year 2019/2020 by using the advantages of this unique opportunity offered for the first time in the history of the higher education in North Macedonia.

5. IBU attended the job and career fair organized by municipality of Kichevo  
International Balkan University (IBU) attended local Job and Career Fair organized by the Municipality of Kichevo. Dissemination and Networking Event in Kichevo is held on June 7 and 8, 2019, under the project “Transnational Educational Network for young people – new technologies and entrepreneurial thinking in the tourism industry”, with acronym TRANS-EDU-NET, within INTERREG Balkan-Mediterranean Program 2014-2020.

6. Guest lecture: “Identifying cancer genes using machine learning” with Dr. Damjan Temelkovski from the Francis Crick institute, London  
Guest lecture with Dr. Damjan Temelkovski from Francis Crick Institute, London, UK on the topic “Identifying Cancer Genes using Machine Learning” was held on 30th May 2019 at the campus of International Balkan University (IBU).

7. Conference “The vision of global peace in the new millennium” with Prof. Dr. Mustafa Sentop, president of the Grand National Assembly of Turkey.  
International Balkan University had the honour to host the conference entitled “The Vision of Global Peace in the New Millennium” with Prof. Dr. Mustafa Şentop, Speaker of the Grand National Assembly of the Republic of Turkey on Saturday, 25th May 2019. Speaker Şentop in front of the great audience at IBU presented his views and thoughts on the challenges of global peace in the new millennium and the aspects that will contribute in reaching this noble goal for the benefit of all peoples in the world.

8. Iftar dinner served at IBU on the occasion of the holy month of Ramadan  
Under the auspices of the Ambassador of the Republic of Turkey in Skopje, H.E. Tülin Erkal Kara, International Balkan University hosted Iftar dinner on Saturday, 25th May 2019 at the university campus in Skopje. More than 1300 guests were honored with the presence of the President of North Macedonia Prof. Dr. Stevo Pendarovski, Speaker of the Grand National Assembly of Turkey Prof. Dr. Mustafa Şentop, high representatives of governmental institutions, rectors of universities, academic community, civil society, media and students.

9. Educational workshop “Health for all” organized by Acibadem Sistina hospital was held at IBU.

On the occasion of the International national week of nurses, technicians and midwives and the International Day of the Nurse, an Educational Workshop entitled “Health for all” was organized by Acibadem Sistina Hospital at International Balkan University on 6th May 2019. In front of the academic staff and students of IBU, the following representatives of Acibadem Sistina Hospital shared their presentations and views on the importance of health in today’s life:

10. IBU, partner OF II. World Congress of entrepreneurs 2019

Signing a protocol for cooperation on 6th May 2019, International Balkan University (IBU) became a partner of the 2nd World Congress of Entrepreneurs which will be held in Skopje on 16-19 October 2019 under the auspices of the Government of the Republic of North Macedonia.

11. Culture Conference of “28th Hidirellez Spring Festival” was held at IBU.

The opening event of the “28th Hidirellez Spring Festival”, a culture conference was held at International Balkan University on Thursday, 2nd May 2019. The conference was attended by representatives of governmental and non-governmental organizations, academic society and students. The audience was greeted with welcome speeches by the President of the Festival, Dr. Senol Tahir, Director of TIKa for Balkans and Eastern Europe, Mr. Mahmut Cevik and Vice Rector of IBU, Prof. Dr. Sener Bilalli.

13. Representatives of International Balkan University have attended various television programs, with the aim of presenting the International Balkan University, its background, academic offer, advantages and opportunities for the new students.

14. Guest Lecture: “Driving Into the Future” with Prof. Dr. Peter Robinson from the University of Cambridge.

Guest Lecture entitled “Driving into the Future” by Prof. Dr. Peter Robinson from University of Cambridge Computer Laboratory was held on Wednesday, 29th May 2019 at International Balkan University (IBU).

15. International Conference Organized by International Academic Institute and International Balkan University.

International Academic Conference organized by International Academic Institute and hosted by International Balkan University was held on 20th May 2019 at the IBU Campus in Skopje.

The Conference included two tracks with panels: Education and Social Sciences Conference and Business and Economics Conference.

16. IBU team was part of the WIZZ Air Skopje marathon 2019.

A team of International Balkan University participated in the Wizz Air Skopje Marathon 2019 which was held on 4th May 2019.

17. DR. Mary Johnstone-Louis and Mr. Tyson Rallens from University of Oxford Delivered a Guest Lecture at IBU.

Dr. Mary Johnstone-Louis and Mr. Tyson Rallens, from Said Business School, University of Oxford, UK delivered a guest lecture entitled “Updates on Business Research from the University of Oxford: Ownership and Responsible Business” on the class of Entrepreneurship, on Thursday April 25, 2019.

18. Presentation entitled “Occupational Safety – Everyone’s Responsibility” held at IBU on the Occasion of World Day for Safety and Health at Work.

On the occasion of 28 April – World Day for Safety and Health at Work, the President of the Macedonian Occupational Safety and Health Association for , MSc. Milan Petkovski delivered a presentation on the topic “Occupational safety – Everyone’s responsibility” in front of the academic and administrative staff, as well as students of International Balkan University on 22nd April 2019.

19. Turkish Culture Week was Held in the premises of IBU, 23-26 APRIL 2019

The Turkish Culture Week which was organized by the Ministry of Culture and Tourism of the Republic of Turkey, the General Directorate of Cinema in Turkey and Foundation “Ensar”, and hosted by International Balkan University in North Macedonia was closed with a concert of the Trakya University Balkan Chamber Orchestra. The event raised great interest among the audience who enjoyed the live performance.

During the period 23-26 April 2019, several Turkish movies and documentaries were projected at the IBU Conference Hall.

20. High School Competition by the Faculty of Engineering

Faculty of Engineering organized the High School Competition on Thursday, 25th April 2019. Students from Maarif International Schools, SMUGS “Dr. Pance Karagjozov”, SUGS “Saraj”, High School “Sami Frasheri”-Kumanovo participated with their projects in the competition and presented their creativity, ideas and research on various topics which raised the interest of the academic staff of the Faculty of Engineering.

21. IBU signed a cooperation agreement with British Council North Macedonia in the field of english language examinations delivery and information provision.

IBU signed a Cooperation Agreement with British Council North Macedonia in the field of English Language Examinations Delivery and Information Provision. The agreement includes organization of various trainings for IBU teaching staff, provision of examination materials such as Aptis, PET, FCE, CAE, BEC and IELTS exams, implementation of these exams in the premises of IBU Campus for IBU staff and students, as well as external candidates and much more. As an university with English language as its official teaching and working language, IBU highly appreciates the opportunity to work closely with British Council North Macedonia in direction of providing the best possible language education to its students and highest qualifications for its teaching staff.

22. IBU attended the eco-action of “Communal Hygiene” Skopje and contributed for a cleaner environment

Great contribution by students and staff of International Balkan University, who supported the action of the “Communal Hygiene” Skopje on Wednesday, 24th April 2019. The aim of the action was to raise awareness among the different categories of citizens and their inclusion in this action that provided a cleaner environment for all.

23. Conference with H.E. Prof. Dr. Milan Jazbec, Slovenian Ambassador in Skopje

A Conference entitled "Balkans vs. Euro-Atlantic Integrations: Challenges and Perspectives" with H. E. Prof. Dr. Milan Jazbec, Slovenian Ambassador in Skopje was held at IBU, 10th April 2019.

24. On the occasion of International Human Rights Day - 10th December, Prof. Dr. Ljubomir D. Frchkovski delivered a lecture on the topic "Globalization and Crisis of Human Rights" on 10th of December 2018..

25. Clinical teaching by Marija Stanojeska, PhD in Industrial Engineering, was held on 10th of December, 2018.

26. ROUNDTABLE: "70 Years after the Universal Declaration of Human Rights: stagnation and approaches" was held on 10th of December 2018.

### **3. 9 Extra – Curricular Activities and Opportunities for Students**

Students of the university are represented by a students' union called the Students' Council. The council consists of representatives from each faculty that are chosen by fellow students through democratic elections. Two students are elected as co-presidents of the Students' Council. The co-presidents take part in administrative procedures of the Senate, etc. Students are encouraged to take part in students' club for extracurricular activities (Appendix 9.3.6). Activities for establishing Alumni Association at IBU (AAIBU) have started with preparing proposal (Appendix 9.3.7), designing logo, preparing an invitation letter (Appendix 9.3.8) and an application form (Appendix 9.3.9).

Many workshops, seminars, panels, exhibitions were organized, for e.g.:

1. Annual Student Art and Architecture Exhibition, organized by International Balkan University. The Exhibition includes more than 200 works of students of graphic design, visual arts and architecture.
2. IBU Faculty of Art and Design Dominated the Youth Spring Saloon 2019 Organized by National Gallery of North Macedonia.  
IBU Faculty of Art and Design dominated the group exhibition organized by the National Gallery of North Macedonia. The event was held at the Gallery 'Mala Stanica' on 15 May 2019. Awards were given to the professor and the students of IBU.
3. Field visit for law Students at the Government of the Republic of North Macedonia  
A group of students of law of International Balkan University had an exceptional opportunity to visit the Government of the Republic of North Macedonia on Thursday, 25th April 2019.  
20. Study visit for students of various faculties at the State Statistical Office  
Students from 6 Faculties from International Balkan University together with the staff from the Faculty of Economics and Administrative Sciences, attended a study visit at

the State Statistics Office (SSO) of Republic of Macedonia on the topic: "Data Collection in SSO".

4. 1st IBU Scholarship exam '19

More than 500 students from North Macedonia attended the first Scholarship Exam '19 organized by International Balkan University on 27th April 2019. Students had the chance to test their knowledge in questions that covered fields of general culture, mathematics, geography, history and IQ. Additionally, they attended a Test on English Proficiency. Scholarship exams will be organized in various cities of the Balkan countries in the upcoming period.

5. Field visit for the students of communications at macedonian radio television (MRT)  
On Tuesday, 23th of April 2019, the students from the department of "New Media and Communication" at the Faculty of communication visited the Macedonian Radio Television (MRT). Throughout the skillful guidance of the editor Mr. Fatos Musliu, the students had the possibility to see and extensively learn how the medium covers the daily events and prepares the news. Additionally, a possibility for long-lasting collaboration with the public service has arisen, which in the future would enable the students to put into practice what they have been learning in theory at the Faculty's subjects which incorporate media-related topics in their curriculum.
6. A group of students of the Faculty of Art and Design organized exhibition entitled "Parallels" in Mala Stanica, Skopje in the period 17-18.12.2018.
7. "Share the warmth" donation campaign: winter clothing & shoes was held in the period 17- 28.12.2018 at the premises of the IBU Campus.
8. Blood Donation campaign at IBU was held on 24th of December 2019.

### 3.10 Guidance for Students

For every student in all study programs an adviser from the faculty members has been appointed by the Dean of the particular faculty. The advisor shall guide the student from the start since the enrolment to the study program until the end of her/his university life and help her/him solve her/his problems related to education and university life. Individual Registration Course Form (Appendix 9.11.3) has been issued for every student. This form is kept in three copies: one copy by the advisor, the second copy by the student and the third copy is sent to the Student Affairs Office. The advisor has to guide the student to register within the dates that are specified in the academic calendar; together with the student needs to choose and register the courses, solve the problems related to educational issues and university life. Courses registration is done in accordance to the university regulations. To secure sound execution of supervision service, each student's academic guidance will be reviewed by the relevant Dean. A new electronic Student Information System (SIS) is in process of preparation and it is expected that it will be ready for the course registration in the next academic year (2019 / 2020).

Besides that, University has started to establish Career Center which will be a student service. It will provide linkages between students, alumni, and employers as they prepare to meet post-graduate and hiring goals. The IBU Career Center will be committed to providing support to undergraduates, graduate students, and alumni to make informed decisions about their futures by providing comprehensive resources, programs, and counseling on career development, internships, employment, and graduate school. Within the Career Center one Student Support Service is also established. The mission of Student Support Services (SSS) is to enhance the education of IBU University students by addressing their mental health concerns and promoting their healthy emotional and social development. SSS is committed to creating a safe, just and equitable learning environment in the university community.

### **3.11 Finance**

According to the regulations the board of trustees is responsible for any budget related issue. At IBU, the budget is formed according to needs of faculties and administrative departments. Rector fills out budget forms annually and sends it to the board of trustees. The other finance resources are student fees.

### **3.12 Management**

The Rector of International Balkan University is elected by the University Senate. Rector selects two Vice Rectors from the professors. The areas the Vice Rectors are in charge of are: personnel, information technologies, research, relations with industrial and civil institutions, schools, student affairs, culture and sports facilities, and library services, and administrative and financial affairs, construction affairs, strategy development, and international relations. Another unit within the body of the top management is the Office of Secretary General. The Secretary General is responsible for carrying out all the administrative affairs (Appendix 9.1.1).

Top bodies in the university administration are the University Senate. The Senate of the International Balkan University consists of: Rector of the University; Vice Rectors, without the right to vote, Deans of the faculties, one representative from each academic unit (faculties, institutes and schools), students' representatives, elected by the Students' Parliament of the University; Secretary General shall participate in the work of the Senate as a reporter, without the right to vote. The Senate meets upon the nominal invitation of the Rector when a decision-making is needed on academic issues and activities (Appendix 9.1.2).



## **4. INSTITUTIONAL NORMS AND CORE VALUES**

### **4.1. What is the University trying to do**

#### ***4.1.1. Chairman's Statement***

IBU University's norms and values are based on principles stated on behalf of the university by the Rector, Prof. Dr. Mehmet Dursun Erdem:

The International Balkan University is founded in 2006 by the Foundation for Education and Culture "ÜSKÜP". It is a foundation, non-profitable university, one of a kind in the Republic of Macedonia. Located in the heart of the Balkans, IBU is a gathering point for students from all over the region, including Turkey. This makes IBU a multinational, multi-religious and multicultural institution. If we add the fact that IBU is an English speaking, teaching and learning medium, then we can conclude that the epithet "international" fits our University the best.

IBU has accredited programmes for both undergraduate and postgraduate studies. In accordance with the trends in modern education, our study programmes are specific and responsive towards the challenges of today and tomorrow. There is also a Preparatory Programme for English Language for those students who lack sufficient knowledge of English, delivering around 1000 hours of teaching and practice within a year. If you plan to be an expert in a field such as engineering, architecture, economics, administrative sciences, fine arts, educational sciences, communication, humanities and social sciences – then IBU is the place to be. What makes IBU exceptional is the fact that every academic year, we deliver a significant number of scholarships for students from all over the Balkans. In this way, our donors and supporters invest in successful students, by providing them educational support and great chances for immediate employment right after graduation. In regards to the tuition fees for undergraduate and postgraduate studies, IBU still remains the most affordable university in Macedonia and wider in the region.

The academic programs of International Balkan University have been accredited by the Macedonian Ministry of Education and Science, as well as by the prestigious Turkish Higher Education Council. Furthermore, starting from 2013, our degree programs are enlisted in the ÖSYS Booklet, thus creating an exclusive opportunity for Turkish students to easily enroll at IBU.

A confirmation for our committed work, qualified academic staff, dedication to research and investment, social responsibility and service came directly from the most reputational institution in the world which deals with university ranking. The track record of success saw IBU ranked as the best private university in Macedonia in 2012 by the world-known Shanghai University Ranking, according to criteria specifically designed for ranking world academic institutions.

In a very near future, Which will provide its staff and students with the most modern educational and working standards as a ground for grasping new horizons and reaching greater achievements.

In the end, allow me to emphasize once again – our doors are widely open for students from Turkey and the Balkan region, as well as from other countries in the world.

IBU is a guarantee for qualitative and prosperous education. IBU is the most fortified bridge towards a successful career... all this, because we educate the leaders of tomorrow!

Prof. Dr. Mehmet Dursun Erdem  
Rector

#### ***4.1.2. Vision***

The vision of the International Balkan University is to become one of the foremost higher education institutions by graduating well qualified students, with the aim of contributing the development cultural prosperity in Balkans, prosecution of stability and the region's economy.

#### ***4.1.3. Mission***

As a provider of high quality education, International Balkan University has adopted the mission of educating self-confident, multidimensional, socially responsible and globally competitive individuals. In addition, the university produces high quality scientific research that will contribute to technological and economic development in the region. With this mission in mind, International Balkan University aims to become a renowned international educational institution that sees cultural diversity as an asset, and that contributes to the development and stability of the Balkans by producing the best professional individuals who are ready to compete in the workforce.

#### ***4.1.4. Principles***

The principles are the basis which determines IBU daily attitude. These principles are internalized by IBU academic and administrative staff and become general rules.

1. *Pluralism*: To consider different ethnic identities, cultural trends as a whole in the frame of tolerance and synergy, and to work in a multiethnic structure.
2. *Equilibrium*: To be impartial on every kind of work or process taking into consideration the region's multiethnic and multicultural structure.
3. *Quality*: To achieve higher standards on the educative activities, on selecting academic staff, the technology used documentation, research, projects and publications.

4. *Timely manner*: To finish the jobs and actions in time, promptly and satisfactory as requested, but without precipitance.
5. *Geniality*: To be polite, sensitive and genial on the educative activities, on the relations with the parents and the public.

#### ***4.1.5 Core Values, Norms and Strategies Objectives***

IBU University was established to develop society, science and knowledge, and work developed in this framework. Creating a modern scientific infrastructure will contribute to human resource development in natural and social sciences, by providing opportunities contemporary education in accordance with the needs of the country and the world.

Giving the importance of proper product knowledge and technology in university and graduate, and create opportunities to achieve the most developed technology, will contribute to growth of young well-mannered and productive. Using international experience, IBU through graduate programs, as and tradition of education and research, will enhance and meet the needs of scientists society in this context.

IBU University, following the institutionalization phase, based on the principles of justice, meritocracy and democratic participation, will create its traditions together with the employee and students.

Having established a knowledge management system in accordance with universally recognized principles, University along with the staff has a dynamic organizational structure. After identifying the objectives and educational goals, and output with the teaching of all activities will be focused towards outputs, in order to meet the needs of industry and application the dynamic and innovative programs.

The University provides student participation through "the University Student Council," in order participation of their representatives in decision-making levels of the institution.

In order to meet the daily needs of its students and employees, the University will operate with a functional and modern technology.

Over the last five years University has concentrated on the following aspects: establishing new regulations of study which are student-centered and responsive to students' needs; composing an innovative concept of study according to the principles of the Bologna process by introducing the credit-transfer system; implementing a system of assessment thus securing quality assurance in higher education through self-evaluation, including evaluation of academic staff at the University.

The quality issue in higher education is closely linked to the creation of a common European domain in higher education and, being of utmost importance, occupies a central position in the recommendations arising from the Bologna process. The major goals, which are considered to be of pivotal significance for generating the European domain in higher education, are the following:

- Adopting a system of easily discernible and comparable/compatible degrees; introduction of the Diploma Supplement.
- Introducing a system of study based on three cycles.
- Bringing forward the ECTS (European System for Transfer and Accumulation of Credits).
- Introducing the necessary European dimension in higher education.

Six core areas of the defined strategic priorities defined in 2018/2019 for the next five years are:

1. Development of Physical Capacity of IBU
2. Student capacity, academic / administrative personnel
3. Education Activities
4. Research and Publication Activities
5. International Academic Relations
6. Budget and Finance Plan

The development of the 2018/2019 Strategic Plan has allowed us to collectively explore the many ways in which we will continue to grow and develop the core areas.

## **4.2 Teaching and learning**

### ***4.2.1. First Cycle Studies***

Every faculty develops their study programs, consistent with the University's mission. Being firstly approved by the Teaching Academic Council of the particular faculty, study programs are then validated by Rector's Board and University Senate. Study programs are accredited by the Accreditation Board in conjunction with the Ministry of Education and Science of Republic of Macedonia.

The Faculties designed their programs of study at the first cycle level in order to achieve the following (Appendix 9.8):

- The student overload to be in accordance with the scope of subject material.
- More elective courses in order students to have a greater variety of choices to suit their personal affinities.
- Launch new forms of continuous assessment through homework assignments and seminar papers in addition to the existing midterm and final exams.
- Quantify the scope of knowledge and skills by introducing the system of accumulation and transfer of credits.

The Double Major programs of the university are highly flexible. There are many free elective courses to be taken among different disciplines. This unique approach provides our students with various skills.

Generally speaking, the University favors the interdisciplinary approach in the study programs which engages the involvement of more than one faculty, academic staff and equipment (Appendixes 9.8; 9.9).

### ***4.2.2 Second cycle studies***

Study programs in second cycle existing at IBU are **International Economics Relations** and **Business Administration** at the Faculty of Economics and Administrative Sciences; **Industrial Engineering**, **Computer Engineering** and **Architecture** at the Faculty of Engineering; Study program **Public Relations** at the Faculty of Communications, **Graphic Design** at the Faculty of Art

and Design, Study program **English Language Teaching** at the Faculty of Education, Study program **Clinical Teaching** at the Faculty of Humanities and Social Sciences (Tables 2.1.). Process of preparing proposals for new first and second cycle study programs at all faculties and third cycle of studies at IBU is going on.

### **4.3. Constraints**

#### ***4.3.1 Selection and appointment of academic staff***

According to the current Law of Higher Education (LHE), universities are free to select and appoint teaching and research personnel. The Board of Trustees gives the ultimate decision about the recruitment of an employee at International Balkan University. Issues about appointment and promotion are discussed by the Executive Board and then approved by the Rector.

After the establishment period, the university adopted a recruitment approach to attract young and successful academicians, not only from Macedonia but from abroad as well. IBU follows current criteria for selection and promotion of the academic staff given by LHE (Appendix 9.10- Bulletins).

#### ***4.3.2 Selection and appointment of administrative staff***

Another important constraint is the difficulty in finding qualified administrative staff. This difficulty especially impedes the work of Legal and Personnel Matters Office and Office of Student Affairs.

#### ***4.3.3 Selection of Students***

The admission of students to Macedonian universities is administered through a central examination system which does not give autonomy to universities. Freshman quotas are set by IBU based on space capacity.

#### ***4.3.4 Teaching and Learning Constraints***

The official approval procedures of the Higher Education Accreditation Board for new first and second cycle programs are relatively long, which cause long and tedious establishment and formation processes of new programs and faculties. During creation of the curricula the Law of Higher Education, as well as the National Qualification Framework is followed. The state administration does not interfere with didactic approaches.

In order to create the bond with the external share – holders, IBU is organizing so called career days, where companies present themselves, explaining their areas of working, as well as the

criteria for the possible employment. In the frame of these career days companies collect CVs of interested students and perform interviews.

Participation of the lecturers in international scientific meetings and projects is limited because they do not have financial support by the University.

#### ***4.3.5 Research constrains***

Academic staff is encouraged to apply for the external, particularly EU funds, but in order the project proposal to be evaluated positively, some previous results/papers should be published in order to support the project proposal. That means prior-submission research activities are needed, that withdraw the need of research capacities and funds. one hand, academic staff are relied on their own relations for establishing some research, but on the other hand, some of the projects and / or prior submission research activities might be financially supported by the University. The fund has not been established yet. With the opening of the new Campus, in order to increase research capacities an initiative for establishment of Research Center was established.

#### ***4.3.6 Finance constrains***

There are essentially no financial constraints regarding teaching and learning processes. The board of trustees of the foundation is planning investment approaches that are carried out by the administrative staff of the university. However there is some difficulty securing funds for research and travelling abroad.

#### ***4.3.7 Job Opportunities***

##### ***4.3.7.1. Evaluation of the Current National Job Market***

Constraints in job opportunities are dependent on national conditions. Any negative change in economic conditions affects the job market directly. The professional advantage of being equipped with foreign language skills makes IBU especially attractive for candidate students.

##### ***4.3.7.2 Evaluation of Constraints of the Infrastructure***

The constraints about the teaching infrastructure have been overcome with the movement in the new Campus. But, as the number of student grows, with only one building available for educational activities, IBU again will be faced with spacing constrains, unless the second block will not be opened.

#### 4.3.7.3 Evaluation of Student-Staff Ratio

IBU has a total of 58 permanent teaching staff members (3 full professors, 17 associate professors, 18 assistant professors, 20 teaching assistants) and 31 part time teaching staff member (5 full professor, 1 associate professors, 12 assistant professors, 13 teaching assistants). In addition, there are 9 lecturers in English Language School (Preparatory Program). The total number of academic staff members is 89 (for detailed information on figures of students and staff, please refer to Appendix 9.3- Program Self Evaluation Report for 2018-2019).

At the moment, there are 1312 students (201 attending the English Preparatory Program and 1111 attending the first cycle program). The student-academic staff ratio for first cycle study is 23. Approximately 53% of the academic and teaching staff members are female. The university has a total of about 20 administrative staff members, 40% of whom are female.

### 4.4 How is the University Trying to Do?

#### 4.4.1 Academically Related Activities and Bodies

According to the LHE, the highest academic position of the university is the Rector. The Vice-Rectors assist the rector in academic issues. The main platform for academic issues is the Senate. In faculties this role is carried out by the Faculty Academic Councils. The Senate usually assigns committees to carry out specific *ad hoc* and continuing tasks.

Many faculties and departments are organizing academic seminars (clinical teaching) open to the students and public.

The forthcoming high-priority targets of the IBU will be to increase the quality of education and to emphasize research activities.

The university offers possibility to publish the academic research and studies carried out by the academic staff of the university in the Journals Turkish Studies Series, covering different research areas:

- Economics, Finance, Politics,
- Language and Literature,
- Social Sciences
- Historical Analysis,
- Educational Sciences,
- Information Technology and Applied Sciences
- Comparative Religious Studies.

#### 4.4.2 Administrative Activities

The highest administrative body of the university is the Board of Trustees, directed by the Chairperson of the Board. The Rector is a member of the board and reports directly to the Chairperson. The Rector is also a member of the Board of Rectors of the Conference of the private higher education institutions in North Macedonia and a member Inter-University

Conference (consisting of 6 state and 7 private universities). The Rector is nominated and assigned by the Board of Trustee.

Two Vice Rectors and the Secretary General assist the Rector. The first Vice Rector is concerned with academic issues. The second one is concerned with financial and administrative matters. The Secretary General is responsible for all other administrative issues.

The Vice Rectors and the Secretary General, as well as the Rector himself, are members of the Senate, which is the central governing body of the university. Members of the Senate are selected professors from the faculties and the two co - Presidents of the Students' Council.

A Dean is assigned by the Rector. The Dean may assign up to three Vice Deans. At this moment only Deans of the faculties are assigned. The Dean, all professors and all assistants are member of the Faculty Council.

#### ***4.4.3 The Electronic Transformation System in Administrative Processes***

IBU is in the process of preparation of automation system that will accumulate information, but also will facilitate the functioning of the Students Affairs Department in a productive way through providing the annual auditing reports that are requested from the university by official institutions.

IBU is in the process of establishing students' information system that enables precise analysis of the students' registrations and success, also other segments such as information about teaching process, academic staff etc.

## **5. QUALITY MONITORING AND QUALITY MANAGEMENT**

### **5.1 National Higher Education Quality Monitoring Policy**

In the Republic of North Macedonia the quality management approach for academic issues is based on regulations for academic promotion and appointments.

The Ministry of Education and Science administratively inspects all universities on an annual basis. Therefore, the university should prepare all documentation (Appendix 9.1) and before the inspection visit of a group Inspection body. During the inspection visit, the board carries out an assessment process and reports findings directly to the Ministry of Education and Science.

In May 2018 the Government of the Republic of Macedonia accepted a new Law on Higher Education, according to which three bodies needs to be established: Board for accreditation, Boards of Evaluation, and National Quality Agency.



## **5.2 Student Feedbacks**

As the most important stakeholder of education, the students are given questionnaires to obtain their comments on the existing practices of teaching and education and their level of satisfaction about the services provided by the University.

The data gathered by the questionnaires of 2017 -2018 will be used in redefining the mission and vision statements of IBU, as well as will be taken into consideration in updating of the strategic planning practices of the University. The University is determined to conduct these surveys in a more regular fashion in the forthcoming years. Student performance may also be estimated through the dropout rates in the first year.

## **5.3 Academic Staff Evaluations**

IBU has an evaluation form to measure and track the performance of faculty members in teaching, research. (Appendix 9.11-Templates: 9.11.1 Academic's Yearly Performance Report-AYPERs).

As it was mentioned before at this report, research is natural responsibility of all members of the academic staff. The number of publications in referred journals, the number of externally funded projects, participation in scientific meeting, number of internally and externally funded projects are the major indicators for research. Annual Activity reports are collected from all units and statistics on research and teaching are meticulously kept (Appendix 9.4).

## **5.4 Student Success Report**

In order to follow student's success, the academic staff prepares report every semester, for every course taught. These reports are have been evaluated by Rector's board (Appendix 9.11.6). The IBU needs to further develop regulations on proposing, accepting and monitoring of student assessments that will help in order to achieve the following:

- a. Describe unambiguously the worth, merit, or value of the work accomplished,
- b. Improve the capacity of students to identify good work, that is, to improve their self-evaluation or discrimination skills with respect to work submitted,
- c. Stimulate and encourage good work by students,
- d. Communicate the teacher's judgment of the student's progress,
- e. Inform the teacher about what students have and haven't learned,
- f. Select people for rewards or continued education.

## **5.5 Administrative Staff Evaluation**

For now, there is not established tool for evaluation of the administrative staff.

## **5. 6 Independent Finance Auditing**

The University was audited by Foundation Audit Committee once per year and this Committee prepares report.

## **6. HOW DOES THE INSTITUTION CHANGE IN ORDER TO IMPROVE?**

Quality improvement activities in education have been continuing. Double major program opportunities in the faculties, English Preparatory Program, the usage of ECTS studies, possibility of Erasmus+ and Mevlana Exchange mobility programs are good examples. There are over 220 agreements with foreign University signed in the frame of Erasmus+ and Mevlana mobility programs or based on bilateral agreements. These recruitment efforts will continue within the strategic plan.

All strategic planning activities will be conducted in consistent with the regulations and laws in the Higher Education.

The Institutional planning mechanism involves the participation of all levels of academicians and academic units as described previously. Institutional adaptability to respond to the societal needs and demands should be increased in the next years.

The University is very conscious of the needs of the society and aims to contribute extensively to the improvement of social conditions. Similarly, the University is very eager to improve and increase its relations with international organizations and institutions. It will encourage all academic staff to collaborate with their colleagues abroad at all levels.

## **7. CONCLUSIONS**

Dedicating its resources in expense of progresses in social and technical sciences at both national and international levels and also educating its students in order to be aware of the national and global issues, besides making them productive oriented and indoctrinate them with the ambition of augmenting the living standards of the society is the mission of the IBU University.

In order to increase the quality and quantity of these services, the University aims to:

- Improve the premises (purchasing new equipment),
- Improve the quality of studies,
- Increase the income of the University,
- Support IBU's academic staff's participation in scientific research projects,
- Increase IBU University's involvement and participation in the national and EU Projects,
- Collaborate with world universities,
- Reach the European standards in undergraduate and graduate education.

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## 9. APPENDIXES

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