

No. 02-929/14  
29 October 2019  
Skopje

**SS. CYRIL AND METHODIUS UNIVERSITY IN SKOPJE**



**ACTION PLAN**

**OF**

**SS. CYRIL AND METHODIUS UNIVERSITY IN SKOPJE**

**(2019 – 2023)**

# INTRODUCTION

The Action Plan for Ss. Cyril and Methodius University in Skopje (UKIM) is an operationalization of the objectives contained in the Strategic Plan and Work Program of the Rector of Ss. Cyril and Methodius University in Skopje for the 2019-2023 period. Simultaneously, it is a continuation of activities for strengthening and development of University's integrative functions in the most important segments of its activity.

The activities and tasks planned are presented according to the objectives set in the respective activity areas, including the implementer and dynamics of their implementation.

## VISION AND MISSION

### VISION

*Ss. Cyril and Methodius University in Skopje to grow into a university of high international reputation in the field of education and science, as a respectable member of the family of European universities.*

### MISSION

As the oldest university in the Republic of Macedonia, Ss. Cyril and Methodius University in Skopje is the foundation and main pillar of the educational system, scientific work and cultural development of the country. The University is responsible for the fostering, preservation and promotion of all aspects of the national identity and its full affirmation in the country's process of accession to the European Union and becoming a part of the wider family of European nations.

The University develops and continually improves its curricula to create highly educated professionals in all areas of the natural and mathematical sciences, technical and technological sciences, medical sciences and health, biotechnical and social sciences, and humanities and arts, all in accordance with the highest international standards. Through its educational

activity, the University endeavors to meet the demand of highly qualified profiles in all segments of both the private and public sector, continually adjusting its operation to the dynamic changes in this area.

In the field of its scientific work, the University implements scientific projects, theoretical and applied research, and other forms of scientific work that contribute to the development of scientific thought in the country and beyond. At the same time, the cooperation with the private and public sector allows for a two-way exchange of knowledge and experience, thus adding to the achievement of a higher level of the overall social development and continuous and sustainable development of the University.

Throughout its teaching and scientific activities, the University fosters active cooperation with higher education, scientific and other related institutions in other countries, based on the principles of equality, responsibility and compliance to the highest possible standards.

The University will also cultivate and develop artistic activities.

The University invests constant efforts in the nurturing and advancement of the critical thought, acting as a society's corrector, contributing to the development of human rights and freedoms, and leading the processes of modernization and progression in all spheres of social life.

**ACTION PLAN FOR IMPLEMENTATION OF THE  
2019 - 2023 STRATEGY OF SS. CYRIL AND METHODIUS UNIVERSITY**

**1. TEACHING AND EDUCATIONAL ACTIVITY**

The main goals of University’s promotion of teaching and educational activity arising from the Strategy adopted, include:

1. Update the curricula in close cooperation with the business community through the implementation of joint projects and involvement of its representatives in the processes of curricula design;
2. Improve teaching conditions through investments in modernization of premises and equipment and application of new digital technologies in the teaching process (online learning, digital platforms for information sharing and dissemination of knowledge, etc.);
3. Strengthen the potential of teaching staff by supporting their professional development and acquisition of abilities and skills in the implementation of modern teaching methods and activities.

<i>Goal</i>	<b>Activities and tasks</b>	<b>Implementers</b>	<b>Time frame</b>
<b>Update curricula and create new study programs according to the labor market and business community needs, by including modern methods of teaching and incorporating the latest knowledge</b>	Introduction of new study programs in accordance with a relevant needs assessment of profiles demanded on the labor market	<ul style="list-style-type: none"> <li>• University bodies - the Senate, Rector and Rector’s Office</li> <li>• University units</li> <li>• University’s Administrative Office and University units’ administrative offices</li> </ul>	On an annual basis, continuously
	Compatibility with study programs of eminent universities, as well as financial and logistical support to units applying	<ul style="list-style-type: none"> <li>• University’s bodies - the Senate, Rector and Rector’s Office</li> <li>• University units</li> </ul>	On an annual basis, continuously

	for international accreditation of their study programs, according to the University's Integrative Function Program	<ul style="list-style-type: none"> <li>• University's Administrative Office and University units' administrative offices</li> </ul>	
	<p>Increasing the number of study programs in English in the first and second cycle of studies in order to encourage the interest of applicants from overseas to study at UKIM; and</p> <p>Encouraging and supporting University units to increase their mobility</p>	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• University's Administrative Office and University units' administrative offices</li> </ul>	On an annual basis, continuously
	Increasing the number of joint study programs in all cycles - first, second and third cycle of studies at all levels - institutional, national, regional and international, by issuing a double or joint diploma	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• University's Administrative Office and University units' administrative offices</li> </ul>	On an annual basis, continuously
	Increasing the number of courses that involve new teaching technologies (different forms of online learning, digital learning platforms, knowledge	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• University's Administrative Office</li> </ul>	On an annual basis, continuously

	dissemination and information exchange)	and University units' administrative offices <ul style="list-style-type: none"> <li>• International programs and projects</li> <li>• Relevant state institutions</li> </ul>	
	Close cooperation with the business community through the implementation of joint projects and involvement of its representatives in the process of curricula update	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• University's Administrative Office and University units' administrative offices</li> <li>• Business community</li> </ul>	On an annual basis, continuously
<b>Improve teaching conditions</b>	Investments in the modernization of premises and equipment of University units	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• University's Administrative Office and University units' administrative offices</li> <li>• Relevant state institutions</li> <li>• Funds from international programs, funds and financial institutions (World Bank (WB), European Commission (EC), IPA, European Investment Bank (EIB), Council of</li> </ul>	On an annual basis, continuously

		Europe Development Bank (CEB))	
	Implementation of new digital technologies in teaching (online learning, digital platforms for information sharing and knowledge dissemination, etc.)	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• University's Administrative Office and University units' administrative offices</li> <li>• Relevant state institutions</li> <li>• Funds from international programs, funds and financial institutions</li> </ul>	On an annual basis, continuously
<b>Rejuvenate the personnel and fill in University's faculty vacancies</b>	Filling in all the faculty vacancies, as well as University units' administration staff positions	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• University's Administrative Office and University units' administrative offices</li> <li>• Relevant state institutions</li> </ul>	On an annual basis, continuously
	Improving the student-faculty ratio	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• University's Administrative Office</li> </ul>	On an annual basis, continuously

		and University units' administrative offices • Relevant state institutions	
	Hiring young staff according to University units' needs	• University's bodies - the Senate, Rector and Rector's Office • University units • University's Administrative Office and University units' administrative offices • Relevant state institutions	On an annual basis, continuously
	Supporting staff professional development	• University's bodies - the Senate, Rector and Rector's Office • University units • University's Administrative Office and University units' administrative offices • Relevant state institutions • International programs and projects	On an annual basis, continuously
	Acquisition of abilities and skills in the implementation of modern teaching methods and activities	• University's bodies - the Senate, Rector and Rector's Office • University units • Administrative Office and University units' administrative offices	On an annual basis, continuously



		<ul style="list-style-type: none"> <li>• International programs and projects</li> </ul>	
	Networking with educational and research professionals at home and abroad, and developing one's own skills	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> <li>• International programs and projects</li> </ul>	On an annual basis, continuously
	Access to scientific databases and publications	<ul style="list-style-type: none"> <li>• MES and relevant state institutions</li> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> </ul>	On an annual basis, continuously
	Attending seminars, symposia, workshops and other scientific and professional gatherings for the acquisition of new knowledge and methods of teaching	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> <li>• Relevant state institutions</li> <li>• International programs and projects</li> </ul>	On an annual basis, continuously

<p><b>Enhance students' satisfaction with instruction and knowledge, competencies and skills acquired</b></p>	<p>Improving the teaching conditions through investments in modernization of premises and equipment and application of new digital technologies in the teaching process (online learning, digital platforms for information sharing and knowledge dissemination, etc.)</p>	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> </ul>	<p>On an annual basis, continuously</p>
	<p>Establishing Career Centers at University's units and their coordination at University level</p>	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> <li>• Relevant state institutions</li> <li>• Chambers of Commerce and the business community</li> </ul>	<p>On an annual basis, continuously</p>
	<p>Monitoring the organization and realization of internship activities at University's units - considerations about benefits and activities to overcome any issues</p>	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> </ul>	<p>On an annual basis, continuously</p>

	Introducing comprehensive electronic records regarding study progress	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> </ul>	On an annual basis, continuously
	Influence to improve the conditions in dormitories	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Relevant state institutions</li> </ul>	On an annual basis, continuously
	Conducting student surveys by University units	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> </ul>	On an annual basis, continuously
	Expanding the base of former students (alumni) who are at key positions both in the country and abroad	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> </ul>	On an annual basis, continuously
	Possibility of developing forms of training and retraining in line with the business sector's needs	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> </ul>	On an annual basis, continuously

<b>Employability and career development of graduates</b>		<ul style="list-style-type: none"> <li>• Administrative Office and University units' administrative offices</li> <li>• Chambers of Commerce and the business community</li> </ul>	
	Development of incubators, accelerators and implementation of joint projects	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> <li>• Chambers of Commerce and the business community</li> <li>• International institutions</li> </ul>	On an annual basis, continuously
	Increasing the private sector's interest in University graduates	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> </ul>	On an annual basis, continuously
	Using the University's reputation for the purpose of including the University in policymaking, strategic documents development and analyses performance	<ul style="list-style-type: none"> <li>• University's bodies - the Senate, Rector and Rector's Office</li> <li>• University units</li> <li>• Administrative Office and University units' administrative offices</li> </ul>	On an annual basis, continuously

## **2. INTERNATIONAL COOPERATION**

Ss. Cyril and Methodius University as the largest and oldest university in the Republic of North Macedonia and having regional and European recognition and internationalization, as well as continued commitment, aims to increase its international visibility and attractiveness and become a leading university regarding research and mobility in the region, and to become a partner in the generation of new ideas and educational policies in both the region and Europe. The University will also strive to become a national center for spreading the Macedonian language and culture.

Under its Strategy, the main goals for University's internationalization include:

1. Promote international cooperation (bilateral agreements and memoranda of understanding, joint projects);
2. Develop joint study programs with foreign universities, as well as introduce double degree (diploma) programs;
3. Increase the visibility of existing curricula (study programs);
4. Provide technical and administrative support for greater mobility of both faculty and students;
5. Attract foreign students and visiting professors from foreign universities;
6. Increase the participation of staff in international organizations.

The international dimension will be included in all University's activities and it will be one of the key factors of quality development. Internationalization has a primary position in establishing and signing agreements with the EU programs and higher education institutions in the region and worldwide. Through internationalization, the University aims to strengthen its position in the region, Europe and other parts of the world. The University will pay special attention to the internationalization of the teaching process, science, outbound and inbound student and faculty mobility, strengthening the administrative capacity for the challenges related to internationalization and participation in relevant regional, European and international networks.

<b>Goal</b>	<b>Activities and tasks</b>	<b>Implementers</b>	<b>Time frame</b>
<b><i>Increase the level of outbound mobility for students and faculty</i></b>	<ul style="list-style-type: none"> <li>An increase of at least 10% annually in mobility to universities abroad (directly depending on the total number of students' mobility approved by NAEP on an annual basis);</li> </ul>	Administrative Office  University units  Relevant domestic and international institutions  National Agency for Educational Programs (NAEP)	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Increasing the number of Erasmus+ contracts and bilateral agreements with universities in the EU, the region and the world;</li> </ul>	Administrative Office  University units	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Strengthening the promotion of international cooperation and mobility;</li> </ul>	Administrative Office  University units	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Development of a modern website, multi-functional and dynamically updated with data and information;</li> <li>Preparation and dissemination of promotional materials (leaflets, etc.) within Ss. Cyril and Methodius University Faculties through the student radio and University newspaper announcements to inform</li> </ul>	Administrative Office  University units	On an annual basis,  continuously

	students about scholarships and other opportunities for improvement;		
	<ul style="list-style-type: none"> <li>Improving the academic recognition of credits acquired abroad, including the development and application of Mobility Rules of Procedure;</li> </ul>	Teaching Dpt. Administrative Office University units	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Introducing more electives, i.e. “mobility windows”;</li> </ul>	Teaching Dpt.  Administrative Office  University units	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Providing additional scholarship funds for outbound student and faculty mobility;</li> </ul>	Finance Department  Administrative Office  University units Applications for international project programs	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Increasing the mobility of faculty/researchers for study visits and training at universities abroad;</li> </ul>	Administrative Office  University units Applications for international project programs	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Increasing the opportunities for student placements abroad as part of the curriculum, strengthening the University’s ties with both domestic</li> </ul>	Administrative Office  University units	On an annual basis,  continuously

	and foreign companies and institutions.		
<b>2. Increase the inbound student and faculty mobility</b>	<ul style="list-style-type: none"> <li>Increasing by 2% the total number of students from the foreign students group at all levels of study;</li> </ul>	Administrative Office University units	On an annual basis, continuously
	<ul style="list-style-type: none"> <li>Increasing the number of foreign students from the region, especially at Master and PhD studies;</li> </ul>	Science Dpt. Administrative Office University units	On an annual basis, continuously
	<ul style="list-style-type: none"> <li>Increasing the inbound mobility of EU foreign students;</li> </ul>	Administrative Office University units	On an annual basis, continuously
	<ul style="list-style-type: none"> <li>Introducing instruction in foreign languages;</li> </ul>	Administrative Office University units	On an annual basis, continuously
	<ul style="list-style-type: none"> <li>Internationalization of teaching;</li> </ul>	Administrative Office University units	On an annual basis, continuously
	<ul style="list-style-type: none"> <li>Preparing a brochure in English regarding Ss. Cyril and Methodius University, including information on study cycles and other supporting information to facilitate the stay of students and faculty from foreign partner universities;</li> </ul>	Administrative Office University units	On an annual basis, continuously
	<ul style="list-style-type: none"> <li>Compulsory English version of websites of University's Faculties and Institutes, including information</li> </ul>	Teaching Dpt. Administrative Office	On an annual basis,



	about study possibilities, exchange and training;	University units	continuously
	<ul style="list-style-type: none"> <li>• Providing scholarships for foreign students;</li> </ul>	Administrative Office	On an annual basis,
		University units	continuously
	<ul style="list-style-type: none"> <li>• Strengthening the administrative capacity to accept students from abroad;</li> </ul>	Administrative Office	On an annual basis,
		University units	continuously
	<ul style="list-style-type: none"> <li>• Ensuring student residence standards for foreign students;</li> </ul>	Administrative Office	On an annual basis,
		University units	continuously
	<ul style="list-style-type: none"> <li>• Organization of language and cultural courses for students and faculty from EU and other partner universities to facilitate the process of their integration into the universities where they implement mobility;</li> </ul>	Science Dpt. Teaching Dpt. Administrative Office	On an annual basis,
		University units	continuously
	<ul style="list-style-type: none"> <li>• Strengthening the administrative support for obtaining a visa and residence permit;</li> </ul>	Administrative Office	On an annual basis,
		University units	continuously
	<ul style="list-style-type: none"> <li>• Assistance to foreign students and teachers with their accommodation.</li> </ul>	General Affairs Administrative Office	On an annual basis,
		University units	continuously
<b>2.1 Internationalization of teaching and mobility</b>	<ul style="list-style-type: none"> <li>• Increasing the number of study programs and attractive courses where instruction is performed in a foreign language (by 2025, at least</li> </ul>	Teaching Dpt. Administrative Office	On an annual basis,  continuously

	20% of curricula should be partially or fully performed in a foreign language);	University units Relevant domestic and foreign institutions	
	<ul style="list-style-type: none"> <li>Internationalization of curricula by the introduction of joint studies and double degree studies, as well as international content in certain courses;</li> </ul>	Teaching Dpt. Administrative Office University units	On an annual basis, continuously
	<ul style="list-style-type: none"> <li>Participation in summer school programs and courses through which students can gain recognized credits;</li> </ul>	Teaching Dpt. Administrative Office University units	On an annual basis, continuously
	<ul style="list-style-type: none"> <li>Introducing a system for recognition/transfer of grades (marks);</li> </ul>	Teaching Dpt. Administrative Office University units	On an annual basis, continuously
	<ul style="list-style-type: none"> <li>Increasing the ability of teachers to teach in a foreign language by using modern methodologies;</li> </ul>	Teaching Dpt. Administrative Office University units	On an annual basis, continuously
	<ul style="list-style-type: none"> <li>Increasing the number of visiting professors and researchers from abroad.</li> </ul>	Teaching Dpt. Administrative Office University units	On an annual basis, continuously

<b>3. Strengthen the administrative capacity for the internationalization challenges</b>	<ul style="list-style-type: none"> <li>Strengthening the University and Faculties' International Cooperation Departments in order to deal with the challenges of growing internationalization and mutual coordination of their work;</li> </ul>	University's IT Center  Administrative Office  University units	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Establishing and strengthening of Faculties' International Cooperation Departments;</li> </ul>	Administrative Office  University units	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Dissemination of information on opportunities, programs and scholarships for studies abroad;</li> </ul>	Administrative Office  University units	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Participation in Erasmus+ administrative staff in mobility training programs;</li> </ul>	Administrative Office  University units	On an annual basis,  continuously
<b>4. Follow-up of the commitment to develop the University as a center for studying the Macedonian language and culture</b>	<ul style="list-style-type: none"> <li>Further development of programs and contents for the Summer School on Macedonian Language, Literature and Culture;</li> </ul>	Macedonian Language Seminar  Administrative Office  University units	On an annual basis,  continuously
	<ul style="list-style-type: none"> <li>Developing a Macedonian Language Distance Learning Program;</li> </ul>	Macedonian Language Seminar	On an annual basis,  continuously

		Administrative Office	
		University units	
	<ul style="list-style-type: none"> <li>Preparation of special Macedonian language programs for foreign students and expatriates.</li> </ul>	Macedonian Language Seminar Administrative Office	On an annual basis, continuously
		University units	

### 3. SCIENTIFIC AND RESEARCH AND ART ACTIVITIES

The Strategy of Skopje Ss. Cyril and Methodius University and its strategic goal to continuously improve University's scientific and research and art activities give rise to its advancement operational objectives and activities listed below in accordance with the strategic document:

1. Enhance the University's international reputation and University's ranking on the list of eminent universities;
2. Raise the quality of scientific research and art activities;
3. Greater cooperation between University units in the field of teaching, science and art;
4. Secure more funds for scientific and research work from University's own sources and the State;
5. Establish a Fund for co-financing during participation in international projects;
6. Access to scientific databases and publications;
7. Stimulate University's scientific research and technical application and art activities;
8. Promote cooperation with the business community through increased innovation, technological development and applied research in various fields;

9. Establish innovative start-up and spin-off companies for the realization of scientific research and technical application projects;
10. Establish labs, accelerators, hubs and other centers for the implementation of scientific and application activities;
11. Facilitate project implementation administrative procedures;
12. Introduce an Office for support of research outcome commercialization;
13. Introduce postdoctoral studies;
14. Introduce lifelong learning programs.

The University’s strategic planning operational objectives for research and art activities are focused on promoting and supporting scientific relevance and scientific/artistic excellence, by improving both the institutional level (University units) and individual level (the research and arts staff). Thus, the University aims to improve its international reputation and achieve the qualification of a research university recognized in the European Research Area and beyond. The advancement of its scientific and arts activities will be monitored through activities and measures such as publication in reference journals, fundamental research, scientific development and application projects, arts projects, linkage with the labor market and transfer of research results, development of multidisciplinary research programs, development of arts and culture, encouragement of scholars/artists, etc.

In accordance with University’s strategic and operational objectives for scientific research and art activities, University units will focus on scientific research and art areas they cover. Moreover, through their development plans, in line with the strategic goals, they will ensure the implementation of specific scientific research and art activities.

In addition, based on the strategic and operational objectives for scientific research and art activities as in the University’s Strategy, activities, tasks and measures for their implementation were designed. These activities are accompanied by indicators as key performance indicators by which to measure the success of activity implementation, and thus, the operational and strategic goals’ achievement. Activity implementation is related to certain internal and external environment risks, which will significantly affect the final strategic goals’ outcomes.

<b>Operational objectives</b>	<b>Activities and tasks</b>	<b>Indicators</b>	<b>Implementers</b>	<b>Time frame</b>
	1.1. Promoting the advantages of University and research groups’ profiles	I1. Regular update of data on publications in the University Commons	Ss. Cyril and Methodius	On an annual basis, continuously

<p><b>1. Enhance the international reputation of the University and its ranking on the list of eminent universities</b></p>	<p>before European research institutions and entities for the purpose of networking;</p> <p>1.2. Increasing the number of scientific papers published in journals indexed in the list of Thompson Scientific's Science Citation Index and Scopus; (risks: research infrastructure, equipment, researchers, employment of young people and financial support from relevant ministries and state institutions)</p> <p>1.3. Increasing the number of publications in reference databases of Humanities and Social Sciences;</p> <p>1.4. Increasing the number of monographs published, or parts of chapters of books printed abroad;</p> <p>1.5. Strengthening the University Commons as an established electronic information system for monitoring both research and art achievements, and</p>	<p>I2. Responsibilities for University Commons' update identified</p> <p>I3. Number of scientific papers published in reference journals annually</p> <p>I4. Number of scientific publications published annually</p> <p>I5. Number of academic staff members who have received international and national awards in relevant research areas</p> <p>I6. Number of (inbound/outbound) mobilities realized by researchers annually and updated by University units (in different programs (Erasmus, H2020 Marie Curie, Ceepus, Fulbright etc.)</p>	<p>University (UKIM)</p> <p>University units</p> <p>Relevant ministries (Ministry of Education, Ministry of Finance)</p> <p>Relevant state institutions (Secretariat for European Affairs (SEA), Fund for Innovation and Technology Development (FITD), National Agency for Educational Programs (NAEP))</p>	
---	---	--	--	--

	<p>enhancing international visibility;</p> <p>1.6. Encouraging outbound and inbound mobility for researchers;</p> <p>1.7. Encouraging interdisciplinary doctoral studies with potential for innovative research and reference publications.</p>			
<p><b>2. Stimulate and improve the quality of scientific research and arts activities</b></p>	<p>2.1. Support for increasing the number of international research and art projects; (risk: research facilities to prepare the applications)</p> <p>2.2. Project results, along with both scientific and educational, and arts and educational infrastructure should encourage the creation of centers of excellence at both national and regional levels; (risk: providing institutional and financial support for this type of centers)</p> <p>2.3. Strengthening the cooperation with</p>	<p>I7. Number of international fundamental and development projects and art projects implemented by units annually</p> <p>I8. Establishment of Centers of Excellence (not fewer than 1, over the next five years)</p> <p>I9. Number of memoranda of understanding signed, networking, project consortia, Erasmus+ contracts</p>	<p>UKIM</p> <p>University units</p> <p>Relevant ministries (Ministry of Education, Ministry of Finance)</p> <p>Relevant state institutions (SEA, FITD, NAEP)</p>	<p>On an annual basis, continuously</p>

	<p>international research institutions;</p> <p>2.4. Promoting interdisciplinary research projects through interdisciplinary collaboration of University researchers by integrating science-industry-society both nationally and internationally;</p> <p>2.5. Increasing the number of annually published scientific papers in relevant journals and scientific publications;</p> <p>2.6. Reinforced requests to the relevant institutions to provide access to electronic databases and scientific publications; (Risk: direct dependence on the decision of these ministries and state institutions)</p> <p>2.7. Expansion of research projects by University units and their financial support from University's common resources, as well as</p>	<p>I10. Number of interdisciplinary and applied triple helix projects implemented by University units annually</p> <p>I3. Number of scientific papers published in reference journals annually</p> <p>I4. Number of scientific publications published annually</p> <p>I11. Requests to MES, and access given to at least one electronic database of scientific data in the first year</p> <p>I12. Number of scientific and arts projects supported from the University's funds</p> <p>I13. Number of scientific articles by UKIM researchers supported by University's funds and published in impact factor publications, for all scientific areas</p>		
--	---	--	--	--



	<p>establishment of interdisciplinary hubs;</p> <p>2.8. Recognizing and encouraging excellence in scientific research and art activities;</p> <p>2.9. Encouraging researchers from University units by financial support of their scientific papers published in impact factor publications;</p> <p>2.10. Encouraging University units' researchers and financial support for the best performance of excellence in scientific areas (best scientists and artists);</p> <p>2.11. Development and introduction of postdoctoral studies and research programs;</p> <p>2.12. Holding scientific debates at the University and organizing activities to popularize science;</p> <p>2.13. Including the best students in research project activities;</p>	<p>I14. Number of best scientists and artists in all scientific areas awarded from University's funds</p> <p>I15. Number of activities implemented to popularize science</p> <p>I16. Employments of young scientific research personnel</p>		
--	--	---	--	--

	<p>2.14. Requests to increase the budget share for development of University's teaching and scientific staff and employment of young scientific staff; (Risk: direct dependence on the relevant state institutions)</p> <p>2.15. Constant support before relevant institutions at home and abroad for equipping the University's labs.</p>			
<p><b>3. Greater cooperation between University units in the field of teaching, science and art</b></p>	<p>3.1. Organizing conferences and professional workshops for dissemination of scientific knowledge, experiences and results of projects within the scientific and arts community, between faculty and students, as well as to businesses and community;</p> <p>3.2. Development of a database of scientific research, fundamental, developmental and art projects, implemented and</p>	<p>I17. Number of activities implemented to disseminate research results and organized at University units annually</p> <p>I18. Electronic database of University projects, with the possibility of generating data from University Commons</p>	<p>UKIM</p> <p>University units</p>	<p>On an annual basis, continuously</p>

	<p>under implementation by University units;</p> <p>3.3. Stimulating research cooperation between different University units in order to increase the interdisciplinary cooperation;</p> <p>3.4. Introducing lifelong learning programs;</p> <p>3.5. Establishment of a joint university conference with an interdisciplinary topic.</p>			
<p><b>4. Encourage artistic creativity</b></p>	<p>4.1. Support to increase the number of artworks presented at both national and international festivals, concerts, art and architectural exhibitions and other solo or group performances of professors and/or students; (risk: ensuring institutional and financial support for this type of activities, i.e. direct dependence on relevant national and international institutions)</p>	<p>I19. Number of performed artworks realized by University units annually</p> <p>I20. Number of music performances, stage performances, audio-visual works and exhibitions</p> <p>I21. Number of art research projects implemented by</p>	<p>UKIM</p> <p>University units</p>	<p>On an annual basis, continuously</p>

	<p>4.2. Support to increase the number of artistic and art research projects at both national and international levels. (risk: research capacity for application preparation and employment of young talented staff)</p>	University units annually		
<p><b>5. Ensure more funds for scientific research from University's own sources, the state and from abroad</b></p>	<p>5.1. Promoting and supporting scientific research and artistic creativity of researchers and artists, as well as University units by University's own funds through various forms (projects, papers, scientific work etc.)</p> <p>5.2. Promoting University's research capacity to the relevant institutions in the country and seeking support funds;</p> <p>5.3. Increasing revenues to fund science and art by means of EU funds through informing the academia and providing support for</p>	<p>I12. Number of scientific and art projects supported by University's funds</p> <p>I13. Number of scientific articles by UKIM researchers published in impact factor publications and supported by University's funds, for all scientific areas</p> <p>I14. Number of best scientists and artists in all scientific areas awarded from University's funds</p>	<p>UKIM</p> <p>University units</p> <p>University and University units' Administrative Offices</p> <p>Relevant ministries and state institutions</p> <p>Funds from international programs, funds and financial institutions (World Bank (WB), European</p>	<p>On an annual basis, continuously</p>

	<p>applications for international research, development, application and art project calls;</p> <p>5.4. Establishment of a co-financing fund, including mechanisms for support during participation in international projects.</p>	<p>I22. Number of promotional events organized with regard to International Programs</p> <p>I23. Mechanisms to support co-financing activities for international projects</p>	<p>Commission (EC), IPA, European Investment Bank (EIB), Council of Europe Development Bank (CEB)</p>	
<p><b>6. Promote cooperation with the business sector through increased innovation, technological development and applied research in various fields</b></p>	<p>6.1. Identifying the University's capacity for research, innovation and patents as a basis for cooperation with the business sector;</p> <p>6.2. Encouraging collaboration of academia with the business sector through joint projects;</p> <p>6.3. Establishing innovative start-up and spin-off companies for the realization of scientific and technical application projects, their mentoring and support through the UKIM Accelerator;</p>	<p>I24. Monitoring and recording of patents realized by University's researchers</p> <p>I25. Number of projects in collaboration with private and public sectors</p> <p>I26. Number of companies/institutions contracted to implement students' placements/internships</p> <p>I27. Number of companies/institutions contracted for students' scholarships</p>	<p>UKIM</p> <p>University units</p> <p>UKIM Accelerator</p> <p>Career Centers</p> <p>Companies, institutions, Chambers of Commerce</p> <p>University and University units' Administrative Offices</p>	<p>On an annual basis, continuously</p>

	<p>6.4. Establishing labs, hubs and other centers for the implementation of scientific and application activities;</p> <p>6.5. Encouraging competent support or an Office for the commercialization of research results and intellectual property protection through UKIM's special center or company;</p> <p>6.6. Strengthen University units' Career Centers, support the cooperation with the business sector/institutions and University level integration.</p>	<p>I28. Establishment of a University's special organizational form/organizational unit/center/company to protect the intellectual property created by UKIM resources (human and material resources)</p> <p>I29. Development of an electronic service office for Career Centers as a tool for promotion and communication with the community</p>		
<p><b>7. Facilitate the administrative procedures for project implementation</b></p>	<p>7.1. Strengthening the capacity of the International Cooperation Department to support University's projects;</p> <p>7.2. Establishing a unit for logistic support during project application and implementation;</p>	<p>I30. Development of an electronic system for dynamic information to University's scientific community</p> <p>I31. Project Support Department strengthened</p>	<p>UKIM</p> <p>University units</p> <p>University and University units' Administrative Offices</p> <p>Relevant state institutions</p>	<p>On an annual basis, continuously</p>

	7.3. Developing a functional system for informing and advising University researchers on the possibilities of participation in international programs and mobility projects.	I32. Project Support Department generates efficient procedures regarding the application for and implementation of international projects		
--	--	---	--	--

#### 4. UNIVERSITY COMPUTER CENTER

*Goal:* Ensure stable and effective operation of the University computer network, and establish and maintain a variety of information services at the University.

<b>Goal</b>	<b>Activities and tasks</b>	<b>Implementers</b>	<b>Time frame</b>
<b><i>Ensure University computer network's continuous operation</i></b>	<ul style="list-style-type: none"> <li>• Continuous monitoring and detection of failures, and taking action for their effective removal;</li> <li>• Optical network infrastructural works;</li> <li>• Laying fiber-optic cable for completing the University's computer network optical infrastructure;</li> <li>• Establishment of spare links within the network in order to provide redundancy and enhanced network reliability.</li> </ul>	Administrative Office	On an annual basis, continuously
		Administrative Office	On an annual basis, continuously
		Administrative Office	On an annual basis, continuously

		Administrative Office  UKIM, University units	On an annual basis,  continuously
<b><i>Ensure a backup radio system</i></b>	<ul style="list-style-type: none"> <li>• Ensuring backup radio-links for the Faculties at University's five campuses;</li> <li>• Phasing out of the radio system and replacing it by more modern and more stable solutions that enable greater transmission capacity.</li> </ul>	Administrative Office  University units	On an annual basis,  continuously
<b><i>Increase the efficiency of existing information systems through the procurement of both hardware and software</i></b>	<ul style="list-style-type: none"> <li>• Designing and establishing technical solutions in order to achieve high availability, increased reliability and efficiency of existing information systems and services;</li> <li>• Procurement of IT and communication equipment;</li> <li>• Preparing designs and software solutions, general acts and other activities required for the introduction of electronic publishing and University's digital library.</li> </ul>	UKIM	On an annual basis,  continuously
<b><i>Maintain and enhance the functionalities of the integrated Student Information System</i></b>	<ul style="list-style-type: none"> <li>• Introducing a single sign-on system;</li> <li>• Upgrading and expansion of the iKnow system in order to include all the Faculties and new functionalities;</li> <li>• University level repository of papers;</li> </ul>	UKIM, University units	On an annual basis,  continuously



	<ul style="list-style-type: none"> <li>• University system for managing human resources (professors, assistants, employees);</li> <li>• System for managing leaves of absence and business trips;</li> <li>• Learning management system (Moodle), integrated with iKnow;</li> <li>• Electronic self-evaluation survey system;</li> <li>• System for managing premises, room reservation;</li> <li>• Graduate papers management system;</li> <li>• Master papers management system;</li> <li>• System for creating and integrating student email boxes in Office365;</li> <li>• System for organizing the process of writing project studies and reports, integrated with iKnow;</li> <li>• System for electronic applications integrated with iKnow and Administrative Procedure;</li> <li>• Expanding the access to eduroam network;</li> <li>• Upgrading the iKnow operational environment;</li> <li>• New website of the University (UKIM);</li> <li>• Increasing the autonomy of the uninterruptible power supply system in the central vertex (UKC) at the University Rector's Office by a diesel/gasoline generator;</li> <li>• User support system;</li> <li>• DOI (Digital Object Identifier) system;</li> </ul>		
--	--	--	--

	<ul style="list-style-type: none"><li>• University staff networking system;</li><li>• OpenAccess journals system.</li></ul>		
--	---	--	--

## **5. FINANCE, INVESTMENT AND DEVELOPMENT**

In order to improve University's integrated financial management, a single accounting system will be developed to provide records and financial reporting of University units by establishing University's common accounting policies. Within its software solution, the University will ensure a single system of its units' financial reporting, a harmonized methodology for budgeting, preparation and monitoring of its financial plans, as well as monitoring the implementation of financial plans and reporting on its liabilities within the treasury operations.

The University will further continue its funding of integrative functions under the Program establishing the funding priorities. In that context, further focus will be put on science funding, new curricula development and stimulation of international cooperation, electronic publishing, support for cultural and sports activities of University units, iKnow-system development and improvement, and other forms of electronic support for teaching and research activities of University units, as well as other priorities important for the achievement of University's strategic priorities.

<b>Goal</b>	<b>Activities and tasks</b>	<b>Implementers</b>	<b>Time frame</b>
<b><i>Introduce an integrated accounting information system at the University for more effective management of financial plans and liabilities of the University and its units</i></b>	<ul style="list-style-type: none"> <li>• Introducing a single and harmonized accounting system, and a harmonized accounting reporting system;</li> <li>• Designing and procurement of a software solution for the implementation of the single accounting information system;</li> </ul>	Administrative Office and University units	December 2019
<b><i>Improve the conditions in students' standard residence facilities</i></b>	<ul style="list-style-type: none"> <li>• Investment in the Lecturers' Building;</li> <li>• Investment in the University Congress Center building;</li> </ul>	UKIM  UKIM	September-December 2019, January-June 2020;  June 2020
<b><i>Financial support for the introduction of a system for monitoring and evaluation of students and other stakeholders' satisfaction</i></b>	<ul style="list-style-type: none"> <li>• Establishing a Quality Assurance Office;</li> <li>• Development of a quality management system according to ISO standards - certification and re-certification.</li> </ul>	UKIM	March 2020

<p><b><i>Introduce financial support for activities that stimulate the cooperation of the University and its units with the business sector</i></b></p>	<ul style="list-style-type: none"> <li>• Financial support for Accelerator’s co-financing;</li> <li>• Establishment of a Center of Excellence within the university company INOFEIT.</li> </ul>	<p>UKIM, University units  UKIM, INOFEIT</p>	<p>Annually and continuously by 2023  December 2020</p>
<p><b><i>Fund integrative functions</i></b></p>	<ul style="list-style-type: none"> <li>• Financing the University’s integrative functions under the Program adopted by the Rector and University Senate</li> </ul>	<p>UKIM</p>	<p>Continuously, on an annual basis</p>
<p><b><i>Ensure scholarships for UKIM students</i></b></p>	<ul style="list-style-type: none"> <li>• Providing scholarships for students from the Atanas Bliznakoff Foundation;</li> <li>• Providing scholarships for students studying in francophone speaking areas;</li> <li>• Providing scholarships for students by the business sector.</li> </ul>	<p>UKIM</p>	<p>Continuously, on an annual basis</p>
<p><b><i>Fund projects for supporting students with special needs</i></b></p>	<ul style="list-style-type: none"> <li>• Financing the construction of access ramps and elevators, and procurement of teaching aids for students with special needs</li> </ul>	<p>UKIM</p>	<p>Continuously, on an annual basis</p>
<p><b><i>Financial support for the establishment and maintenance of an Alumni Center at the University</i></b></p>	<ul style="list-style-type: none"> <li>• Setting up an Office for records and collaboration of University’s alumni;</li> <li>• Collaboration with the Ministry in charge of Diaspora for the purpose of identification, registration and cooperation with the University’s alumni abroad.</li> </ul>	<p>UKIM</p>	<p>Continuously, on an annual basis</p>

## 6. 2019-2023 Action Plan for Development of University Sports at the University

1. Promotion of **Ss. Cyril and Methodius University in Skopje** as a developed university center including recreational and sports features corresponding to its status of a recognized university in the Republic of North Macedonia.
2. Improving the quality of **teaching process and research** in the field of physical education, and following the new ongoing processes in order to improve the student population status.
3. Increasing the coverage of **teaching staff** with sports and recreational activities through the development of **university sports** by ensuring the organizational structure, a system of competitions and support for sports activities of **Ss. Cyril and Methodius University units' teaching staff**.
4. Creating the conditions for participation at home and abroad, through **Skopje Ss. Cyril and Methodius University's** visits, and policymaking with regard to integrating a **gender-based approach** in each of the phases, i.e. **gender mainstreaming by students and faculty** in University's activities.

The **Action Plan's** main goals related to **Skopje Ss. Cyril and Methodius University's** activities in the area of sports, recreation and support to **teacher and student college sport** in the 2019-2023 period include:

- Development of college sport and implementation of all program activities in the area of college, inter-college, inter-university and international competitions;
- UKIM's participation in organizing and enriching sports and recreational life of both students and faculty, with a special emphasis on **mass sports**;
- Development and support of sports and recreation activities for UKIM's **students with disabilities**;
- Promotion of **Skopje Ss. Cyril and Methodius University** as a developed sports center in the country and abroad through sports and recreation;
- Creating conditions for students' proper guidance and organization of their sports activities;
- **Media popularization** and promotion of students' sports activities;
- Joint sports and recreational activities, and building a positive attitude towards different ethnic communities in a **multicultural society**.

**Area - Teaching physical education and sports for non-core Faculties, i.e. physical education instruction at University units.**

<b>Goal: Improve the quality of the educational process for students at University units in order to raise their psycho-social status and encourage their acquisition of healthy habits and physical activity</b>				
<b>Specific objectives/ measures</b>	<b>Activities</b>	<b>Expected outcomes</b>	<b>Responsibility for implementation</b>	<b>Time frame</b>
<b>1. Improve UKIM's practical instruction by liaising with other Departments at the Faculty of Physical Education, Sport and Health (FoPESH)</b>	<p>1.1 Complementing practical instruction by including additional FoPESH teaching staff</p> <p>1.2 Joint teams organize students' extracurricular activities related to certain courses</p>	<p>1.1 Successful cooperation between FoPESH Departments established</p> <p>1.2 After completing their courses, students have better professional training</p>	- FoPESH	Continuously
<b>2. Modernize the Sports and Health course</b>	<p>1. Upgrading the curriculum</p> <p>2. Concluding a mutual agreement for implementation of teaching</p>	1. Updated skills and knowledge acquired	- FoPESH	September 2020
<b>3. Introduce a Sports Activities elective course</b>	<p>1. Making a Decision for Accreditation of Sports Activities as an elective course</p> <p>2. Designing a Syllabus</p>	2.1 Successful cooperation between FoPESH and other	- FoPESH - UKIM	When accrediting the new curricula for each Faculty

	3. Concluding a mutual agreement for implementation of teaching	University Faculties established		
<b>4. Improve the technical conditions for work</b>	4.1 Equipping sports facilities with teaching aids  4.2 Equipping sports facilities with adequate equipment for record-keeping of practical classes	4.1. Providing access to students and teaching staff regarding their track record during the instruction process	- FoPESH	October 2019

#### **Area: Student Sports Association of Ss. Cyril and Methodius University**

Programming and development of student sports at Ss. Cyril and Methodius University in Skopje will be based primarily on the tradition of results accomplished during the existence of a particular sport, sport facilities and ballparks and their infrastructure, professional staff, material and financial conditions, as well as the development of higher education in our country.

In this planning period also, sports and recreational activities during the matches within the system at all competition levels in the field of University's student sports will be conducted through the Faculty of Physical Education, Sport and Health, college sports associations, Academic Sports Association "Student" and University Sports Union, while at the national and international levels, through the University Sports Federation of Macedonia in accordance with the programs of both the European and International University Sports Federations.

UKIM's University Sports Union, particularly through its bodies, sports professionals, professional staff, college sports associations and clubs, as well as the Academic Sports Association, will invest maximum overall effort to boost the entire organizational structure and organization of all scheduled sports activities, competitions and events in this planning period, which will be presented further in the Program.

For the most successful implementation possible of this Development Plan, the Union, as before, will maintain regular coordination and cooperation with the: Faculty of Physical Education, Sport and Health; Ss. Cyril and Methodius University in Skopje; University Sports Federation of Macedonia; University's Student Parliament; Sport Association of the City of Skopje; Macedonian Olympic Committee; and other bodies and organizations.

## **LEVEL ONE: MASS FORMS OF SPORTS AND RECREATIONAL ACTIVITIES**

The target group in this case includes students who do not do sports and spend most of their free time by their PCs, laptops, tablets, and especially with their smartphones.

By offering special courses in dance, zumba, aerobics, gym activities etc., the goal is to create the habit of doing sports. Participation in mass events, such as hiking, cross, cycling, roller-skating etc. is planned.

### **Strategy:**

- Attract the female student population to get involved more massively in sports and recreational activities;
- If necessary, organize special competitions for people with disabilities. Currently, a few of them participate in University's individual competitions (e.g. Postolov Igorcho, a student at the Faculty of Philosophy - Psychology, a person with physical disabilities who regularly participates in University's table tennis championships);
- By introducing special courses in sports and nutrition, increase the affinity of student populations to changing their lifestyles and embracing healthy lifestyles.

## **LEVEL TWO: UNIVERSITY SPORTS AT FACULTIES**

This means holding competitions within one Faculty.

These may be competitions among students of different years of study, among students from different Institutes, Departments, etc.

Such competitions exist in many universities, especially in the period of their patrons' holidays.

### **Strategy:**

- As many colleges (faculties) as possible to hold such internal competitions;
- Increased activity among students.

## **LEVEL THREE: UNIVERSITY SPORTS BETWEEN UNIVERSITY'S FACULTIES**

- UKIM's university leagues, by sports
- UKIM's university individual championships
- UKIM's university cup championships.



The baseline is the previous period, when the Faculty of Physical Education, Sport and Health and UKIM's University Sports Union were organizers of university sports competitions at UKIM in team and individual sports.

**Strategy:**

- Encourage Faculties to increase their sports activities (among those Faculties where sports activities are more passive);
- Gradually increase the level of sports activities in those Faculties where the activities take place only in a few sports;
- Maintain and gradually upgrade the level of sports activities in those Faculties where such activities are actively taking place;
- Encourage students to show interest in participating in other sports championships.

**LEVEL FOUR: SPORTS ACTIVITIES AND COMPETITIONS AMONG UNIVERSITIES IN THE COUNTRY**

**7.1. STATE UNIVERSITY LEAGUES**

The University Sports Federation of Macedonia, in agreement and with the financial support by the Agency for Youth and Sports of the Republic of North Macedonia, has established a system of competitions - state university leagues of the Republic of North Macedonia, in the following sports: mini football (futsal), basketball, table tennis and chess. In other sports, the national university championships of the Republic of North Macedonia will also continue in the future. State university leagues of the Republic of North Macedonia have been successfully taking place for their third season now, and this year, teams from all universities in our country are participating. Depending on the material and financial conditions, the number of sports will be increasing.

Implementation period: Autumn: **September to December**      Spring: **January to June**

**Strategy:**

- Involve all universities in these activities;
- Introduce university leagues for university staff;
- Gradually include other sports in the Program.

## **7.2. STATE UNIVERSITY CUPS AND CHAMPIONSHIPS (in team and individual sports)**

State university championships and state university competitions of the Republic of North Macedonia will be organized every year depending on material and financial possibilities.

*Implementation period: January to December*

### ***Strategy:***

- Gradually include other sports in the Program, such as state university championships for university staff.

## **7.3. STATE UNIVERSITY CUP CHAMPIONSHIPS OF THE REPUBLIC OF NORTH MACEDONIA**

Depending on material and financial conditions, State University Cup Championships of the Republic of North Macedonia are envisaged as before in a number of sports disciplines for both men and women.

*Implementation period: May to August*

### ***Strategy:***

- Include all universities (with proper accreditation issued by competent institutions of the Republic of North Macedonia) in these activities.

## **LEVEL FIVE: INTERNATIONAL SPORTS ACTIVITIES AND COMPETITIONS**

### **INTERNATIONAL SPORTS COMPETITIONS AND EVENTS**

- Regional competitions;
- European university competitions and championships (held every odd year – where university level university teams are participating);
- European Universiades (held each even year – where university level university teams are participating);

- World university competitions and championships (held every even year – where state level university teams are participating);
- World Winter Universiade (held every odd year – state level university teams are participating);
- World Summer Universiade (held every even year – state level university teams are participating).

Level five competition in the field of university sports includes participation of university teams of the Republic of North Macedonia, depending on the material and financial possibilities, in the following competitions: Summer Universiade, Winter Universiade, World Championships, European Universiades, European Championships and regional competitions.

At these competitions, in accordance with the strategy of each member state of the European and International Federation, requirements and conditions for participation in such competitions and championships shall be met by all member states if they have top quality athletes and material and financial capability to meet the requirements for registration fees, accommodation, food and travel. Each country shall bear its own cost for its athletes and their participation in World Championship and Universiade matches. In line with the regulations of the European and International University Sports Federation, applications for any international competitions and events shall be submitted solely by member states' national university sports federations, authenticated by responsible persons' signatures and Federation stamps.

Also, if any member state of the International University Sports Federation or the national university sports federation, deems that it meets the requirements laid down by the rules and criteria, it may apply to be the organizer of these championships. There are particularly strict criteria for sports facilities, security, facilities' infrastructure, and conditions of transport, accommodation and food. This shall be evaluated by the Commission of Professional Experts of the International University Sports Federation, while the final decision shall be taken by the Federation Executive Committee and the General Conference of this Federation.

In this development period, our University Sports Federation has the opportunity to submit a bid for the organization of any of the following championships: chess, football, handball, basketball and karate.

**Goal:** Provide opportunities, adequate quality and financial resources for as active participation as possible in these international competitions and events under the global economic crisis conditions.

### **Structure of UKIM's University Sports Organization**

The structure of university sports organization at the University shall be developed on the basis of the Statute of UKIM's University Sports Association, University Sports Federation of Macedonia, the Law on Sports, the Law on Associations and Foundations, the Higher Education Law and other laws regulating this subject matter.

The University will strive to strengthen the organizational structure of Faculties' sports organizations, as well as Faculties' sports associations and clubs.

### Professional staff

For the implementation of Annual Programs for sports and recreational activities, mass sports competitions at all levels and UKIM's University Sports levels, as well as of this Development Plan, professionals will be engaged as follows: from among our sports associations and their sports clubs and organizations, the Faculty of Physical Education, Sport and Health, the Physical Education Center etc. It is important to note that volunteering sports professionals will be involved in the Annual Program implementation.

### Sports facilities and ballparks

The construction of Ss. Cyril and Methodius University's sports hall will significantly improve the conditions for any sports competitions at all levels of the competitions system in the field of UKIM's University Sports for all types of training and competitions, as well as their implementation.

### Tabular presentation:

<b>Goal: Develop inter-faculty team and collective league competitions, and individual male and female competitions etc.</b>				
<b>Specific objectives/ measures</b>	<b>Activities</b>	<b>Expected outcomes</b>	<b>Responsibility for implementation</b>	<b>Time frame</b>
<b>1. Monitor and implement the envisaged inter-faculty sports competitions</b>	1.1 Preparation of competition programs and reports	Students' socio-psychological and agonistic characteristics improved	UKIM's Student Sports Association (SSA)  FoPESH	November to December each year
	1.2 Preparation of a Financial Program and Work Report			
		2.1 Students' socio-psychological and		

<p><b>2. Introduce freshman league competitions</b></p>	<p>2.1 Preparation of competition programs and work reports on freshman leagues</p> <p>2.2 Preparation of a Financial Program and Work Report on freshman leagues</p>	<p>agonistic characteristics improved</p> <p>2.2 Creating continuity of students' participation in university activities</p>	<p>UKIM's SSA</p> <p>FoPESH</p>	<p>December 2021</p>
<p><b>3. Motivate students to get involved in university activities</b></p>	<p>3.1 Scholarships for students who have achieved significant results</p> <p>3.2 Mentoring students who participate in university activities</p> <p>3.3 Participation of the best students in international university competitions</p>	<p>3.1 Students' educational processes improved</p> <p>3.2 Number of participating students increased</p>	<p>UKIM's SSA Commission for Awards, Accolades and Mentoring</p> <p>in cooperation with FoPESH</p>	<p>At the end and beginning of each competition year</p>

#### 7.4 Plan for Implementation of University Sports and Recreational Activities

##### Action Plan for the Development of University Sports

**\*Agenda shall be drafted regarding the implementation of all activities envisaged and University Faculties shall be notified in a timely fashion thereof**

Ref. no.	Activity / Project	Activity's objective	Time of implementation	Activity implementers	Performance indicators (criteria)	Risks
1.	<b>Hiking TOUR</b> "Hiking" for students	Developing university mass sports and increasing the share of students by including them in recreational activities and educating them in <b>mountain orientation</b>	October	Faculty of Physical Education, Sport and Health	Involvement of 50% of the total number of students	Bad weather conditions that would prevent the activity implementation
2.	<b>"We all do sports together"</b> Interethnic integration of students	Playing sports for every student regardless of <b>ethnicity</b> and establishing inter-faculty cooperation	November	Faculty of Physical Education, Sport and Health	Involvement of 70% of the total number of students from different ethnic backgrounds	Lack of interest by universities with students of other nationalities
3.	<b>"We are sporting and befriending"</b> Inclusion of students with disabilities	Inclusion of students with <b>disabilities</b> and their positive emotional expression through play	November/December	Faculty of Physical Education, Sport and Health	80% involvement of students with disabilities	Non-procurement of props and equipment
4.	<b>University skiing</b> Activity for students	Developing students' collective and social components and learning the skiing techniques	February	Faculty of Physical Education, Sport and Health	Involvement of 20% of the total number of students	- Adverse weather conditions - Failure to find a place
5.	<b>"Student Chessboard"</b> - national championship for students in <b>chess</b>	Developing individual intellectual abilities through sports	February/March	Faculty of Physical Education, Sport and Health	Involvement of 10% of the total number of students	Inability of the Chess Federation to provide chessboards and clocks

6.	<b>“Student Pin”</b> national championship for <i>students</i> in <b>bowling</b>	Developing individual abilities through specific sports activities	March to May	Faculty of Physical Education, Sport and Health	Involvement of 20% of the total number of students	Inability of the Bowling Federation to provide adequate conditions
7.	<b>“Student Marksmanship”</b> national championship for <i>students</i> in <b>shooting</b>	Developing individual abilities through specific sports activities	March to May	Faculty of Physical Education, Sport and Health	Involvement of 20% of the total number of students	Inability of the Shooting Federation to provide adequate conditions
8.	<b>“Table Tennis Paddle”</b> Table tennis championship for <i>students</i>	Developing individual abilities through specific sports activities	April	Faculty of Physical Education, Sport and Health	Involvement of 10% of the total number of students	Inability of the Table Tennis Federation to provide adequate conditions
9.	<b>“Table Tennis Paddle”</b> <b>Table tennis</b> championship for <i>teaching staff</i>	Developing collective spirit among the University’s teaching staff	March	Faculty of Physical Education, Sport and Health	Involvement of min. 2 professors from each University unit	Inability to secure the participation of enough professors
10.	<b>“Tennis Spin”</b> - national championship for <i>students</i> in <b>tennis</b>	Developing individual abilities through specific sports activities	May	Faculty of Physical Education, Sport and Health	Involvement of 10% of the total number of students	Non- procurement of equipment, with an indication of activity failure
11.	<b>“Student Roller- skating”</b> Activity for <i>students</i>	Developing university mass sports and increasing the share of students by including them in recreational activities	May	Faculty of Physical Education, Sport and Health	Involvement of 50% of the total number of students	- Adverse weather conditions

12.	<b>“1000 Bicycles”</b> Activity for <i>students</i>	Developing university mass sports and increasing the share of students by including them in recreational activities	May	Faculty of Physical Education, Sport and Health	Involvement of 50% of the total number of students	- Adverse weather conditions
13.	<b>St. Cyril and Methodius Trophy</b> Futsal tournament for <i>teaching staff</i>	Developing recreational sports and collective spirit of the teaching staff and positive emotional expression and respect for the patron of the University	24 May	Faculty of Physical Education, Sport and Health	Involvement of 80% of the total number of University units	Insufficient involvement of University units' teams
14.	<b>Realization of university sports activities - basketball</b>	Strengthening the educational components and development of social, motor and psychological characteristics of students with agonistic actions through a university basketball system	March to May	Faculty of Physical Education, Sport and Health	Involvement of 80% of the total number of University units	Inability to play the matches because of an insufficient number of students in some University units
15.	<b>Realization of university sports activities - basketball (women)</b>	<b>Gender-based approach</b> and strengthening the educational components and development of social, motor and psychological characteristics of students with agonistic actions through a university basketball system	March to May	Faculty of Physical Education, Sport and Health	Involvement of 80% of the total number of University units	Inability to play the matches because of an insufficient number of students in some University units



16.	<b>Realization of university sports activities - volleyball</b>	Strengthening the educational components and development of social, motor and psychological characteristics of students with agonistic actions through a university volleyball system	March to May	Faculty of Physical Education, Sport and Health	Involvement of 80% of the total number of University units	Inability to play the matches because of an insufficient number of students in some University units
17.	<b>Realization of university sports activities - volleyball (women)</b>	<b>Gender-based approach</b> and strengthening the educational components and development of social, motor and psychological characteristics of students with agonistic actions through a university volleyball system	March to May	Faculty of Physical Education, Sport and Health	Involvement of 80% of the total number of University units	Inability to play the matches because of an insufficient number of students in some University units
18.	<b>Realization of university sports activities – mini football (futsal)</b>	Strengthening the educational components and development of social, motor and psychological characteristics of students with agonistic actions through a university futsal system	March to May	Faculty of Physical Education, Sport and Health	Involvement of 80% of the total number of University units	Inability to play the matches because of an insufficient number of students in some University units
19.	<b>Realization of university sports activities - mini football (women)</b>	<b>Gender-based approach</b> and strengthening the educational components and development of social,	March to May	Faculty of Physical Education, Sport and Health	Involvement of 80% of the total number of University units	Inability to play the matches because of an insufficient number of

		motor and psychological characteristics of students with agonistic actions through a university futsal system				students in some University units
20.	<b>Realization of university sports activities - handball</b>	Strengthening the educational components and development of social, motor and psychological characteristics of students with agonistic actions through a university handball system	March to May	Faculty of Physical Education, Sport and Health	Involvement of 80% of the total number of University units	Inability to play the matches because of an insufficient number of students in some University units
21.	<b>Realization of university sports activities - handball (women)</b>	<b>Gender-based approach</b> and strengthening the educational components and development of social, motor and psychological characteristics of students with agonistic actions through a university handball system	March to May	Faculty of Physical Education, Sport and Health	Involvement of 80% of the total number of University units	Inability to play the matches because of an insufficient number of students in some University units
22.	<b>University summer camps</b> Camping, canoeing Activity for <i>students</i>	Developing students' collective and social components and learning the techniques and principles of water activities	July	Faculty of Physical Education, Sport and Health	Attendance by 30 students from University units	Providing a place

23.	<b>Recreational basketball</b> <i>for teaching staff</i>	Developing collective and social components of the teaching staff	Continuously throughout the year	Faculty of Physical Education, Sport and Health	Involvement of a large percentage of teaching staff
-----	---	---	----------------------------------	---	---

**Ss. Cyril and Methodius University in Skopje**