# DARDANIA COLLEGE

# STRATEGIC PLAN

## 2022-2027

## PRISHTINA, OCTOBER 2021

## TABLE OF CONTENT

## Abbreviations

| | |
|---|---|
| EU | European Union |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH |
| GTZ | Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (Agjencia Gjermane për Bashkëpunim Ndërkombëtar) |
| CCQA | Central Commission for Quality Assuranc |
| MEST | Ministry of Education, Science and Technology |
| MM | Memorandum of Undrstanding |
| AU | Academic Units |
| SR | Student Representatives |
| CET | Center for Excellence in Teaching |
| CDC | Career Development Center |
| CA | College Associations |
| IT | Information Technology |
| DC | Dardania College |
| USAID | United States Assistance for International Development |
| QAO | Quality Assurance Office |

## DOCUMENTS CONSULTED

- Strategic Plan of DARDANIA College 2019 - 2021;
- Civil Quality Strategy of Dardania College 2012 - 2017;
- Law on Higher Education of the Republic of Kosovo, 2010;
- Strategic Education Plan in Kosovo 2017 - 2021;
- Statute of Dardania College;
- Strategy for Scientific / Artistic and Development Research Activities 2013 - 2016;
- Strategic documents of some of the universities of European countries.

## RECTOR'S SPEECH

It is my special pleasure on behalf of the management of DARDANIA College, the academic staff and students, to congratulate the Steering Council and the Working Group for drafting the "Development Strategy 2022-2027".

Dardania College continues to contribute strongly to the education and training of young people for the development of society in Kosovo and beyond. The strategy we are adopting today is a continuation of the responsible work we are doing. This plan is a result of the reflection in the Strategic Plan of Dardania College 2017-2019, as well as the fulfillment of the recommendations of experts from different academic fields and from different circles of partner institutions.

The strategic plan 2022-2027 will be a document on which Dardania College relies to develop, build further and promote the academic work, research-scientific activity and especially to advance the teaching and learning of students. This strategy will enable the continuation of works in the construction of new structures and new mechanisms, which will promote the development of the college by making it comparable to prestigious institutions of higher education in the country and beyond.

The strategy of Dardania College addresses the request to take adequate actions, designing prosperous policies and developing the appropriate instruments that DC, as an institution of higher education, is required to undertake in order for the academic development of young people to be closely linked to the labor market to meet the needs of society as a whole.

The strategy advances many aspects that are in function of the qualitative training of new staff such as academically, training for research work and their practical training, opening a bright perspective for career building.

The management of Dardania College, as so far, remains vitally committed to analyze its work, to reflect on achievements, design its own perspective path, the same summarized in the strategy, program the deadlines to achieve results and targets, which we consider to be comparable to eminent institutions at the international level, in which case it will strongly contribute to the overall development of the Republic of Kosovo.

**Drafting process of DARDANIA College Strategic Plan 2022-2027**

Steering Board (SC) of DARDANIA College on 14.11. 2021 has formed the committee for drafting the Strategy of DARDANIA College, based on decision no: 4/28 dated 21.11.2019, Article 22 of the Statute of DARDANIA College, for the three-year period. All development activities of DARDANIA College will be based on this strategic document and on the basis of its annual monitoring and re-evaluation, which offers the option to show the achievement of the performance of the management structures of DARDANIA College.

For this purpose, SC has appointed a working group consisting of 7 members: Prof. dr. Haki Demolli (chair), Prof. dr. Shykrane Germizaj (member), Prof. dr. Halim Gjergjizi (member), Prof. dr. Demë Hoti (member), PhD. Cand. Njomza Mehani (member), MA. Egzon Gashi (member). After the constitution, the working group has completed the portfolio and all other relevant documentation for the drafting of the Strategic Plan of Dardania College (SPDC) based on the strategic documents for higher education of MEST (PASK 2017-2021), strategic sectorial documents of DARDANIA College (for research, quality assurance, Strategic Plan of DARDANIA College 2019-2021), international documents of higher education, etc.

The dynamics of the work of the group for the preparation of the document has respected the dynamics approved by the SC, including the stages: drafting the document, reviewing the document, pre-discussing the manuscript with relevant factors, reviewing and completing the document, finalizing the document and preparing for public discussion. Before the strategic plan is approved by the SC, the analysis of the recommendations of the Academic Unit Councils (AUs), student representatives (SRs), partners and alumni, which are integrated in the final version, has been done. The group has met the deadline set by the SC exactly.

After the constitution, the working group held eight working and consultative meetings, in which it was acquainted with the dedication and dynamics of work, defined tasks according to the definition of group members, defined progress and priorities and all offered their contributions to be integrated into the initial draft. The initial draft was discussed with the SC managerial staff and after the appropriate suggestions were received, the initial draft was revised and completed. The revised draft was sent to all academic units and student representatives of Dardania College to discuss and provide additional contributions, which were integrated into the final version by the Working group.

Finally, the final version in the form of a draft document, through the heads of the academic units was sent for public discussion to all academic and administrative staff of the academic units in the period from 26.02 - 04.03.2021. After receiving the positive reflections of the academic units (AU), the Steering Committe of Dardania College unanimously approved this strategic plan. The Steering Committee also thanked the working group and all others (NJA, Partners, Alumnin, SP, Administration) who with their commitment and comments contributed to the drafting of this strategic plan of DARDANIA College.

**WORKING GROUP**

In drafting this document was responsible the working group composed of:

1. Prof. Dr. Halim Gjergjizi (chair),
2. Prof. Dr. Shykrane Germizaj (member),
3. Prof. Dr. Haki Demolli ( member)
4. Prof. Dr. Demë Hoti (member),
5. Dr. Sc.Njomza Mehana (member),
6. PhD Cand. Egzon Gashi  (member)

**Vision**

Our vision is to continue to maintain and further develop and strengthen our position and reputation as one of the respected higher education institutions for studies, internship, and research in humanities, applied sciences, and arts comparable with credible institutions of the European Higher Education Area.

**Mission**

Dardania College offers quality education in professional development and practical training in humanities, applied sciences and arts. Through teaching and research Dardania College aims to develop staff capable to contribute to sustainable and creative development in the service of the community, that is to prepare competent professional staff to realize the above presented goals in the context of the development of economic, political, social and cultural life in Kosovo.

Dardania College encourages interdisciplinary and multidisciplinary studies which enrich students' knowledge and skills and enable them to become life-long learners.

Dardania College cooperates with organizations that carry out commercial activities and provides services to the public and private sector, the government, the local communities and civil society institutions. By doing so, it promotes the implementation of its research and educational achievements contributing thus to the development of Kosovo society.

Dardania College will act as an integrated part of the European Higher Education Area through the application of common standards set by the Bologna Declaration in order to achieve intensive cooperation with higher education institutions in the European Community and beyond.

**Objectives**

In order to accomplish its Mission, Dardania College has these objectives:

- To develop the Dardania College as an institution of higher education with a broad spectrum of study and research programs in accordance with the economic possibilities and the needs of the labor market of Kosovar society;

- To provide education programs of high quality, encourage and promote quality teaching and a suitable and prosperous research environment, as the basis for qualitative research of scientific and applied nature;

- To foster innovations in the programs, in designing the curricula in accordance with the recommendations of the contemporary philosophical conceptions and methodologies of learning through strategies, forms and methodical proceedings, which ensure the increase of quality through interactive learning, research and best practices;

- To organize the system of teaching and learning, and evaluation which will enable students to acquire knowledge and skills based on their competence, choice and qualitative training for achievement of successful careers and life-long learning;

- To establish and develop good relations with domestic and regional academic institutions for maximal benefits from the advanced experiences and from new opportunities, in applying contemporary standards through integration in the European Higher Education Area (Bologna Declaration), and the European Research Area, for continuous reformation and increase of the quality of learning;

- To engage in public activities as a generator of economic, technological and social developments, in compliance with strategic requirements of the Republic of Kosovo;

- To develop study programs that are needed for society and economy. In order to do this, Dardania College will stimulate excellence in teaching and in academic accomplishments of academic staff and students with the goal of advancement of various academic and student services;

- To develop and provide various forms of life-long education for the needs of Kosovar population;

- To cultivate moral and ethical principles of tolerance, so that the students will be molded for participating in modern, democratic and multicultural society, so that the Dardania College be oriented towards service to community;

- To stimulate and develop scientific research work in the field of social sciences (economic, juridical, political, philological), through cooperation of the academic staff, on the one hand, and business community, on the other.

The Mission of the Dardania College has been reviewed during the implementation of the recommendations of the Kosovo Accreditation Agency in the years 2012, 2016, and 2019, while compiling the Strategic Plan for the Development of the College for the period 2022-2027,

The Strategic Plan for the 2022-2027, redefines the Mission of the College, and reinforces three components (teaching, research, and service in the community). In the Plan for Strategic

Development are implemented the recommendations of the teams of foreign evaluators during the re-accreditations of particular programs, in accordance with the recommendations of the KAA, in the years 2009, 2011, and particularly the recommendations of the KAA in the re-accreditations of the years 2014 and 2016.

The final version of the Vision and the Mission of Dardania College was introduced to all relevant actors: academic staff, students, external collaborators, and cooperating organizations for the implementation of the part of students' practical training according to the nature of the programs.

For the Institutional Vision and Mission, Dardania College has compiled an effective guide on strategic planning for the years 2022-2027, which reflects the decision-making and the functioning of the institution. The institutional objectives are in accordance with its Mission. The fulfillment of the Mission and the afore mentioned objectives instructs the fulfillment of the common values, such as:

*Advanced teaching*, based on the teaching methodology which is applied through student-centered interactive learning, problem-oriented and problem-solving learning, project-based learning, the techniques that promote students' critical and creative thinking;

*Continuous support of students* in order to facilitate the acquisition of program contents and develop the learning culture, in attempts to train students for creating and development of successful careers;

*Academic freedom and the exercise of autonomy* that includes individual, professional, and institutional freedom of students and academic and non-administrative staff (see: The Evaluation Report of the Team of Experts, August 2009).

*Advanced research and scientific work* in order to encourage students for team research work in cooperation with academic staff of Dardania College and by implementing novel techniques and practices in scientific research.

*Integration and inter-curricular teaching* through combination of contents of the socio-economic, cultural, and other social reality fields, which prepare the student for competently and effectively practicing their profession.

*Social responsibility* reflects in the cooperation of Dardania College with economic, business, governmental, and non-governmental organizations, in addressing the complex issues of the life of the community in Kosovo and beyond, in order to accomplish the joint interests based on the principle of *partnership*.

**Linking the mission of particular academic units with the general Mission of the Institution**

With its Mission, Dardania College, through provision of qualitative programs, required for the labor market needs of Kosovo, is in full accordance with the overall mission of the higher education policies of the Kosovar society. It aims to create the competent cadre in particular fields, who are capable to overcome the challenges and build successful professional careers, conduct scientific research, and provide their contribution in community work. The fulfillment of the Mission of the institution is achieved by the commitment of the academic staff in the process of teaching and learning, scientific-research work, and in practical training of students, with the engagement of the administrative staff in supporting students by the provision of qualitative and timely services, based in the modern infrastructure.

**It is important to emphasize that the institution, that is DARDANIA College:**

- Has always been licensed as the Institution of Higher Education (HEI), and has provided studies of accredited programs. [1]
- It has responded to competition with qualitative work, by respecting the legislation in force.
- It has ensured maximal financial transparency, by ordering independent external audits.
- It has ensured sustainability by investing constantly in the facilities in its own property.
- It has a continuously open competition for engagement of the qualified and qualitative academic staff.

**The Strategy for the Realization of the Mission**

Dardania College aims to become a leader in higher education in Kosovo, and in the region in the near future.

Dardania College aims to extend the partnership cooperation with national and international academic and scientific institutions in order to advance teaching and scientific research, as the only path for becoming integrated into a broad family of the advanced European universities and colleges of the European Higher Education Area (EHEA), and European Research Area (ERA).

Dardania College is a private institution of higher education that offers studies at Bachelor and

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[1] Bartësi Privat i Arsimit të Lartë, Kolegji "Dardania", i licencuar si Institucion i Arsimit të Lartë nga MASHT – i përmesë Licencës nr 896/02 -1 të dt. 02.11.2004, për vitet akademike 2004 – 2007, Vendimit nr. 583/02 - 1 të dt. 09.05.2007, me kohëzgjatje të licencës për pesë (5) vjet nga vitet 2006/07 deri më 2010/2011, për organizimin e procesit mësimor dhe shkencor në nivelin 5 dhe 6 sipas ISCED – së dhe Vendimit nr. 02/85 i dt. 02.10.2009. Vendimit nr. 07/92 të dt.06.11.2009 për emërtimin ebartësve privat. Njoftimit nr. 272/09 29.12. 2009 për akreditimin e programeve, Certifikata e akreditimit emujait dhjetor 2009.Riakreditimi nr. 465/10 i dt. 19.7.2010. Vendimit për riakreditim nr. 0/b/187 të dt. 11.07.2011,Njoftimi për vendim nr. 302/1113.07.2011 përakreditim. Vendimit nr. 463/12 të dt. 09.07.2012 për akreditim. Vendimit nr. 608, të dt. 17.10.2012 për akreditim.

Master level. The development of its teaching and research work is based on the decision of MEST for organizing the teaching and scientific process at level 5 (undergraduate studies - BA) and level 6 (graduate studies - MA), that include scientific research, professional counseling, and training for work in the community.

For ensuring the sustainable development which is in the interest of Kosovar science and society, Dardania College has compiled the Strategic Plan 2022-2027, that determines the mechanisms for this sustainable strategic development of the College.

## STRATEGIC PLAN OF DARDANIA COLLEGE 2022-2027

## INTRODUCTION

Dardania College is a privat institution, in providing higher education. Under its umbrella, DC counts a total of 4 academic units and bears the institutinal and civic responsibility in the proper education of the youth of the Republic of Kosovo, to prepare them as worthy citizens and useful for the needs of Kosovo.

1. Applied Psychology and Managerial Studies (BA);
2. Political Science and Public Administration, with specialization: Public Administration (BA);
3. Social Care and Welfare (BA);
4. Public Administration (MA)

The purpose of DARDANIA College, since its establishment so far, has been to promote academic and intellectual life and political, economic and social changes in the progress of the country and Kosovar society.

Moreover, DC remains the leading reliable institution in Kosovo and beyond for the learning of knowledge and the development of new staff.

## STRATEGIC PLAN OF DARDANIA COLLEGE 2022-2027

Diversity, the large number of students, the number of programs and the market needs for qualified people increase the challenges of continuous development to keep pace and meet the needs of the Kosovar economy.

The DC, in recent years, has worked tirelessly to strengthen and expand the institution, following the development trends of higher education in Europe and the US. The DC stands out as the first institution in the region in adapting study programs according to the Bologna System.

Despite the political and economic processes that the country has gone through, the readiness and commitment of DARDANIA College to provide quality services and education has not been lacking at any time. However, the changes that technology and its rapid developments have brought to the local and global market constitute a challenge for DC, which prepares the largest number of current and future employees in the country. This is a great challenge and burden for KD and requires mobilization and rapid organization to address this challenge in the best possible way.

Recent developments in the highest management structures within DARDANIA College clearly show that despite the difficulties that may be encountered in the process, the DC has taken very seriously the need for change, so the general reason and will for this change exists.

After the analysis and needs made years ago, supported by the above mentioned organizations, and the latest analysis within DARDANIA College, the document "Strategic Plan of DARDANIA College 2022-2027" has been realized, which would address issues related to raising quality in all services of DARDANIA College. For the best organization and implementation of the planned activities, the working group has systematized, according to the field, these activities and the need for nine (9) main pillars, which are presented below in the document.

By addressing this strategy, which includes a number of strategic initiatives, the time period, the responsible stakeholders  and the cost that each of them requires for implementation, DC aims to achieve its mission as the largest institution in the country in providing higher education.

## EXECUTIVE SUMMARY

In this strategy, the DC sets strategic objectives, which will enable the provision of a genuine educational, educational and research-scientific environment, when the aim is to increase the quality of services in teaching, learning and increasing the component scientific in general. The DC considers that with the implementation of this strategy it will be able to successfully fulfill its goal. This will be achieved by:

- Applying responsibly relevant standards, regulations and documentation;

- Ensuring transparency in the life of academic policies even with the selection of academic staff;

- Providing professional development of academic staff in teaching methods, and serving with modern methodologies which will benefit students;

- Ensuring continuous student-teacher communication and vice versa in order to increase the quality of teaching and learning;

- Stimulating scientific research of teachers and students;

- Integrating students in all processes which are related to their study work, research and practical training;

- Encouraging students to be part of local and international forums to contribute to the growth of their potentials and pushing them to be part of different in accordance with the requirements of the time.

The student information services as well as the administrative services offered by DARDANIA College guarantee the successful running of the work and processes within the College. Digitization and timely provision of information facilitates the achievement of strategic objectives and the fulfillment of the college's mission. We will consider this strategy to meet the following goals:

- Advancement of administrative services (digital and physical) for students at DC;

- Making accessible the information on all important activities in the DC;

- Enables participation in various student organizations in forums with partner international institutions;

- Provides access to electronic platforms at all times on campus and from student dormitories;

The infrastructure and tools at DC promiseg to achieveing high performance. DC offers good conditions of teaching and research work, which are considered an important basis for sustainable contribution of stakeholders within DARDANIA College.

The strategy aims to identify and set achievable goals, whose ultimate goal is to increase the quality of life and services on campus and college premises. Improving the existing infrastructure and building new capacities, which are addressed in this document, aim at:

- Increasing the number and area of teaching facilities in accordance with the number of students;

- Providing classrooms and laboratories equipped with tools and technology, depending on the needs of the program;

- Providing suitable facilities for self-study and reading, equipping the library with computers for access to e-libraries;
- Providing the necessary equipment to facilitate the process of obtaining information and learning courses with special needs;
- Providing infrastructural conditions for easy access of people with disabilities to the campus of DARDANIA College and receiving services from the DC.

DC assesses as important the optimization of infrastructural resources and the increase of human resources which we consider will help increase performance for which we aim to be comparable with credible local and international institutions and which also stems from the vision and mission of DARDANIA College.

The main component that makes it credible is that the use of college resources is taking place in an environment covered by adequate monitoring, observing and evaluation that minimizes the operational risk of the institution. The professional competence of the staff and the harmonization and adaptation of policies for successful leadership and governance are factors on which we rely that ensure the fulfillment of strategic goals.

The quality and quantity of approved policies together with the quality of the programs we develop which have enabled accreditation, have increased the aim of the DC institution to:

- Strengthen the internal quality assurance system;
- Continuously monitor, analyze and evaluate the progress of work in the implementation of study programs;
- Reflect to the programs implemented in the spirit of the findings from the monitoring and evaluation of academic work;
- Develop new and current programs, depending on the needs of the labor market;
- Constantly monitor and evaluate the commitment of the academic staff;
- Respect the standards to harmonize the number of academic staff with the number of students for study courses and for effective teaching and learning;
- Apply contemporary methodologies for active learning, development of student critical thinking and reflection as well as free expression of students;
- Respect the feedback from the advisory structures, which orient to the completion or improvement of the syllabi, courses and study programs of the academic units.

All these changes aimed at improving the services in the DC in order to increase the quality of education, strengthen and increase cooperation between local and international institutions, to meet the needs in growing. The DC needs to increase the mobility of academic staff and students with various institutions of higher education outside Kosovo in order to exchange academic experiences, the quality of service delivery comparable to them. This is possible through the programs offered: (Erasmus +, CEPUS, etc.).

In the context of stronger integration in the internationalization network of DC, the aim is to offer programs in English, in programs that are perceived to be attractive to the market, to open joint programs with partner institutions, known as: Joint Degree Diploma or even Double Degree Diplomas, when opportunities for joint degrees are created, which degrees would offer graduates opportunities for career prosperity.

Of course, the implementation of this strategic plan and action plan has its financial implications and challenges, depending on the area they cover. It is important to note that most of these initiatives do not require large budgetary implications and are affordable from the existing or projected budget of DARDANIA College.

However, some activities require financial support from the donor community, who we believe will support this process as well, as they have so far supported in various projects.


## SUMMARY OF STRATEGIC OBJECTIVES AND INITIATIVES

In line with its vision and mission, Dardania College has identified concrete strategic objectives, with the aim of advancing its competitive position to provide quality services, for the needs of the population of Kosovo and beyond without distinction. To this end, the SC has identified priorities in accordance with the material, infrastructural, technical, logistical and human capacities, in order for the college to aim to meet the set strategic objectives. The priorities of Dardania college are:

*Increasing the quality of education, research and practical training* – Creating a new model for quality education to better prepare DARDANIA College students for a changing world. Development and implementation of a new competitive model in teaching, research and services in DC with the aim that by 2030 to be ranked among the 8000 best institutions in the world!

*Promoting scientific research* – To implement the mission of DC, to increase the research background by increasing institutional funding and research expenditures with 15% of the budget of DARDANIA College; The increase of financial support and the increase of investments will

advance the creative scientific and research work of the academic staff and students of DC.

***Development and sustainability of programs*–** Relying on the analysis of labor market needs at the national level but also viewed in the prism of global competition, will follow the current trends and those in perspective in the development of jobs and needs to assess the sustainability of current programs and design needs for prospective college programs.

***Supporting the development of DARDANIA College*** – Increase resources to provide suitable conditions for the sustainable operation of the college. Investing in tools for successful work. Increase investments in priority areas, technology upgrades, new campus equipment, enrichment of the library fund and the use of the library.

***Diversity as a continuous process*** – Dardania College pays attention to the principles of diversity in its environment. The strategic orientation of the institution is to improve diversity to create a supportive and inclusive climate for all its members..

***To be at the service of Kosovo, the community and the graduates*** *–The programs are designed to serve businesses and their stakeholders in the Kosovo community, enabling them to work, receive lifelong education, and serve distance learning modalities..*

***Globalization and internationalization of academic programs and student services*** *in the academic units of DARDANIA College aims to achieve competencies for professions and further intensify the exchange and transfer of experiences across the borders of Kosovo..*

In the following we will present nine strategic areas identified and specified in the following plan set out in this strategy. Each strategic area is specified in the following objectives for which the strategic implementation activities are planned, together with the measures, Deadlines, carriers of activities, identifying the necessary resources for their objectification. Careful planning of the strategic initiatives identified by DARDANIA College consists of areas with a focus on fulfillment in the next five years. Strategic planning is intended to be followed by the annual action plan, which will respect the planned dynamics with the possibility of continuous review year by year. The listed strategic initiatives are designed in order for each to be unique, taking care that the strategic objectives are not repeated and that they can be successfully transferred to the operational plan.

**Strategic areas, objectives of strategic initiatives**

**(1) Teaching and learning**

    (a) Improving teaching and learning using new methodologies;

    (b) Ensuring the development of academic staff with an advanced pedagogical approach;

    (c) Ensuring continuous professional development and support in research methodology, statistical analysis, journal writing;

    (d) Increasing opportunities for the realization of works and services, which are a source of income for the college;

    (e) Establish community service practice by academic staff;

    (f) Increasing academic performance.

**(2) Scientific research work**

    (a) Increasing the research-scientific results of the academic staff with the addition of publications in internationally accepted competing journals in their field;

    (b) Ensuring continuous professional development to increase competencies for the implementation of modern research methodologies, statistical analysis, implementation of SPSS and increase the number of publications;

    (c) Increasing opportunities for the realization of works and services that are a source of university income;

    (d) Creating conditions for scientific activities in cooperation with international institutions.

**(3) Quality assurance and accreditation**

    (a) Improving teaching and learning to achieve better learning outcomes and increasing interest in the content provided;

    (b) Increasing the academic competence and increasing the quality of work of the academic staff;

    (c) Increasing students 'progress in studies, developing new skills and continuously monitoring and evaluating students' progress in order to achieve learning outcomes;

    (d) Establishment of a scholarship fund for short-term research visits abroad;

(e) Development of targeted master's programs in English and in accordance with the Bologna system;

(f) Increasing and improving scientific and research results in KD;

(g) Strengthening the college's relationship with the labor market and the community;

(h) Institutionalize student involvement in quality assurance;

(i) Design and implementation of key indicators of academic performance.

**(4) Level of studies and programs required by the market**

(a) Implement programs in accordance with the needs of the labor market and the community;

(b) Development of measurable program outcomes;

(c) Increase cooperation with the public and private sectors to link programs to demand, current skills and knowledge requirements and future needs;

**(5) Human resource development**

(a) Ongoing development of the personnel organization chart and future staff structures;

(b) Increase the training and in-service training of administrative staff;

(c) Improving recruitment policies and advancing employment practices;

(d) Clarification of job duties and responsibilities for administrative staff.

**(6) IT system development**

(a) Implementation of a globally competitive information system;

(b) Development of student services in line with EU standards;

(c) Initiate a student development system for global learning (as a whole);

(d) Strengthening the alumni network;

**(7) Fiscal accountability and improvement of financial data information**

(a) Design and implement finance and budget systems (policies, software, processes, training and hospitality) to improve college management and improve transparency and accountability.

(b) Mutual reporting on the realization of strategic objectives and initiatives.

**(8) Infrastructure development**

    (a) Further development of Dardania College infrastructure database and inventory for all academic units;

    (b) Implementation of the master plan of physical systems and infrastructure;

    (c) Develop a campus resource management strategy;

    (d) Possibility of developing infrastructure for campus activities;

    (e) Improving the infrastructure for people with disabilities in the premises of DARDANIA College.

**(9) Globalization/internationalization**

    (a) Development of joint study programs in English with international partners;

    (b) Increase and operationalize partnerships with credible international institutions;

    (c) Increasing the number of applications for mobility and scholarships (Office for International Cooperation);

    (d) Supporting staff for joint projects to obtain international funding;

    (e) Increasing the efficiency of transcript and document verification (at the request of international partners);

    (f) Establishment of an electronic database for the management of international donations and projects;

    (g) Increase cooperation with the international non-university public and private corporations.

The administrative and academic units of Dardania College are expected to develop plans for the implementation of activities, objectives and tasks within their units. The strategic plan will continue to be continuously supplemented with other activities that gravitate to other external or internal instances, and depending on their relevance will be integrated in this document, according to concrete review periods.

## MONITORING, EVALUATION AND REPORTING

Monitoring and evaluation are key factors in the implementation of a strategic plan, on the basis of which it is intended to measure the progress of the implementation of the strategy. The Steering Council of DARDANIA College further appoints the Commission for monitoring, observing and

evaluating the implementation of this strategy and respecting the dynamics provided by the Action Plan (AP). The Commission for monitoring and evaluation of the implementation of the strategy, in continuous cooperation with the relevant structures of DARDANIA College, will perform its work and will report on a regular basis to the Steering Council and the Rector the progress of the implementation of the Action Plan of this strategy, according to time periods. The Steering Council of DARDANIA College will be responsible for the continuous monitoring, observing and evaluation of the Strategic Plan (SP) and the strategy as a whole.

Ongoing reports that academic units and relevant offices will submit to the follow-up, monitoring and evaluation committee should include: activities carried out and progress, effects, impacts, difficulties, lessons learned and relevant recommendations.

The Quality Assurance Office officials will be responsible for contacting the partners and the alumni at certain times, from whom they will receive information on market needs and the quality of the preparation of the college TV staff. According to the Logical Framework Method, the strategic plan also defines the indicators (Indicators) for the implementation of activities and objectives according to areas, dynamics and financial cost. This, we intend, will make mv easy proper monitoring of the Action Plan. Indicators will enable the monitoring of progress, noting the level of achievement of objectives and the realization of the goals of this strategy. Depending on the dynamics of implementation and the level of fulfillment of objectives, the strategy as an active document will be reviewed and supplemented on annual basis.

Continuous and objective monitoring and evaluation of the strategy through the Action Plan provides an overview, which enables the relevant structures to ascertain where they are, how much the implementation dynamics are respected and act in time to integrate the needs the educational institution is carrently facing with. The Action Plan of this strategy is built on a tabular structure, the progress of which will be regularly monitored in regular meetings chaired by the Monitoring, Observing and Evaluation Committee..

At the end of the implementation of the strategy, a general assessment will be made in order to check to what extent this strategy has influenced the empowerment of the college, considering as a basis the relevant MESTI documents (Strategic Plan 2022-2027).

# ACTION PLAN 2022-2027

## Strategic areas

| 1. Teaching and learning | | | | | | |
|---|---|---|---|---|---|---|
| Strategic objective | Purpose | Duties – activities | Indicators | Deadlines | Staff / Responsibilities | Resources / cost in euros |
| Improving guidelines based on methodologies and time requirements | Providing opportunities for ease of learning of knowledge by students and comparability with the results achieved. | -Advancement and electronic access to DMIS for students, including all necessary information about courses, grades, activities and student records (courses). (Migration of additional data / platforms).<br><br>- Identification of setbacks and regular or even ad hoc training for teachers. Fulfillment of detailed conditions and standards.<br><br>Improvement or perfection of study programs in accordance with the requirements set by the feedback from market needs. | - All students to be provided with e-mail and official student card.<br>- Put all teaching materials on DMIS and other specialized interactive teaching platforms.<br>- Advancement of e-student in DMIS platform.<br>- Advancement of e-academic staff on the DMIS platform.<br>- Advancement of e-administrative staff in the DMIS platform.<br>- Establishment of scientific platforms and other services for students and staff (eg sciensedirect, web of science, Moodle, Turnit, etc..).<br><br>- Number of trained staff<br>- Level of training<br><br>- Consultation with advisory bodies;<br><br>- Review of syllabi and adaptation of study programs;<br>Accredited program. | JUNE 2023-ongoing | Managment/ DARDANIA College IT/QAO/ CET/AU | 6000<br><br><br><br><br><br>6600 |

| | | | 1. Teaching and learning | | | |
|---|---|---|---|---|---|---|
| Strategic objective | Purpose | Duties– activities | Indicators | Deadlines | Staff / Reposnsabilities | Resources / cost in euros |
| Community services | Willingness and experience of DARDANIA College to provide | - Develop a system of community service policies; | - Measure progress towards the goal. <br><br> - Draft procedures | September, 2023 | Menagement /AU/ CCD | 11000 |
| | knowledge and services according to community requirements | - Develop a project protocol for the common good in DC and in community. | Number of services provided in the community | | | |
| | | | | | | |
| Increase academic perfomance | Evaluation of | -Design performance appraisal process | Tracking system | September, 2023 <br><br> September <br><br> 2024- | SC/Menagment <br><br> / <br><br> Senate/AU/ | |
| | performance of | | implemented for the performance of | | | |
| | students based on | of students based on | students in the country; | | | |
| | the Bologna ystem | the Bologna system; | DMIS to include the schedule of teaching and exams | | | |
| | | Develop the schedule of | | | | |
| | | teaching and exams online | | | | |

| | | 2. Scientific / artistic research work | | | | |
|---|---|---|---|---|---|---|
| Strategic objective | Strategic objective | Strategic objective | Strategic objective | Deadline | Staff / reposnsabilities | Resources / cost in euros |
| Increase research scientific results | Promotion of scientific research for academic staff in genuine scientific journals, credibility platform proposed by KSHC | - Reporting on an annual basis on the results achieved and the mandatory measures taken; <br> - Establishment of scientific research groups within AUs. | - Number of published works; <br> - Number of conferences- Number of scientific research groups by sectors | Apri, 2023-Ongoing | Management, AU, ASD. | **15% of the annual budget of DARDANIA College** |
| | Support for the acquisition of research / scientific grants by national funding agencies and private or public institutions. | - Identification of grant sources. <br> - Continuous updating of information on the front page of DARDANIA College website for research / scientific funding opportunities; <br><br> - Training of staff for research grant applications | - Providing constantly updated information on the front page of DARDANIA College website for funding opportunities; <br> - Increase the application for scientific research grants by the academic staff | April 2023-Ongoing | Management (ASD)AU, CSR | |

| | | 2. Scientific /artistic research work | | | | |
|---|---|---|---|---|---|---|
| Strategic objective | Purpose | Duties- activities | Indicators | Deadlin ess | Staff / responsibi lities | Sources/ costs in EURO |
| Improvin g and increasin g research results in KD. | Encourage the involvement of the capacities of experts and institutions in scientific research as well as improve other international collaborations | -Establishing contacts and supporting researchers of institutions with which we have MB. <br><br> - Development of contacts with other international researchers in order to establish research / scientific collaborations | - Identification of contacts and supporting researchers from external Institutions; <br> - Establishment of contact database of guest researchers <br> - Promotion of the position for visiting professors for lectures and research in the academic units they have in available capacities. | June, 2023- Ongoin g | Menagme nt (ASD/ IT) AU | |
| | | -Determination of contractual obligations for scientific research activities for academic staff. | -Creation of standards and regulations for the engagement of the staff of DARDANIA College based on the practices European. | June , 2023- Continu es | Menagme nt (ASD/ TI) AU | |
| | Increasing academic integrity during research / scientific / artistic work. | Addressing cases of plagiarism to academic staff and students. | - Software application and implementation. | October 2023- and ongoing | Menagme nt / Senate/ Council of ethics/ AU | |

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic objective | Purpose | Duties - activities | Indicators | Deadliness | Staff/ responsibilities | Resources/ costs in EURO |
| Improving teaching and learning in order to develop students' competencies. | Continuous encouragement of the development and improvement of study programs in line with the Bologna Declaration and the European Higher Education Area. | -Development and implementation of protocols for partnership with local and international institutions. | -Number of partnerships with local and international institutions; -Number of staff trained during the quality improvement process. | April, 2023 – ongoing | DC/ AU | **37.000** |
| | | -Contact with international institutions; -Development of UK for cooperation; -Development and accreditation of the program for interdisciplinary studies; | - Number of interdisciplinary programs in cooperation with international institutions of higher education and science. | May, 2023- ongoing | Management (ASD) AU | **12000** |

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic objective | Purpose | Tasks - activities | Indicators | Deadliness | Staff/ responsibilities | Resources/ costs in EURO |
| | | -Development of a review platform in accordance with the work plan overseen by the EDO and the Central Quality Assurance Commission; -Development of teaching methods, which increase active participation (students); -Development and | - Establish a continuous program review process. -Actively realized teaching methods. -Finalizing the lifelong learning system. - Number of programs developed and accredited for | April, 2023 - ongoing | Management (ASD/ AU Committee for studies/ Senate) AU and QAO | |

| Strategic objective | Purpose | Duties - activities | Indicators | | | |
|---|---|---|---|---|---|---|
| | Supporting research-based learning and creating a student-centered learning environment. | accreditation of lifelong learning programs .  -Development of best research-based learning methods for all levels of pre-accreditation and in-service study programs implementation. | learning throughout life.  -Learning outcomes developed for each program before being submitted for accreditation / reaccreditation. - Number of research-based methods used | | | |

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic objective | Purpose | Duties - activities | Indicators | Deadliness | Staff / responsibilities | Sources / costs in EURO |
| | | -Increas of the components of scientific research in study programs. | Percentage of programs based on scientific research | April, 2023 – ongoing | QAO /CET/ AU | **Zero costs** |
| | | - Development and support of interactive teaching for students. | - Used interactive teaching methods. | April, 2023 – ongoing | QAO /CET/ AU | **Zero costs** |
| | | -Raise awareness of best learning practices and skills (including research-based learning and e-learning). | - Number of events organized for the purpose of research-based learning and e-learning – - Materials published on the website of DARDANIA College. | April, 2023– continuous process | QAO /CET/ AU | **Zero costs** |

| | | | 3. Quality assurance and accreditation | | | | |
|---|---|---|---|---|---|---|---|
| Strategic Objektive | Purpose | Duties – Activities | Indikators | Deadline | Staff / Responsibilities | Resources/ Costs in euro |
| | | - Simplify regulations for student participation in course / program evaluation and other quality assurance mechanisms. | - Harmonization of the statute to enable the participation of students. <br> - Student participation in the quality assurance process | April, 2023– ongoing process | Menagment /QAO | **Zero costs** |
| | | - Supporting students in organizing and participating in scientific and professional events (conferences, workshops, etc.) | - Regulation developed for student participation in scientific and professional events <br> -Number of students participating in conferences and workshops. | May, 2022 – ongoing process | Menagment /QAO, AU/ CET | **15,700** |
| | | - Support students in their employment efforts. | - Support mechanisms developed in relation to their study professions (development of employability reporting mechanisms (central database, government, private sector, ALUMNI, etc.); - Evaluation form /Reporting identify the use of acquired competencies for their career development and their development as lifelong learners. | April, 2022– ongoing process | Menagment (QAO/ IT/ AQ | |

| Strategic Objektive | Purpose | Duties – Activities | Indikators | Deadline | Staff / Responsibilities | Resources/ Costs in euro |
|---|---|---|---|---|---|---|
| | | | 3. Quality assurance and accreditation | | | |
| | | -Promotion of DARDANIA College, respectively study programs for potential interested parties (high schools);<br><br>-Taking into account the needs of students starting from the preparations for enrollment to their graduation and employment.<br><br><br>Incouraging the best talents to tudy at Dardania College. | - Definition of promotional mechanisms;<br>- Identification of student groups and staff for promotion;<br><br>- Preparation of promotional material for the program / AU and DC;<br>- Establishment of mechanisms for the realization of the youth application process (competition, explanatory days; promotional materials on the website).<br>- Orientation week on campus for enrollees<br><br>- Number of talents encouraged to study in DC (winners, etc.); | Prill, 2023– ongoing process | Menagment (QAO) | 23500 |

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties – Activities | Indicators | Deadline | Staff / Responsibilities | Resources/ Costs in euro |
| | - **Improving physical and virtual learning environments** | - Preserving a diverse social and cultural environment. | - A number of new mechanisms and programs, which propagate in a different social and cultural environment. | April, 2023 – ongoing process | Menagment /QAO/ AU/ | **11200** |
| | | -Determination of current physical and virtual environments in DC;<br><br>-Development and / or improvement of the physical environment and virtual equipment in DC. | - Completed baseline study for the current environment;<br><br>-Number of newly built facilities / annexes. | April, 2023 – ongoing process | DC/ AU | |

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties – Activities | Indicators | Deadline | Staff / Responsibilities | Resources/ Costs in euro |
| | | - Guarantee for the operation of technological tools (equipment) in support of teaching methods. | - IT and other resources brought in support of learning methods. | January, 2023 – ongoing process | Menagment (IT/QAO) AU | **Zero costs** |
| | | - Providing library services and access to electronic resources from campus or home. | Functionalization of KD library services,<br>- Implementing the successful access of DARDANIA | January, 2022 – ongoing process | Menagment (IT/QAO) AU | **12.300** |

| Strategic Objective | Purpose | Duties – Activities | Indicators | Deadline | Staff/ Responsibilities | Resources/ Costs in euro |
|---|---|---|---|---|---|---|
| | | | College students to the KOSOVO ELECTRONIC LIBRARIES ASSOCIATION - Providing access to electronic resources from campus to home and vice versa. | | | |
| | | - Design and construction of interactive virtual learning environment at the service of all students of DARDANIA College. | -Virtual interactive learning environments are available and in use by students as measured by Semester Assessments. | January, 2023 –ongoing process | Menagment (IT/SDO) AU | |

**3. Quality assurance and accreditation**

| Strategic Objective | Purpose | Duties – Activities | Indicators | Deadline | Staff/ Responsibilities | Resources/ Costs in euro |
|---|---|---|---|---|---|---|
| | **Advisory support services in DC.** | - Increasing the cooperation of academic units with the QAO of DARDANIA College. | - Review the timeframe developed and the collaboration between the academic units and the QAO (academic career advice, guidance and consultation). | January, 2023 – ongoing process | Menagment (QAO/ IT) AU | **Zero costs** |
| | | Guidelines and tips to facilitate the "transition from high school to university"; | -Reviewed guidelines for advice.<br><br>-An ICT platform with headquarters at DC website provides information on schooling | January, 2023 – ongoing process | Menagment (QAO/ IT) AU | **Zero costs** |

| | | | opportunities, internship opportunities, work experiences and career options at DC. | | | |
|---|---|---|---|---|---|---|

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties – Activities | Indicators | Deadline | Staff/ Responsibilities | Resources/ Costs in euro |
| | Encouragement for continuous capacity building for academic staff. | -Planning and selection of academic staff, based on approved criteria and a transparent process. | - Transparent process of academic staff recruitment (Revised policies for recruitment criteria, etc.)<br><br>- Promotion and stimulation of new staff. | January, 2022 Ongoing | SC/ Menagment (QAO/ IT) AU | Zero kosto |
| | Creating a strong partnership between academic staff and students. | Support and promotion of students with maximum results within DARDANIA College | - Development of selection and support framework; - Identification and support of the best students to study at KD. (Register of beneficiaries of student scholarships) - Analysis of the degree of passing and shortening the duration of studies. | January, 2022 Ongoing | Menagment (SDO/ IT/) AU | 42.400 |

| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff / Responsibilities | Resources/ Costs in euro |
|---|---|---|---|---|---|---|
| | | | 3. Quality assurance and accreditation | | | |
| | | - Involvement of students in the process of raising the quality of teaching and learning. | - Number of students involved in decision-making bodies for quality assurance of teaching and learning (Academic councils, senate, etc.). | April, 2023 Ongoing | Menagment, QAO AU | **Zero costs** |
| | | - Possible student requirements in order to design new courses and syllabi. | -Revised courses and syllabi. | September, 2023 Ongoing | Menagment (QAO/ IT) AU | **Zero costs** |
| | **Encourage the development of a dimension of equality (balance) and diversity in teaching and learning.** | Strengthening equality and diversity as well as cooperation / networking with other institutions as part of quality improvement. | - Revised Legal Basis; - Implementation plan drafted; - Promoting equality and diversity; - Networking with other institutions as part of quality improvement realized. | April, 2023 - Ongoing | Mengment (QAO/ IT) AU | |
| | | Creating a supportive environment for marginalized groups. | - Realization of a supportive environment for marginalized groups (facilitation of payments, resources, etc.). | January, 2023 Ongoing | Menagment (QAO/ IT) AU | **4.800** |

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties – Activities | Indicators | Deadline | Staff/ Responsibilities | Resources/ Costs in euro |
| **Quality of self-assessment reports.** | **Implement quality of self-assessment reports.** | Development of monitoring mechanisms and measurement indicators. | - Development of tools for receiving feedback from students and employers (surveys, alumni, etc.), in order to receive feedback on the quality of teaching and learning in DC. | April 2023, Ongoing | Menagment, QAO, IT, AU | **Zero costs** |
| **Student scoring system.** | **Implementation of student results measurement system.** | - Compilation of expected results for all AU courses and programs. | -Development of systems. -Separation of systems with AU; -AU utilize systems. | April, 2023 | Menagment, QAO, IT, AU | **Zero costs** |

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff/ Responsibilities | Sources/ Costs in euro |
| | **Strategies for assessing student learning should be diverse.** | - Review of strategies for assessing student learning; | - The completed instructions are distributed to AUs. -Completed reports are delegated to AUs. Discuss the evaluation results and make recommendation | September, 2023 Ongoing | Menagment (QAO, IT ) AU | **Zero costs** |

| | | | s. Publication of evaluation results and recommendations; - Implementation of recommendations from the evaluation process of teachers. | | | |
|---|---|---|---|---|---|---|
| | **Student evaluation to enable continuous quality improvement.** | -Development of methodology for student assessment; -Development and implementation of the evaluation system according to the Bologna system and syllabus. Implementation of continuous monitoring; | Criteria designed. - Monitoring systems are operational; | April, 2023 | Menagment (QAO, IT ) AU | **Zero costs** |

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff/ Responsibilities | Resources/ Costs in euro |
| Establishment of scholarships for short periods of research visits abroad. | Increasing the number of opportunities for DARDANIA College researchers to travel, establish contacts with external experts and increase the volume of scientific research. | - Financial support of at least 5% of the academic staff for short-term research trips per year for the most active researchers of DARDANIA College. | - Budget funds dedicated each year to this activity; -Supporting the travel of the academic staff; -Individual annual reports of participating researchers. | January, 2023 Ongoing | Menagment (QAO, IT ) AU | 7200 |
| | Institutionalize academic mobility programs and increase the number of beneficiaries. | Documentation of procedures for short-term research visits of academic staff abroad. | - Completion of completion of documents; - Procedures are available for researchers. | April, 2023 Ongoing | Menagment (QAO, IT ) AU | Zero costs |
| MA programs in DC in accordance with the Bologna system. | Provide support for the development of at least 2 MA study programs in various disciplines, of which at | -Support for at least 2 MA study programs that will be developed in different disciplines, of which at least one is interdisciplinary. | - Identification of program needs in priority disciplines; - MA programs in priority areas developed; -An interdisciplinary program developed; | January, 2023 Ongoing | Menagment (QAO, IT ) AU | 12.000 |

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|---|---|---|---|---|---|---|
| | **least one is interdisciplinary.** | | Enrollment of students in MA programs, in priority disciplines and new interdisciplinary. | | | |
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| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff/ Responsibilities | Resources/ Costs in euro |
| | Providing access to the e-library through membership. | -DC shall join the library consortium;<br>- Development of a collaborative program for access to e-learning resources;<br>-Access to at least two library platforms.<br>- Access to the resources of partner institutions is negotiated. | - Provides access to at least two e-platforms.<br>- Provides access to e-learning resources. | January, 2023 | Menagment (QAO, IT ) AU | 1.000 |
| | Raising the level of publications of university literature for students. | -Financial or technical support for the preparation of university literature. | -Number of published publications. | April, 2022 – ongoing | DC-Publishing Council | |
| | Establishing strategic partnerships with reputable International institutions.<br><br>Drafting and implementation of 3-year plans for scientific research activities at DC. | -Recommendations of RC officials for scientific research activities of DARDANIA College for strategic partners of DARDANIA College.<br><br>Establishment of a working group for the design of the 3-year development plan. | - Creating regulations for cooperation.<br>-Identification of strategic partners of DARDANIA College.<br>Establishing partnerships with internationally renowned institutions.<br>Approval of the development of the 3-year plan. | January, 2023 Ongoing | Menagment (QAO, IT ) AU | 8600 |

| 3. Quality assurance and accreditation | | | | | | |
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| Strategic Objective | Qëllimi | Duties - Activities | Indicators | Deadline | Staff / Responsibilities | Sources/ Costs in euro |
| | **Dissemination / publication of information about opportunities for cooperation** | - Relevant information regarding opportunities for international cooperation. | - Provide relevant information on opportunities for international cooperation at least once every three months. | April, 2023-ongoing | Menagment (QAO, IT) AU | **Zero costs** |
| | **Supporting the appropriation of grants from national funding agencies and private or public institutions.** | - Creating the necessary legal provisions;  -Establishment of the foundation of DARDANIA College. | - Providing the necessary legal provisions. | April, 2023 | Menagment (QAO, IT) AU | **Zero costs** |

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff / Responsibilities | Resources / Costs in euro |
| **Expanding DARDANIA College's relations with the labor market and civil society.** | **Response in teaching and research to the broader needs of society.** | - Promotion of general competencies for all graduates aiming at employment. | - Development and implementation of academic and professional competencies. | October, 2023 Ongoing | Menagment (QAO, IT) AU | **9.600** |

| | | - Communicating with high schools, in order to provide information and guidance to high school students and to support them to facilitate the transition from school to higher education. | - Development of relations with high schools; - Organizing information sessions, etc. | June, 2023 Ongoing | Menagment (SDO /IT) AU | |
| --- | --- | --- | --- | --- | --- | --- |
| | | - Engage students and teachers in society, especially by developing projects that are relevant to the education of students and society at the same time. Research projects that respond to the broad needs of society. | - Number of support projects, which are relevant to the education of students and society. - Number of research projects, which respond to the broad needs of society | January, 2023 Ongoing | Menagment (QA O, IT ) AU | |

| 3. Quality assurance and accreditation | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff / Responsibilities | Resources / Costs in euro |
| | Student Involvement | - Encourage and maintain contacts with alumni to contribute to increasing the knowledge of encouraged students in all aspects. | - The number of contacts and the creation of a database for communication in order to increase international relationships. Number of contacts and creation of communication database in order to increase international relationships. | January, 2023 Ongoing | Menagment (QAO , IT ) AU | 7400 |

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|---|---|---|---|---|---|
| | **in Quality AssuranceAl umni** | - The way (possibilities) of doing a research project for the tracking of graduates in DC to get information on quality and professional development;<br>-Inclusion of the Research Center.<br>**Drafting procedures for student representation in quality assurance.**<br>-Representation of students in all quality assurance processes in the SC through the review<br><br>of study programs | - Feedback on the development of quality and professional tracking mechanisms;<br><br>- Involvement of students in quality assurance activities.<br>- Formal reports from students about representation in all quality assurance activities.<br>- DC and QAO in consultation with students determine the procedures. Regulations for the inclusion of students in quality assurance will be transparent, accessible to the public and will have formal status. | April, 2023 | Mena gment (QAO , IT ) AU |

| | | | 3. Quality assurance and accreditation | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff/ Respon sibilitie s | Resources/ Costs in euro |
| | | - Mechanisms for student participation, which at the same time guarantee student participation in quality assurance activities. | - Drafting mechanisms for student participation in quality assurance activities. | June, 2023 | Menag ment (QAO, IT ) AU | **Zero costs** |

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|---|---|---|---|---|---|---|
| | | - The role of students as partners;<br>- Involvement of students in quality assurance; | - Defining the role of students as partners in quality assurance. | June, 2023 | Menag ment (ZSC, TI ) NJA | **Zero costs** |
| **Increasing the number of students involved in external assessments and accreditatio n agencies.** | - Students and representatives of student organizations participate in all major assessment levels. | - Invite and involve students and representatives of the student organization to participate in all key levels of assessment. | April, 2023- ongoing process | Menag ment (QAO, IT ) AU | **Zero costs** |

| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---|---|---|
| **Strategic Objective** | **Purpose** | **Duties - Activities** | **Indicators** | **Deadline** | **Staff / Respon sibilitie s** | **Resour ces/ Costs in euro** |
| | | - The student or person assessing from the point of view of learning as a representative in the panel of international experts. | - Involvement of an international student in the international expert panel for program evaluation. | April, 2023 – ongoing process | DC SDO/ CQS / TC/ HR/ IT/ AU | **Zero costs** |
| | **Establish a system for receiving student feedback / reporting on study programs and services.** | - Feedback should be used as a systematic mechanism for all study programs and student services. | - Systematic mechanism for all study programs and student services in the country. | Prill, 2023- procesi vazhdueshëm | Menag ment (QAO, IT ) AU | **Zero costs** |
| | | - The students' reaction is analyzed and as such is clarified in relation to the quality assurance processes in the institution. | - Analysis of students' reactions about the quality assurance processes in the institution in the country. | April, 2023 – ongoing process | Menag ment (QAO, IT ) AU | **Zero costs** |

| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff / Responsible | Resources/ Csts in euro |
|---|---|---|---|---|---|---|
| | | - The results of student feedback should be reported along with an action plan for addressing each issue presented in the report. | - Actions and mechanisms for reporting the results of student feedback in the country. | June, 2023 | Menagment (QAO, IT) AU | **Zero costs** |
| | **Compilation and publication of training information and selection of students involved in quality assurance.** | - The participation of students as "experts" in learning as well as intern partners, in addition to the relevant documents of DARDANIA College is also based on a number of documents of the European Higher Education Area, such as (Berlin Communication (2003); Declaration of Luxembourg (2005); Leuven / Louvain La Neuve Communication (2009); Komunikata e Bukureshtit (2012); Raportet trendet V dhe VI (Trendet 2010) dhe raportet e tjera të zonës së BE-së. | - Development of students' capacities to participate as experts in learning; - Drafting standards and guidelines for quality assurance; - Involvement of students as learning experts as well as internship partners. | June, 2023 October, 2023 | Menagment (QAO, IT ) AU | **Zero costs** |

| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff/ Responsible | Resources/ Costs in euro |
|---|---|---|---|---|---|---|
| | **Promoting students as promoters of learning.** | - SC and the quality assurance office to draft criteria for the selection of students in quality assurance. | - Determining the criteria for the selection of students in quality assurance. Finally, the criteria are | June, 2023 Ongoing | Menagment (QAO, IT ) AU | **Zero kosto** |

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|---|---|---|---|---|---|---|
| | | | articulated and published. | | | |
| | | - Relevant support and training for students participating in quality assurance activities. | - Providing relevant support and training for students participating in quality assurance activities (organization of seasons, number of trainees, etc.) | June, 2023 Ongoing | Menagment (QAO, IT ) AU | **Zero costs** |
| **Increase quality performance** | **Quality promotion** | Design and implementation of Key Performance Indicators. | Key Performance Indicators Tracking System | April, 2023-Ongoing | Menagment /AU | **Zero costs** |

| 4. Levels/Programs required by the market | | | | | | |
|---|---|---|---|---|---|---|
| **Strategic Objective** | **Purpose** | **Duties - Activities** | **Indicators** | **Deadline** | **Staff Responsible** | **Resources/costs in euro** |
| **Achievement of competencies in accordance with market requirements** | **Acquired knowledge to be compatible with the level of studies in accordance with the legal framework** | -Realization of feedback from industrial advisory boards with specification of compliance requirements | -Number of employees in the labor market<br><br>- Component research and professional development in labor marker according to submitted needs<br><br><br>- Raising the professional | October 2023 –Ongoing | Menagment,<br><br>QAO<br><br><br>AU, IT | **Zero costs** |

| | | | level for the market needs | | | | |
|---|---|---|---|---|---|---|---|
| | | -Increase cooperation with specific areas and in harmony with time developments  -Increasing the level of practice alongside the teaching component for the subjects | | | | | |
| Development of study programs with the development of information technology application | Meeting the increased demands according to strategic objectives | -Institutionalization of practice in the applied fields and change of the ratio between the theoretical and practical part in the syllabi of the courses.  -Development of the database for internship opportunities | -Participation in professional practice to be measurable with a certain number of ECTS  -Evaluation of professional practice from the joint panel: Teaching and Market Economy  -Analysis and preparation of program development or perfection according to market demand  - Adapting and reviewing existing programs that are not up to date; orientation of programs towards interdisciplinarity. | | SCAU IT QAO | | |

| | | | 4. Levels/ Software required by the market | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff Responsible | Resources/Cost in |
| Development of study programs in accordance with the global requirements of the region and beyond. | Compatibility with European market demands and level approximation with adequate programs | - Implementation of joint studies with institutions of the region and beyond | - Number of graduates in this new organization Employability in the regional market<br><br>-Prepare reports on the results of the market study. | October 2023-ongoing | SC QAO/ IT/ AU | |
| | | - Use the strategies of the Ministry of Labor and other government strategies;<br>- Use external labor market forecasts (EU, USAID, GIZ, World Bank, etc.) in order to benefit from funds destinated for new areas; eg environment, energy, etc. | - Prepare the number of requests for specific jobs, current in the regional market. | April 2023-ongoing | SC QAO IT/ AU | |

| | | | 4. Levels/ Programs required by the market | | | |
|---|---|---|---|---|---|---|
| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff Responsible | Resources/Cost in euro |
| Increase cooperation with the wider public and private sector. | Fulfillment of the submitted requests in accordance with the increase of the research and professional level | -Creating a database for the needs set for cooperation<br>-Institutionalize the access to services provided through special institutes | Database on the engagement of academic staff and students in the realization of services for the submitted requests.<br><br>-Providing services in improving the implementation of production | October 2023-ongoing | SC AU QAO IT | 16200 |

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| | | | based on advanced technologies. -Number of study programs related in this context of applications, followed by accreditation. | | | |
| | | | -Analysis of requests submitted in a certain period of program implementation: orientation 3-year period | | | |

| 4. Levels / Programs required by the market | | | | | | |
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| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff Responsible | Resources/Cost tst in në euro |
| | | - Travel and organization of the annual career fair related to special presentations and achievements in the implementation period | - Number of expertises realized in specific fields | April, 2023 Ongoing | SC AU QAO | **16200** |
| | | Organize a roundtable on empowering employment, during which employees and relevant stakeholders reflect with university representatives (including QAO) on how to develop cooperative strategies to improve student transition in the labor market. | - Relevant stakeholders;<br><br>- Summary report of the round table | January, 2023 Ongoing | SC AU QAO | **No additional costs** |

| 5. Human resources | | | | | | |
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| Strategic Objective | Qëllimi | Duties - Activities | Indicators | Deadline | Staff/ Responsible | Resources/ Costs in euro |
| Review of personnel organization chart and future structures of personnel | **New organogram restructuring, its update and annual planning of staff needs.** | -Review and supplement of the current regulation | - Staff needs assessment and planning. | June, 2023 | Rector and AU | **No costs** |
| Increase the training of Administrative | | -Active participation for training and workshops to improve performance, | - Mandatory organization of training | January, 2023 | Rector and AU | **3000** |

| staff | | communication and other skills | workshops; | | | |
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| | Planning needs and priority areas for training, increase participation of administration in the framework of international mobility projects Erasmus. | | Drafting the training program; | | | |
| | | | Mandatory elementary courses for staff. | | | |
| | Advancement of Development Projects and trainings | | | | | |
| Promotion of academic staff | | Active participation in projects, trainings, seminars | - Drafting the training program, - Promotion courses - Seminars | | | 10400 |
| Improving Recruitment and Employment Practices | Promoting a transparent recruitment process. Adherence to all recruitment procedures. | Selection of the most qualified personnel. | -Publishing competitions on time and in smaller numbers, that enables even more efficient completion; -Publishing competitions on social networks and on the website of DARDANIA | May, 2023- Ongoing | Rector | 6200 |

| Clarification of job descriptions and responsibilities for administrative staff | Analysis of current responsibilities and restructuring // merging of several positions within the new responsibilities | Individual evaluation of current tasks and responsibilities and their restructuring | Transparent assessment of overloads or lack of tasks within the regular schedule, precise definition of tasks, merging of several positions within the same or similar tasks. Increase of new tasks and responsibilities in line with the developments of the time. | June 2023 ongoing | Rector and AU | Zero |
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| | Selection of the most qualified staff and timely filling of vacancies. | | College; -Promotion of new positions; -Transparent selection process. | | | |

| | | | 6. System Development | | | |
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| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff/ Responsible | Resources/ Costs in euro |
| **Building an integrated system for managing and administering academic, scientific and research information.** | **Easier management of information and other records related to staff and students.** | - Develop and deploy new DMIS operations; -Increase the level of security in DMIS operations. - Create an integrated database and enable access to it according to security levels. | - Generating relevant reports - Access to wi-fi without distinction -Account management by students and staff. | January, 2023, Ongoing | Finance Office IT /AU | **6.900** |
| | **Development of a modern electronic system for human resources management.** | - Develop an electronic network system for monitoring the learning process (eg academic staff) in all academic programs. | - Number of electronic devices installed in classrooms and laboratories. | January, 2023 Ongoing | Finance Office IT /AU | |
| **Defining e-library resources. Unlimited access of students and staff to genuine bibliographic platforms. Development of services for students according to EU standards.** | **Development of a functional university library system.** | -Funksionalizimi i plotë i bibliotekës së Kolegji DARDANIA dhe qasja në platformat kredibile bibliografike e shkencore. | - Director and staff employed; -Students with access to the library. -Access to e-library open to students | June,2023 | Vice Rector for Infrastructure / Library Board | **7600** |
| | | | | January,2023 | Vice Rector for Students | |
| | | - Establishment of a Student Support Center, which aims to encourage students to achieve higher success in studies. | - The Student Support Center has been established. | January,2023 | Vice Rector for Students / SP | |

| Development of alumni associations | Establishment of alumni centers of **DARDANIA College** | - Providing equipment and human resources for the alumni center. <br> - Advancement of alumni associations of DARDANIA College. | - Office, staff and functioning of the website of AQ DARDANIA College (DARDANIA College Alumni Center). | January,2023 | Vice Rector for Students / SP | **Zero costs** |
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| | | | - Advancement of the alumni association. | January,2023 | Vice Rector for Students / PS | **Zero costs** |

| | | 7. Fiscal responsibility and improvement of financial data and information | | | | |
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| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff/ Responsible | Resources/ Costs in euro |
| Increase transparency in the spending of money, own source revenues, grants and donations.<br><br>**Integration of financial data into one module and easier management of financial records.** | The purpose of this objective is to be evidenced on regular basis.<br><br>**Achieve monthly budget reporting. Development of real-time budgeting systems and financial systems with an access of executive staff.** | - Generation of managerial reports<br><br>-Publication of contracts and expenditure reports.<br><br>-Development of an integrated database for internal use by managers that includes key financial indicators (revenues and expenditures);<br><br>-Planning the staff needs / resources according to the requirements of the academic units and DARDANIA College as a whole. | Achieving implementation within the deadlines;<br><br>-Establishment of measures for budget utilization and improvement (decrease) of the cost structure<br><br>-Measuring the use of automated systems and dashboards;<br><br>-Measure against target financial indicators for the performance of financial officers and executive actions. | April,2023<br>Ongoing | Finance Office | Zero costs |

| 7. Fiscal responsibility and improvement of financial data and information | | | | | | |
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| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff / Responsible | Burimet/ kosto në euro |
| **Registration of college assets and definition of property issues.** **Development and implementation of finances and budget systems (policies, software, processes, training, utilization) for improving college management and improving transparency and accountability.** | **Achieving accountability and transparency in all financial matters.** **Daily improvement of the management of the institution and allocated funds. Improve planning and execution.** | Continuous education and training of staff for financial policies of DARDANIA College; -Development of automated forms; Establishment of a comprehensive annual planning process that includes bottom-up budget development. | Prepared Reports | April 2023 Ongoing | Committee selected by the management | Zero costs |

| 7. Infrastructure Development | | | | | | |
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| Strategic Objective | Purpose | Duties - Activities | Indicators | Deadline | Staff / Responsible | Burimet/ kosto në Euro |
| **Development of a master plan for KD campuses** | **Increasing the basic infrastructure-spaces for the development of the teaching and research-scientific process in the** | Requirements analysis based on the needs of academic units for development and convenience in accordance with the standards for the respective academic fields. | - number of projects analyzed and start of projects; - evaluation of the realization of projects in process; - improvement of conditions in completed | April, 2024 – ongoing | Menagment, AU | **330000** |

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| | realization of the mission of DARDANIA College. | | projects. | | | |
| **Completion and inventory of infrastructure at DC.** | **Improving the conditions for the implementation of processes at DC, including academic and administrative staff.** | - Maintenance and functionalization of interior and exterior spaces within the premises of DARDANIA College; - Identification of needs for improvement of conditions in the premises of DARDANIA College; -Completion and inventory of spaces-laboratories for research-scientific and teaching activity; - Preparation of standard equipment in accordance with certain fields of study / research. | - Number of spaces in completed academic units. | January, 2023-Ongoing | Mena gment, AU | 25000 |
| | | | - Completion of laboratories with equipment and inventory based on relevant fields of study. | January, 2023-në vazhdim | Mena gment, AU | |
| | | | - Realization of spaces for the development of cultural activities on the campus of DARDANIA College, which includes the regulation of greenery and the construction of open fields. | January, 2023-ongoing | Mena gment, AU | **14000** |

| Strategy and management resource development | Utilization of the infrastructure of DARDANIA College to implement the mission of DARDANIA College. | Realization of research works – of academic units. | Number of scientific activities carried out per year. | October 2023- ongoing | QAO AU | |
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| | | - Use of DARDANIA College infrastructure and facilities as a property to complete DARDANIA College inventory and create database; -Development / renewal of forms for annual inventory. | - Carrying out inventory in academic units and DC; -Identification of changes and additions. | October 2023- ongoing | Menagment, AU. | |
| | | Elevator Construction | | | | 28200 |

| 9. Globalization / Internationalization | | | | | | |
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| Strategic Objective | Purpose | Duties – Activities | Indicators | Deadline | Responsible staff | Resources/ costs in euro |
| Further internationalization of the college | Increasing the presence and activities of DARDANIA College in the European and global network of higher education. | New study programs in English; (New flexible courses) Joint degree programs; Mobility activities of DARDANIA College staff and students (Fulbright, Erasmus + etc.); Engagement of visiting professors (lecturer and researcher) at DC; Innovation in the organization and content of PSU in the third decade. | Annual number of programs in English (Annual number of flexible courses) Number of joint-degree programs; Annual number of mobilities of DARDANIA College staff and students; Annual number of visiting professors contracted by DC. Number of professors and students in PSU editions. | April, 2023- ongoing | Rector, AU Rector, AU Rector, AU Rector, AU, Rector, AU, Rector, | 46000 46000 |

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| Strategic Objectiv | Purpose | Duties - Aktivitetet | Indicators | Deadline | Responsible staff | Resources/ costs in euro |
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| | **Increasing the efficiency of services for visiting students and professors.** | Efficient information and facilitation of procedures for mobility and credit transfer for visiting students.<br><br>Development of a functional database for internationalization services.<br><br>Enrich the website of DARDANIA College in English in points of interest for internationalization. | Annual number of information sessions by OIR. Annual number of transcripts / Documents.<br><br>Database developed for international projects and services.<br><br>Volume and news on the website in English (programs, results, etc.) | | QAO/OIR<br><br><br>Rector, AU, OIR<br><br><br>Rector, OIR | |

| Strategic Objective | Purpose | Duties- Activities | Indicators | Deadline | Responsible staff | Burimet/ kosto në euro |
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| New and functional global partnerships | **Increased partnership with the European and global network of higher education.**<br><br>**Steady growth of application and results in new projects.** | New partnerships developed in the form of MoU.<br><br>Functionalization of existing partnerships.<br><br>New applications for projects from DC as a grant holder and partner.<br><br>Steady growth of revenues from international projects. | Annual number of newly signed MoUs.<br><br>Concrete projects with universities, with which DC has MoUs.<br><br>Annual number of applications sponsored through ZKPS.<br><br>Annual contribution to the revenues of DARDANIA College from international projects. | January, 2023-ongoing | Rector<br><br><br><br>AU, OIR/COD<br><br><br><br>Rector, AU, OIR/, OSPC | |