



DARDANIA COLLEGE

STRATEGIC PLAN

2023-2027

PRISHTINA,

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2023

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ACRONYMS

EU	European Union
GTZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (German Agency for International Cooperation)
CCQA	Central Commission for Quality Assurance of the MESC
MESC	The Ministry of Education, Science and Technology
MU	Memorandum of Understanding
AU	Academic Units
SR	Students' Representatives
CET	Center for Excellence in Teaching
QZHK	Center for the Development of Career
CA	College Associations
IT	Information Technology
DC	Dardania College
USAID	US Agency for International Development
OQA	Office for Quality Assurance
OIC	Office for International Cooperation
OCSP	Office for Coordination of Scientific Projects

THE DOCUMENTS REFERED

- Strategic Plan of Dardania College 2019 - 2021;
- Strategic Plan for the Center for Perfection in Teaching;
- Regulation on Quality Assurance;
- The Law on Higher Education of the Republic of Kosovo, 2011;
- Strategic Plan for the Education in Kosovo 2017-2021;
- The Statute of the Dardania College;
- The Regulation on the Research-Scientific Activity;
- Strategic Documents of several universities from European countries.

RECTOR'S WORD

On behalf of Dardania College management, academic staff, and students, and on my own behalf, it is a particular pleasure to extend my congratulations to the Steering Council and the Working Group for drafting the "Development Strategy 2023-2027".

Dardania College continues to strongly contribute to the education and training of young people, and the overall 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 upon 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 2023-2027 is a document on which Dardania College relies to build further and develop, and promote the academic work, scientific research activity, and especially to advance the teaching and learning of students. This strategy will enable the continuation of work 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, design prosperous policies, and develop the appropriate instruments that our College, as an institution of higher education, is required to undertake in order for the academic development of young people to be closely linked with the labor market, as well as to meet the needs of the entire society.

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

The management of Dardania College remains vitally committed to continuous analysis of its work, reflection upon its achievements, and designing its own prospective path. The strategy summarizes the program, and the deadlines for achievement of the results and targets, which we consider to be comparable to renowned institutions at the international level, in which case our contribution to the overall development of the Republic of Kosovo will be even stronger.

Respectfully,

Prof. Dr. Gjyldane Mulla, Rector

THE PROCESS OF THE COMPILATION OF THE STRATEGIC PLAN OF THE DARDANIA COLLEGE 2023-2027

On May 14th, 2023, the Steering Committee of the Dardania College has formed a commission for the review of the Strategy of Dardania College, based on the decision no. 4/28 of 14.05.2023, Article 22, of the Statute of Dardania College, for the next five years period. All the development activities of the Dardania College will be based on this strategic document, and upon the foundation of its annual monitoring and reassessment, it will provide the option of showing the achievements of the performance of the management structures of the Dardania College.

For this purpose, the DC has reappointed the working group composed of 7 members: Prof. Dr. Haki Demolli (chairman), Prof. Dr. Shykrane Germizaj (member), Prof. Dr. Halim Gjergjizi (member), Prof. Dr. Demë Hoti (member), Dr. Njomza Mehani (member), PhD Cand. Egzon Gashi (member). After its constitution, the working group has completed the portfolio and all the other relevant documentation for drafting of the Strategic Plan of Dardania College (SPDC) relying also on the strategic documents of MEST for higher education (PSAK 2022-2026), the strategic sectoral documents of Dardania College (for research, for quality assurance, The Strategic Plan of the Dardania College 2019-2021, namely the Strategic Plan 2022/2025 document), for higher education international documents, etc.

The group for the preparation of the document has respected the dynamics approved by the DC, including the stages: revision of the 2022-2025 documents, it has drafted the new document, has pre-discussed the manuscript with the relevant factors, has revised and completed the document, finalization of the document and prepared it for public discussion. Before the strategic plan is approved by the DC, an analysis was carried of the recommendations of the Academic Unit Councils, Student Representatives (SP), as well as partners and alumni, which were integrated into the final version. The group has strictly respected the deadline set by the DC.

After its constitution, the working group has held eight working and consultative meetings, in which it was informed about the dedication and dynamics of the work, it has determined the tasks according to the definition of the members of the group, and it has determined the progress and priorities. The initial draft was discussed with the DC management staff and after the appropriate suggestions were received, the initial draft was revised and completed. The revised draft has been sent to all academic units and student representatives of Dardania College for the discussion and the provision of the additional contributions, which have been integrated into the final version of this document by the Working Group.

Eventually, the final version in the form of a draft document, has been sent through the heads of the academic units for public discussion to all the academic and administrative staff of the academic

units in the time period from September 26th, to October 4th, 2023. After receiving the affirmative answers by academic units, the Governing Council of the DC, has approved this strategic plan on 26.09.2023.

THE WORKING GROUP

The working group that was responsible for drafting of this document was composed by:

1. Prof. Dr. Halim Gjergjizi (head),
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. Ass. MA Elza Gashi (member)

Vision

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

Mission

Dardania College offers quality education in professional development, practical training in the respective institutions of the humanities, applied sciences and arts. Through teaching and research, Dardania College aims to develop staff capable of contributing to sustainable and creative development at the service of the community, i.e. to prepare competent professional staff for the realization of the goals presented above within the context of the 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 lifelong learners.

Dardania College cooperates with organizations that exercise commercial activities and provides services to public and private sector, the government, local communities and civil society institutions.

By doing so, it promotes the implementation of its research and educational achievements, thereby contributing to the development of Kosovar society.

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

Objectives

For fulfilling its Mission, the Dardania College has these objectives:

- To develop as a higher education institution with a wide spectrum of study and research programs in accordance with the economic opportunities and labor market needs of the Kosovar society;
- To provide high-quality educational programs, to encourage and promote quality teaching and a convenient and prosperous research environment, as basis for quality research of scientific and applied nature;
- To promote innovations in programs, in designing of curricula in accordance with contemporary philosophical concepts and learning methodologies through strategies, forms and methodical procedures, which ensure the increase of quality through interactive learning, research and best practices;
- To organize the system of teaching and learning, and assessment which will enable students to acquire knowledge and skills based on their competence, choice and quality training for achieving successful career and lifelong learning;
- To create and develop good relations with local and regional academic institutions for maximum benefits from advanced experiences and from new opportunities, in the application of contemporary standards through integration in the European Higher Education Area (Bologna Declaration), and in the European Area of Research, in order to continue the reforming and improving of the quality of learning;
- To engage in public activity as a generator of economic, technological and social developments, in accordance with the strategic requirements of the Republic of Kosovo;
- To develop study programs required for society and the economy. For doing this, Dardania College will stimulate excellence in teaching and academic achievements of academic staff and students in order to advance various academic and student services;
- To develop and offer different forms of lifelong education for the needs of the Kosovar population;
- To cultivate the moral principles of tolerance, cooperation and understanding, in order to enable students to become active participants in the modern, democratic and multicultural society, and to be oriented towards community service;

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

The Mission of the Dardania College was reviewed in the implementation of the recommendations of the Kosovo Accreditation Agency in the years 2012, 2016, 2019 and 2022 during the compilation of the Strategic Plan for the Development of the College for the period 2023-2027.

The Strategic Plan for 2023–2027 redefines the College's Mission and reinforces three components (teaching, research and community service). In the Strategic Development Plan, the recommendations of the teams of foreign evaluators during the reaccreditation of special programs, in accordance with the recommendations of the KAA, in 2009, 2011, and especially the recommendations of the KAA in the reaccreditations of 2014, 2016, were implemented, and 2022.

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

For the institutional vision and mission, Dardania College has compiled an effective guide for strategic planning for the years 2023-2027, which reflects the institution's decision-making and functioning. Institutional objectives are consistent with its Mission. The fulfillment of the above mentioned mission and objectives guides the fulfillment of shared values, such as:

Advanced teaching, based on contemporary teaching methodologies, which is applied through student-centered interactive learning, problem-oriented and problem-solving learning, project-based learning, IT-based learning, techniques that encourage students' critical and creative thinking, etc.; ***Continuous support of students*** in order to facilitate the acquisition of program content and the development of a learning culture, in an effort to train students for career creation and development; ***Academic freedom and the exercise of autonomy*** that includes the individual, professional and institutional freedom of students and academic and administrative staff (see: Expert Team Assessment Report, August 2009).

Advanced research and scientific work in order to encourage students for team research work in collaboration with the academic staff of Dardania College and applying new techniques and practices in scientific research.

Integration and cross-curricular teaching through the combination of the contents of the socio-economic, cultural and other fields of social reality, which prepare the student for the competent and effective exercise of the profession.

Social responsibility is reflected in the cooperation of Dardania College with economic, business,

governmental and non-governmental organizations, in addressing the complex issues of community life in Kosovo and beyond, with the aim of realizing common interests based on the principle of partnership.

The link of the missions of specific academic units with the general mission of the institution

Through the provision of quality programs, necessary for the needs of the labor market in Kosovo, with its Mission the Dardania College is in full accordance with the general mission of the higher education policies of the Kosovar society. It aims to create competent cadres in specific fields, capable of overcoming challenges and building successful professional careers, to carry out scientific research and to contribute to community work. The fulfillment of the mission of the institution is achieved by the commitment of the academic staff in the teaching and learning process, the scientific-research work, as well as in the practical training of students, with the commitment of the administrative staff in supporting the students with the provision. of quality and timely services, based on modern infrastructure.

It is important to emphasize that the Dardania College:

- *Has always been licensed as a Higher Education Institution (HEI), and has offered studies in accredited programs.¹*
- *It has responded to the competition with quality work, respecting the legislation in force.*
- *It has ensured maximum financial transparency by ordering independent external audits.*
- *It has ensured sustainability by continuously investing in facilities on its property.*
- *There is a continuous open competition for the engagement of qualified and quality academic staff.*

The Strategy for the fulfillment of the Mission

Dardania College aims to have in the near future a leading role in the higher education in Kosovo and in the region.

Dardania College aims to expand partnership cooperation with national and international academic

¹ The Private Provider of Higher Education, Dardania College, licensed as a Higher Education Institution by MEST - through the License no. 896/02 -1 of date. 02.11.2004, for the academic years 2004 - 2007, Decision no. 583/02 - 1 of dt. 09.05.2007, with the duration of the license for five (5) years from 2006/07 to 2010/2011, for the organization of the teaching and scientific process at level 5 and 6 according to ISCED and Decision no. 02/85 of dt. 02.10.2009, Decision no. 07/92 dated 06.11.2009 for naming private carriers, Notification no. 272/09 29.12. 2009 for the accreditation of the programs, Certificate of accreditation December 2009, Re-accreditation no. 465/10 of dt. 19.7.2010, Decision on re-accreditation no. 0/b/187 of dt. 11.07.2011, Notice of decision no. 302/1113.07.2011 accreditation, Decision no. 463/12 of dt. 09.07.2012 for accreditation, Decision no. 608, dated 17.10.2012 for accreditation.

institutions in order to advance teaching and scientific research, as the only way to integrate into a wide family of advanced European universities and colleges of the European Education Area (EHEA), and the European Research Area (ERA).

Dardania College is a private institution of higher education that offers studies at the Bachelor and Master level. The development of teaching-research work is based on the decision of MEST for the organization of the teaching-scientific process at level 6 (undergraduate studies - BA) and level 7 (postgraduate studies - MA), which include scientific research, professional counseling, and practical training for community work.

For ensuring sustainable development that is in the interest of science and Kosovar society, Dardania College has compiled the 2023-2027 Strategic Plan that defines the mechanisms for this sustainable strategic development of the College.

THE STRATEGIC PLAN OF THE DARDANIA COLLEGE 2023–2027

INTRODUCTION

Dardania College is a private institution in the provision of higher education. Under its own umbrella, the DC currently conducts the teaching activity with the students of the third year in a total of 3 (BA) programs, and continues the activity for following the students of an MA academic unit. DC bears the institutional and civic responsibility in the proper education of the young people of the Republic of Kosovo, in order to prepare them as worthy and useful citizens for the needs of Kosovo.

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

The purpose of Dardania College, since its establishment until today, has been the promotion of academic and intellectual life and political, economic and social changes in the progress of the country and the Kosovar society.

Furthermore, the DC remains a credible and reliable institution in Kosovo and beyond for learning and for the development of the new staff.

Diversity, students, programs and the needs of the market for qualified people add challenges for continuous development for keeping pace and meeting the needs of the Kosovar economy.

During the last years, the DC has worked tirelessly to strengthen and expand the institution, following the trends of higher education development in Europe and the USA. DC stands out as a reliable and promising institution in the development and adaptation of study programs according to the Bologna System.

In addition to the political and economic changes undergone by the country, Dardania College has shown willingness and commitment to provide quality education. Rapid technological changes in the global and local context have influenced the modernization of Dardania College's study programs.

The developments of the last few years in the higher management structures within the Dardania College clearly show that in despite of the difficulties that is encountering, the DC has taken the need for changes very seriously.

After the analysis of the needs (organizational, personnel, program, services, etc.) made according to the planned dynamics, the document "Strategic Plan of Dardania College 2023-2027" was realized. For the best possible organization and implementation of the planned activities for the benefit of quality improvement, the working group has systematized the activities in nine (9) main pillars, which are presented in the following part of this document.

EXECUTIVE SUMMARY

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

- Responsibly applying the standards, regulations and relevant documentation;
- Ensuring transparency in the implementation of academic policies with the qualitative selection of academic staff;
- Offering the professional development of academic staff in teaching methods, in order to serve with contemporary methodology which will benefit students;
- Ensuring continuous student-teacher communication and vice versa in order to raise the quality of teaching and learning;

- Stimulating the scientific research of teachers and students;
- Integrating students in all the processes related to their study, research work and practical training;
- Encouraging students to increase their potential to be active participants in local and international forums.

Student information services as well as 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 enables the fulfillment of the Mission. We consider this strategy to fulfill the following goals:

- The advancement of administrative services (digital and physical) for the students in DC;
- To make available the information about all the important activities in DC;
- Enable participation in various student organizations in forums with international partner institutions;
- Provides round-the-clock access to electronic platforms on our campus.

The infrastructure and the working tools in DC are promising for achieving high performance. DC offers good teaching and research work conditions, which are considered as an important basis for sustainable contribution of actors within Dardania College.

Through the strategy, it is intended to identify and set achievable objectives, the ultimate goal of which is to increase the quality of life and services on campus and in the college spaces. The improvement of the existing infrastructure and the construction of new capacities, which are addressed in this document, aim to:

- Harmonize the teaching surface in proportion with the number of students;
- Equip classrooms and laboratories with the working tools and technology, depending on the needs of the program;
- Provide suitable premises for independent study and reading, equip the library with computers for access to E-libraries;
- Provide the necessary equipment to facilitate the process of obtaining information and to learn subjects with special needs;
- Ensure infrastructural conditions for easy access of persons with disabilities to the Dardania College campus and for receiving services from the DC.

DC attaches importance to the optimization of infrastructural resources and the addition of human

resources, which we consider will help in raising the performance which we aim to be comparable with the credible local and international institutions and which also originates from the Vision and Mission of Dardania College .

The main component that makes it trustworthy that the college's resources are being used is an environment with adequate supervision, tracking and evaluation that minimizes the operational risk of the institution. The professional competence of the staff, harmonization, adaptation of policies for successful leadership and governance are factors we rely on and these ensure the fulfillment of strategic goals.

The quality of the policies approved increase the goal of the DC to:

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

All these changes aim at improving the services at DC with the goal of developing the educational and research activity, practical training of students, and for strengthening and increasing cooperation with local and international institutions, to meet the growing needs.

DC needs an increase in the mobility of academic staff and students with different institutions of higher education outside of Kosovo in order to exchange academic experiences, and the quality of the provision of comparable services. This is possible through programs offered such as Erasmus+, FP7, Cost Action, CEPUS, etc.

In the framework of stronger integration in the internationalization of DC, in the future it is intended

to provide programs in English, particularly in programs that are perceived as attractive for the market, and to open joint programs with partner institutions, known as: Joint Degree Diploma or Double Degree Diploma, whenever the opportunities for joint degrees are created.

THE SUMMARY OF THE STRATEGIC OBJECTIVES AND INITIATIVES

In harmony with its Vision and Mission, Dardania College has identified concrete strategic objectives, with the aim of advancing its competitive position for providing quality services without distinction for the needs of the population of Kosovo. For this purpose, the DC has identified priorities in accordance with the material, infrastructural, technical, logistical and human capacities, in order to fulfill the strategic objectives.

The priorities of the Dardania College are:

The increase of quality in education, scientific research and practical training – Creation of a new model for quality education to better prepare students of Dardania College for a world in change. The development and implementation of a new competitive model in teaching, research and services in DC. with the aim of getting ranked among the 8000 best institutions in the world by 2035!

The encouragement of scientific research – Increasing the financial support and investments for at least 10% will advance the creative scientific and research work of academic staff and students.

The development and sustainability of programs – Based on the analysis of the needs of the labor market at the country level, but also viewed in the lenses of global competition, the current and prospective trends in the development of jobs and the needs for them will be followed for assessing the viability of current programs and projecting the needs for prospective programs at the college.

Supporting the development of the Dardania College – Increasing the resources for ensuring suitable conditions for the sustainable activity of the college. Investment in tools for successful work. Increasing the investments in priority areas, technology development, new equipment on campus, enrichment of the library fund and the use of the library.

Diversity as an ongoing process – Dardania College attaches importance to the principles of diversity in its environment. The strategic orientation of the institution is to improve diversity for creating a supportive and inclusive climate for all of its members.

Being at the service of the society, the community and the graduates in the Republic of Kosovo, the community and the graduates – The programs are designed to provide a qualified cadre for the needs of the market in Kosovo, equipping the graduates for work and lifelong education, and to serve with distance learning modalities.

Globalization and internationalization of academic programs and student services in the academic units of the Dardania College. The aim is to achieve competences for certain professions and further intensify the exchange and transfer of experiences beyond the borders of Kosovo.

In the continuation, we present nine strategic areas identified and specified in the following plan presented in this strategy. Each strategic field is specified below in specific objectives for which strategic implementation activities are planned, along with the measures, timelines, activities and bearers, and it also identifies the necessary resources for their objective. The careful planning of the strategic initiatives that Dardania College has identified consists of focus areas for fulfillment in the next five years. The strategic planning is intended to be followed by the annual action plan, which will respect the planned dynamics with the possibility of continuous revision from year to year. The listed strategic initiatives have been designed in order for each one to be special, taking care not to repeat the strategic objectives and the same can be successfully transferred to the operational plan.

Strategic fields, objectives and strategic initiatives

(1) Teaching and learning

- (a) Improving teaching and learning using new methodologies;
- (b) Ensuring the development of academic staff with advanced methodological approaches;
- (c) Providing continuous professional development and support in research methodology, statistical analysis, writing for credible journals;
- (d) Increasing the opportunities for the realization of works and services, which are the source of the college's income;
- (e) Creation of the practice of community service 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 competitive journals in their field;
- (b) Ensuring continuous professional development to increase competencies for the application of contemporary research methodologies, statistical analysis, application of statistical programs (SPSS or STATA) and increasing the number of publications;
- (c) Increasing the opportunities for the realization of works and services, which are the source of the college's income;

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

(3) Quality assurance and accreditation/reaccreditation

- (a) Re-accreditation of existing study programs at both the BA and MA levels;
- (b) Improving teaching and learning to achieve better learning outcomes and increase interest in the content offered;
- (c) Raising the academic competence and increasing the quality of work of the academic staff;
- (d) Enhancing the progress of students in their studies, building new skills and monitoring and continuously assessing the students' progress in order to achieve the learning outcomes;
- (e) Establishment of a scholarship fund for short-term research visits abroad;
- (f) Increasing and improving scientific and research results in DC;
- (g) Strengthening the college's relationship with the labor market and the community;
- (h) Institutionalizing students' involvement in quality assurance;
- (i) Design and implementation of key indicators of academic performance.

(4) The level of studies and programs required by the market

- (a) The implementation of reaccredited programs in accordance with contemporary standards;
- (b) Development of new programs in accordance with the needs of the labor market and the community;
- (c) Development of measurable program outcomes;
- (d) Increasing the collaboration with public and private sectors in order to match programs with demand, current skills and knowledge requirements and future needs.

(5) Development of human resources

- (a) Recruitment of the new staff in accordance with reaccredited/accredited study programs;
- (b) Continuous development of the staff organogram and future staff structures;
- (c) The increase of training of the administrative staff;
- (d) Improving the recruitment policies and advancing the employment practices;
- (e) Clarification of the work duties and responsibilities for administrative staff.

(6) The development of the IT system

- (a) Implementation of the globally competitive information system;

- (b) Development of student services in accordance with EU standards;
- (c) Initiation of student development system for global learning (as a whole));
- (d) Strengthening of the alumni network.

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

- (a) The design and implementation of finance and budget systems (policies, software, processes, training and hosting) to improve college management and improve transparency and accountability;
- (b) Mutual reporting for the realization of objectives and strategic initiatives.

(8) The development of infrastructure

- (a) Further development of Dardania College's database and inventory of infrastructure for all academic units;
- (b) Development of campus resource management strategy;
- (c) The improvement of the infrastructure for persons with disabilities in the buildings of Dardania College.

(9) Globalization/Internationalization

- (a) Increasing and operationalizing partnerships with credible international institutions;
- (b) The increase of the number of applications for mobility and scholarships (Office for International Cooperation);
- (c) Supporting the staff for acquiring international funding for joint projects;
- (d) Increasing the efficiency of verification of transcripts and documents (at the request of international partners);
- (e) Creation of the electronic database for the management of donations and international projects;
- (f) Increasing the cooperation with 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 from other external or internal instances, and depending on their relevance they will be integrated into this document, according to the specific review periods.

MONITORING, EVALUATION AND REPORTING

The follow-up, monitoring and evaluation are fundamental factors of 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 Board of Directors of DARDANIA College in the future appoints the Commission for following, monitoring and evaluating the implementation of the strategy and respecting the dynamics foreseen by the Action Plan (AP). The committee for following, monitoring and evaluating the implementation of the strategy, in continuous cooperation with the relevant structures of the Dardania College, will carry out its duties and on a regular basis will report to the Governing Council and the Rector regarding the progress of the implementation of Strategy Action Plan, according to time periods. The Governing Council of DARDANIA College will be responsible for the continuous follow-up, monitoring and evaluation of the Strategic Plan (SP) and the strategy as a whole.

The continuous reports that academic units and relevant offices will submit to the commission for follow-up, monitoring and evaluation, will include: the activities carried out and the progress achieved, the effects, impacts, difficulties, lessons learned and relevant recommendations.

The officials of the Quality Assurance Office will be responsible for periodically contacting partners, employers and alumni, from whom they will receive information about market needs and the quality of the College's staff preparation. According to the Logical Framework Method, the indicators (Indicators) for the implementation of activities and objectives according to fields, dynamics and financial cost are defined in the strategic plan. This is intended to facilitate proper monitoring of the Action Plan. Indicators enable the monitoring of progress, noting the level of achievement of the objectives and the realization of the goals of this strategy. Depending on the dynamics of realization and the level of meeting the objectives, the strategy as an active document will be reviewed and supplemented on an annual basis.

The continuous and objective follow-up, 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 dynamics of the realization is respected and to act in time for the integration of the needs that the educational institution is currently facing. The Action Plan of this strategy is built in a tabular structure, and its progress will be monitored in regular meetings led by the Commission for the follow-up, monitoring and evaluation.

At the end of the implementation of the strategy, a general assessment will be made to check the extent to which this strategy has influenced the empowerment of the College, taking as the basis the relevant documents of MESTI (Strategic Plan 2023-2027).

ACTION PLAN 2023-2027

Strategic Objective	The goal	Duties – activities	Strategic areas		Time Limits	Staff / Responsibilitie s	Sources/ the cost in Euros
			1.Teaching and Learning Indicators				
Revising the guidelines based on the demands of contemporary teaching and learning.	Facilitating the learning of knowledge and supporting the results achieved	<ul style="list-style-type: none"> - Refreshing the regulations for BA and MA studies as well as creating new regulations – - The review of codes of ethics and degree handbooks - Advancement and electronic access to DMIS for students, including all necessary information on subjects, grades, activities and student data (courses). (Migration of additional data/platforms). - The transcription of lectures in electronic form and launching them in DMIS and Google Classroom, etc. 	<ul style="list-style-type: none"> - The revised legal regulatory basis; Revised regulations. - Revised Code of Ethics. - Revised manuals; - Updated DMIS. - Students equipped with student ID, personal e-mail. - Students skilled in using DMIS. - Academic and administrative staff trained in the use of DMIS. - Lectures placed on DMIS and electronic portals. 	November 2023- Continuing	Management of DARDA NIA College ZIV/ ZZHA/ /NJA	Without cost Without cost Without cost 6,000€	
Increasing academic performance	Evaluating the performance of teachers	<ul style="list-style-type: none"> - Assessment of teaching staff and identification of development needs. - Regular or even ad-hoc trainings for teachers. - Setting up scientific platforms and other services for students and staff. - Designing the process of evaluating student performance based on the Bologna system 	<ul style="list-style-type: none"> - Monitoring, supervision and evaluation report. - Register of evaluated teachers and collaborators. - List of teachers and trained associates. - Teaching materials launched on DMIS and other specialized platforms for interactive teaching. - Monitoring system implemented for student performance in the country; - Class schedule and exam schedule released on DMIS. 	January 2024 June, 2024	CET/HZHA / ZZHA/KC/NJA DC/Management /Senate/AU	Without cost 4200€ Without cost	

2. Scientific/Artistic Research Work						
Strategic objective	Goal	Duties – activities	Indicators	Time - Limits	Staff/Responsibilities	Sources/ the cost in Euros
Increasing the results of scientific research	Promotion of scientific research for academic staff in authentic scientific journals, credibility platform.	<ul style="list-style-type: none"> - Reporting on an annual basis for the results achieved and mandatory measures undertaken. - Creation of scientific research groups within the AU. - Informing staff and students about credible platforms and criteria for publications. 	<ul style="list-style-type: none"> - Number of published papers; - Number of presentations in conferences - Number of scientific research groups by sectors - KAA and SQC have proposed WoS, Scopus, etc. 	January 2024 - continuing	Steering Council, Accounting, Deans of the Academic Units	At least 15% of the annual budget of the Dardania College
	Supporting the acquisition of research/scientific grants from national funding agencies and private or public institutions.	<ul style="list-style-type: none"> - Empowerment of the college scientific journal. 	<ul style="list-style-type: none"> - Providing constantly updated information on the front page of the DC website about funding opportunities; - Staff training for research grant applications. - Staff training for scientific research. - Translation and materials 	April, 2024 continuing	Steering Council, Finance Official, Deans of the Academic Units	Without cost 18,669€ 15,557€
	Improving and increasing research results in DC.	<ul style="list-style-type: none"> - Encouraging the involvement of the capacities of experts and institutions in scientific research as well as the improvement of other international cooperation. - External collaborator for scientific research from the economy and public institutions - International collaborators on research as visiting experts. 	<ul style="list-style-type: none"> - Register of contacts and supporting researchers from external Institutions; - Guest researcher contact database created. - List of authors of publications in Scopus and WoS. - List of collaborators for scientific research 	January, 2024 continuing	Steering Council, Deans of the Academic Units	Without cost 18,669€ 9626€
	Raising academic			June, 2024 continuing		31,114€

Activity	Description	Start date	End date	Responsible	Budget (€)
integrity during research/scientific/artistic work	<ul style="list-style-type: none"> -Workshops for research and conferences -Financial Cost of compensation domestic researchers to short travel abroad -Creating a database of guest researcher contacts; -Financial support of authorial publications in credible journals. 	List of participants	June, 2024 continuing	CSR	18,669€
	<ul style="list-style-type: none"> -Platform for promotion of the position for visiting professors for lectures and research in academic units - developed. 	List of participants		IT office	90,235€
	<ul style="list-style-type: none"> - Standards and regulations for the engagement of DC staff based on European practices - developed 				Without cost
	<ul style="list-style-type: none"> - Development of the platform for contacts with other international researchers in order to establish research/scientific collaborations -Determination of contractual obligations for scientific research activities for academic staff- international collaborator for scientific research. 				77,787 €
	<ul style="list-style-type: none"> -Software subscription and implementation (payment for online access) 				12,446 €
	Integration of students in scientific research.			Register of cooperating students on research activities.	7,235 €
	Addressing the cases of plagiarism among academic staff and students.			Payment for online software.	

Preparation for institutional reaccreditation.	Reaccreditation of DC	Compilation of SER.	Application for accreditation and institutional re-accreditation	- SER in accordance to the KAA standards - Decision for institutional re-accreditation	August-november 2023	Rectors Office, Deans Offices, QAO, Advisory Office for orientation in the career.	Without cost
Preparation for Reaccreditation (2024-2025)	Reaccreditation of programs	Compilation of SER of study programs.	- Application for re-accreditation of programs and the re-accreditation PASM, PMS the SHPAP – BA and AP. MA	- Decisions on studying programs accredited/re-accredited.	October 2023- April 2024 and continues.	Without cost.	
Licensing of the institution	Economics Science Nursery	Decisions on studying programs accredited/re-accredited	(2024-2025)	(2025-2026)	(2026-2027)	24,800€	6,200€
Improving the teaching and learning in order to develop students' competencies.	Continuous encouragement of the development and improvement of study programs in accordance with the Bologna Declaration and implementation of protocols for partnership with the European Higher Education Area.	Completing documentation and application - The development of learning outcomes for each course/program	- Learning outcomes for each course/program developed	(2024-..)	Rectors Office, Deans Offices, QAO, Advisory Office for orientation in the career	6,000€	Without cost
Continuous encouragement of the development and improvement of study programs in accordance with the new programs /recruitment of new staff.	- Harmonizing the number of staff with the new programs /recruitment of new staff.	- Register of new staff according to the requirements of study programs (2024-2025)	(2025-2026)	(2026-2027)	104,175€	20,608€	21,639€
- Development and implementation of study programs/recruitment of new staff.	- Register of new staff according to the requirements of study programs	- The number of cooperation agreements (MoU) with other institutions.	- Published reports of MPMS, Alumni and Employers of DC.	Without cost			
Continuous encouragement of the development and improvement of study programs in accordance with the Bologna Declaration and the European Higher Education Area.	- Contact with international institutions based on MoU.	- Researching the needs of the labor market and taking into account the recommendations of the evaluation reports of Alumni, employers and NGOs.	- The list of participants	QAO, Advisory Office for orientation in the career	15,000€	Without cost	
Continuous encouragement of the development and improvement of study programs in accordance with the Bologna Declaration and the European Higher Education Area.	- SER drafted	- The design of study programs for accreditation/reaccreditation in accordance with the requirements set forth by KAA and the needs of the market in Kosovo.	- Decisions for accreditation of interdisciplinary programs in cooperation with international institutions of higher education and science.	Rectors office, QAO, Advisory Office for orientation in the career	Without cost		
- Application for re-accreditation and re-accreditation.	- Staff training according to the recommendations in the monitoring/observation and evaluation reports;	- List of staff trained during the quality improvement process.	Ocember, 2023-April, 2024	9,200€			

	<ul style="list-style-type: none"> - Identification of the best talents to study in KD. - Development and implementation of courses for lifelong learning. <p>Support and promotion of students with maximum results within KD.</p> <ul style="list-style-type: none"> - Involvement of students in the process of raising the quality of teaching and learning - Possible student requests in order to design new courses and syllabuses. - Drafting of the expected results for all courses and programs of the University. - Compilation of programs for MA studies that will be developed in the future in different disciplines. - KD to join the consortium of electronic libraries; <p>MA programs in KD in accordance with the Bologna system</p>	<ul style="list-style-type: none"> - List of identified candidates - List of courses for AGIGI offered. - List of students who have won scholarships or other financial support. - Monitoring, observation and evaluation reports. - Revised syllabuses. - Revised syllabuses. - Accredited MA study programs. - Signed agreements. - Financial or technical support for the preparation of university literature. 	<ul style="list-style-type: none"> Without cost Without cost 36,000€ Without Cost Without Cost Without Cost Without Cost Without Cost Without Cost
	<p>Providing access to the e-library through membership</p>	<ul style="list-style-type: none"> - Baseline study completed for current environment; - A number of new mechanisms and programs, which propagate in a different social and cultural environment. - Preserving a diverse social and cultural environment. - Guarantee for the operation of technological tools (equipment) in support of teaching methods. - IT and other resources brought in to support learning methods. 	<ul style="list-style-type: none"> Without Cost Without Cost Without Cost Without Cost

Without Cost	Without Cost	Without Cost	Without Cost	Without Cost	Without Cost
Providing access to the e-library services and access to electronic resources from campus or home through membership	<ul style="list-style-type: none"> - KD library services for functionalized electronic access 	<ul style="list-style-type: none"> - Access to ABK (Association of Electronic Libraries of Kosovo) is provided. 	<ul style="list-style-type: none"> - Providing access to resources electronically from campus to home and vice versa. 	<ul style="list-style-type: none"> - Providing access to resources electronically from campus to home and vice versa. 	<ul style="list-style-type: none"> - Access to ABK (Association of Electronic Libraries of Kosovo) is provided.
Providing access to the electronic services of ABK.					
Information on financial support opportunities for categories of students with poor conditions					
Advisory support services in KD.	<p>Complete information about the institution, including the institution, including programs and courses, program requirements, services, scholarship opportunities, tuition fees, etc.</p>	<ul style="list-style-type: none"> - An ICT platform based on the DC website provides information on education opportunities, internships, work experience opportunities and career options in DC. 	<p>Drafted regulations;</p> <ul style="list-style-type: none"> - Planning and selection of academic staff, based on approved criteria and a transparent process. 	<p>Research of labor market needs, consultation and analysis of evaluation reports conducted with employers, alumni, and representatives of civil society.</p>	<p>Analysis of the pass rate and shortening the duration of studies.</p>
Encouragement for continuous capacity building for academic staff.					

		-Revised courses and syllabi.	January, 2024	1500€	
		<ul style="list-style-type: none"> -Development and implementation of the evaluation system according to the Bologna system and determination of the load per student. -Revised Legal Basis; - The implementation plan drawn up; -Promotion of equality and diversity; - Networking with other institutions as part of quality improvement carried out 		2,000€	
	Diversity in teaching and learning.	<p>Review of strategies for evaluating student learning</p> <p>Development of tools for receiving feedback from students and employers (surveys, alumni, etc.), in order to receive feedback regarding the quality of teaching and learning in KD.</p>	MXH/OQA	Without Cost	
	Implementation of the student results measurement system.	<p>Implementation of continuous monitoring;</p> <p>- Developed monitoring systems. Separate system according to academic units;</p> <p>-U.A. reports</p> <ul style="list-style-type: none"> - Drafted criteria. - Monitoring systems are in operation; 	MXH /OQA, AU CET		
	Strategies for assessing student learning should be diverse.	<p>-Financial support of at least 5% of the academic staff for short-term study trips per year for the most active experts of DARDANIA College</p> <p>List of participants</p>		11,604€	

Raising the level of university literature publications for students.	<ul style="list-style-type: none"> - Access to at least two e-platforms is provided. - Access to e-learning resources is provided. 	<ul style="list-style-type: none"> - Catalog of at least two electronic links for membership in e-libraries. 	Management (OQA, IT) AU	Without Cost
Distribution/ publication of information about opportunities for cooperation.	<p>Open Library</p> <ul style="list-style-type: none"> - Provision of international electronic links (from USA and England) for subscription. 	<p>Link:</p> <p>https://openlibrary.org/</p> <ul style="list-style-type: none"> - Provision of relevant information regarding opportunities for international cooperation at least once every three months. 		Without Cost
Supporting the acquisition of grants from national funding agencies and private or public institutions.	<ul style="list-style-type: none"> - Relevant information regarding international cooperation opportunities. 	<ul style="list-style-type: none"> - Creation of the necessary legal provisions; - Empowering academic staff and students to compile grant applications; 	<p>April, 2023</p> <p>Management (OQA, IT) AU</p> <p>5,525€</p>	Without Cost
Integrating the needs of the DC with the labor market in teaching and research.	<ul style="list-style-type: none"> - Relevant information regarding international cooperation opportunities. 	<ul style="list-style-type: none"> - Promotion of general competencies for all graduates aiming for employment. - Communication with secondary schools in order to provide information and guidance to secondary school students and support them to facilitate the transition from school to higher education. 	<p>October, 2024</p> <p>Management (OQA, IT) AU.</p> <p>Continuing</p> <p>3,500€</p>	Without Cost
Expanding the relations of the DC with the labor market and civil society.		<ul style="list-style-type: none"> - Engaging 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. 		<p>The number of supporting projects, which are relevant to the education of students and society.</p> <p>The number of research</p>

	<p>contact with alumni to contribute to the growth of students' knowledge encouraged in all aspects.</p> <ul style="list-style-type: none"> - Ways (opportunities) for conducting a research project tracking DC graduates to obtain information on quality and professional development; - Providing mechanisms for the participation of students and employers in quality assurance activities. <p>Involve ment of students in quality assurance - Alumni and employers</p> <ul style="list-style-type: none"> - Designing procedures for student representation in quality assurance. - Involvement of Alumni students as partners; - Involvement of BA and MA students in quality assurance; - Involvement of employers as partners; <p>Increasing the number of students involved in external assessments and accreditation agencies.</p> <ul style="list-style-type: none"> - Inclusion of an international student in the panel of international experts for evaluation of the program - Development of mechanisms for the participation of representatives of student organizations participate in all key levels of evaluation of the program, services and institution. - Recurring information is used as a systematic mechanism for all study 	<p>projects, which respond to the broad needs of society.</p> <ul style="list-style-type: none"> - The number of contacts and the creation of a database for communication in order to increase international relations. - Feedback (responses) in the development of quality and professional tracking mechanisms; - Mechanisms for the participation of students and employers in quality assurance developed. - Regulations for the involvement of students and employers developed. - Minutes of meetings with Alumni students. - Defining the role of students as partners in quality assurance. - Students and representatives of student organizations participate in all major assessment levels. <p>Increasing the number of students involved in external assessments and accreditation agencies.</p> <ul style="list-style-type: none"> - Inclusion of an international student in the panel of international experts for evaluation of the program - Development of mechanisms for the participation of representatives of student organizations participate in all key levels of evaluation of the program, services and institution. - Recurring information is used as a systematic mechanism for all study 	<p>DC and OQA</p> <p>Without Cost</p>	<p>May, 2025</p> <p>May, 2025</p>
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<p>Increase in quality performance</p> <p>Establishing a system for receiving student feedback/reporting information regarding study plan to address each issue presented in the report..</p>	<p>The reaction of the students is analyzed and as such it is clarified in relation to the processes of quality assurance in the institution.</p> <p>The results of student feedback are reported together with an action plan to address each issue presented in the report..</p>	<ul style="list-style-type: none"> - The systematic mechanism for the participation of student representatives in all study programs and student services have been developed. <p>Evaluation reports are published in hard copy and in electronic form.</p> <p>Provision of all information about success, scholarships, job competitions, study visits, etc. students have access from home and at the institution.</p>	<p>evaluation of the program has been identified,</p> <ul style="list-style-type: none"> - The systematic mechanism for the participation of student representatives in all study programs and student services have been developed. <p>Evaluation reports are published in hard copy and in electronic form.</p> <p>Actions and mechanisms for reporting student feedback results are in place.</p> <p>Access from home and in the institution of students to all information about success, scholarships, job competitions, is ensured.</p> <ul style="list-style-type: none"> - The participation of students as "experts" in learning as well as training 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 Communiqué (2003); Declaration of Luxembourg (2005); Communication of Leuven / Louvain La Neuve (2009); Bucharest Communiqué (2012); Trend reports V and VI (Trends 2010) and other EU area reports. <p>Drafting and publication of information on training and selection of students involved in quality assurance.</p>

	<p>* Relevant support and training for students participating in quality assurance activities.</p> <p>Design and implementation of Key Performance Indicators.</p>	<ul style="list-style-type: none"> - Providing relevant support and training for students participating in quality assurance activities (organization of sessions, number of trainees, etc.) 	<p>Without Cost</p>
			<p>Without Cost</p>

4. Levels/ Programs required by the market

Strategic Objective	Goal	Duties – Activities	Indicators	Time Limits	Staff / Responsibilities	Sources/ Cost in €
The achievement of competencies in accordance with market requirements.	The acquired knowledge is comparable with the level of studies in accordance with the legal framework	<ul style="list-style-type: none"> - Realization of feedback information from industrial advisory boards specifying the fulfillment of requirements - Increasing cooperation with specific fields and in harmony with the developments of the time - Increasing the level of practice in addition to the teaching component for the subjects 	<p>Number of graduated students employed in the labor market</p> <p>Agreements made with public and private institutions</p> <p>The increased level of practice expressed in a certain number of ECTS</p>	<p>Management, OQA, AU, IT</p> <p>Participation in professional practice in applied fields and changing the ratio between the theoretical and practical part in the course syllabuses.</p> <p>- Developing a database for internship opportunities</p>	<p>October 2023 – April,2024 and continuing</p> <p>- Assessment of professional practice by the joint panel: Teaching and market economics</p> <p>- Analysis and preparation of the development or perfection of the program according to market demand</p> <p>- Adaptation and revision of existing programs that are not in step with the requirements of the time; the orientation of the programs towards Interdisciplinarity.</p>	<p>Without Cost</p> <p>KDNJA IT OQA</p>
	The development of study programs with the development of the application of information technology					

The development of study programs in accordance with the global requirements of the region and beyond.	Compatibility with the requirements of the European market and level alignment with adequate programs	<ul style="list-style-type: none"> - Cooperation of graduates students with different institutions in the region and beyond - Use the strategies of the Ministry of Labor and other government strategies; - To use external forecasts of the labor market (EU, USAID, GIZ, World Bank, etc.) in order to benefit from funds intended for new fields; e.g. environment, energy, etc. - Creation of the database for the needs submitted for cooperation . 	<ul style="list-style-type: none"> - The number of graduates in this new organization - Employment statistics in the regional market - Prepared reports on market research results . - Database for labor market needs developed <p>To prepare the number of requests for specific, current jobs in the regional market</p>	October 2023- continuing April 2023- continuing
Increasing cooperation with the wider public and private sector .	Fulfillment of the requirements in accordance with the growth of the research and professional level		<ul style="list-style-type: none"> - The database in the engagement of academic staff and students in the annual career fair related to special presentations and achievements in the implementation period. - Travel and organization of of academic staff and students in to special presentations and achievements in the implementation period. - To organize a round table for strengthening the possibility of employment, during which employees and relevant stakeholders reflect with representatives of universities (among them 	SC OQA IT/AU 3,000€ <ul style="list-style-type: none"> - The number of related study programs in this context of requirements, followed by accreditation.

OQA) on how to develop cooperative strategies to improve the transition of students in the labor market.	<ul style="list-style-type: none"> - Analysis of the requests submitted in a certain period of program implementation: approximately 3-year period - The number of expertises carried out in specific fields - Number of relevant interested parties; realized in the specific areas 	Roundtable summary report

5. Human Resources					
Strategic Objective	Goal	Duties – Activities	Indicators	Time Limits	Staff Responsibilities / Sources/ Cost in €
Review of the staff organization and of the future staff structures	The new restructuring chart, its update and annual planning of the needs of the personnel.	Revising and supplementing the current regulation - Assessment and planning of personnel needs.	- Active participation in trainings and workshops to improve performance, communication and other skills.	June, 2023	Rectorate and AU Without Cost
Increased training of Administrative personnel	Planning the needs and priority areas for training, increasing the participation of the administration in the framework of Erasmus international-mobility projects.	- Active participation in trainings and workshops to improve performance, communication and other skills. - Mandatory organization of training workshops; - Drafting of the training program; - Compulsory elementary courses for personnel.		January, 2023	Rectorate and AU 3000€
Advancement of academic staff	The advancement of development and training projects	Active participation in projects, trainings, seminars.	- Drafting of the training program, -Advanced courses, -Seminars		12,200€
Improvement of the recruitment and of the employment practices	Promoting a transparent recruitment process.	- Selection of the most qualified personnel. Compliance with all recruitment procedures. Selection of the most qualified personnel and timely filling of vacancies	Selection and promotion of new positions; "Transparent Selection Process." The report of the secretary of the KD for the transparent evaluation of the employees adm.	May, 2023-Continuing	Rectorate Without Cost

Classification of work duties and responsibilities for administrative staff	Analysis of current responsibilities and restructuring/ merging of some positions within new responsibilities	Individual assessment of current tasks and responsibilities and of their restructuring.	Transparent assessment of overloads or lack of tasks within the regular schedule, accurate definition of tasks, merging of several positions within the same or similar tasks. Addition of new duties and responsibilities in accordance with the developments in time.	June 2023, and in continuation.	Rectorate and AU	Without Cost
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Strategic Objective	Goal	Duties – Activities	Indicator's	Time Limit	Staff/ Responsibilities	Source/ Cost in €
Building an integrated system of management and administration of academic, scientific and research information.	Easier management of information and other records related to staff and students.	<ul style="list-style-type: none"> -To develop and implement new operations in DMIS; - Increase the level of security in DMIS operations. - Create an integrated database and enable access to it according to security levels. 	<ul style="list-style-type: none"> - Generating relevant reports - Access to wi-fi without distinction - Account management by the students and staff themselves . 	January, 2023, Continues	Finance Office IT /AU	6,900 €
The development of the modern electronic system for the management of human resources.	The development of the modern electronic system for the management of human resources.	<ul style="list-style-type: none"> - Develop an electronic network system for monitoring the learning process (e.g. academic staff) in all academic programs. 	<ul style="list-style-type: none"> - Number of electronic devices installed in classrooms and laboratories . 	January, 2023, continues	Finance Office IT /AU	7,600 €
Definition of e-library resources. Unlimited student and staff access to authentic bibliographic platforms.	Development of the university's functional library system.	<ul style="list-style-type: none"> - Full functionality of the Dardania College library and access to credible bibliographic and scientific platforms . 	<ul style="list-style-type: none"> - Director and employed staff, -Students with access to the library. - Access to the library open to students. 	June, 2023	Prorector for Infrastructure / Library Board	Zero cost
Development of services for students according to the standards of EU. Development of alumni associations	Establishment of Dardania College alumni centers	<ul style="list-style-type: none"> -The establishment of the Student Support Center, which aims to encourage students to achieve greater success in studies. Providing equipment and human resources for the alumni center. -Advancement of DC alumni associations 	<ul style="list-style-type: none"> - The Student Support Center was established. - Office, staff and the functioning of the website of the AC Dardania College (Alumni Center of Dardania College). -Advancement of the alumni association . 	January, 2023	Prorector for Students	Zero cost

7. Fiscal responsibility and the improvement of financial data and informations

Strategic Objectives	Goal	Duties – Activities	Indicators	Time Limit	Staff Responsibilities	Source/ Cost in €
Increasing transparency in spending money, own revenues, grants and donations.	The purpose of this objective is to record in an orderly manner.	- Generation of management reports - Publication of contracts and expense reports.	- Achieving the implementation within timelines; - Establishing measures for the utilization of the budget and the improvement (decrease) of the cost structure.	April, 2023 continues	Finance office	Zero cost
Integration of financial data in one module and easier administration of financial records .	Achieving monthly budget reporting. Development of real time budget capable systems and executive staff access	- Development of an integrated database for internal use by managers that includes key financial indicators (revenues and expenses); - Planning the needs for personnel/resources according to the requirements of academic units and Dardania College as a whole.	- Measuring the use of automated systems and dashboards; - Measures against financial target indicators for the performance of financial officers and executive actions .	April 2023 Continues	Committee chosen by the management	Zero cost
Registration of college property and definition of property issues.	Achieving accountability financial systems.	Continuous education and staff training for the financial policies of Dardania College;	Prepared reports.			
Development and implementation of finance and budget systems (policies, software, processes, training, utilization) to improve college management and improve transparency and accountability.	Achieving transparency in all financial matters.	- Development of automated forms ;				
	Daily improvement of the management of the institution and the allocated funds.	- Establishment of a comprehensive annual planning process that includes bottom-up budget development				
	Improving planning and execution.					

8. DEVELOPMENT OF INFRASTRUCTURE						
Strategic Objectives	Goal	Duties-Activities	Indicators	Time Limit	Staff/Responsibilities	Sources/Cost in €
Development of the master plan for DC campuses	Increasing the basic infrastructure-spaces for the development of the teaching and research-scientific process in the realization of the mission of Dardania College.	Analysis of requirements based on the needs of academic units for development and comfort in accordance with the standards for the relevant academic fields	- the number of projects analyzed and the start of projects; - evaluation of the implementation of projects in process; - improvement of conditions in completed projects.	April 2024 - continuing	Management, AU	25,000 €
Completion and inventory of infrastructure in DC.	Improving the conditions for the realization of processes in DC, including the academic and administrative staff.	- Maintenance and functionalization of internal and external spaces within the spaces of Dardania College; - Identification of needs for improving the conditions in the premises of Dardania College; - Completion and inventory of laboratory spaces for research-scientific and teaching activity; - Preparation of standard equipment in accordance with certain study/research fields. - Providing the offer. - Planning to facilitate the access of students with special needs. - Purchase and installation of the elevator to access the object	- Realization of spaces for the development of cultural activities on the DARDANIA College campus, which includes the arrangement of greenery and construction of open fields - Offers for the supply of insured lifts - Elevator installed and functional	January 2023 – continuing	Management, AU	Without Cost
Development of management strategy and resources	Using the infrastructure of Dardania College to implement the mission of Dardania College.	Realization of research works - of academic units. -Using the infrastructure and facilities of Dardania College as a property to complete the inventory of Dardania College and create the database; - Development / renewal of forms for the annual inventory.	The number of scientific activities carried out per year. - Realization of the inventory in academic units and KD; - Recording of changes and additions.	October 2023 - Continuing	OQA, AU, Management	Without Cost

9. Globalization/Internationalization					
Strategic Objectives	Goal	Duties-Activities	Indicators	Time Limit	Staff/Responsibilities Sources/Cost in €
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 programs (joint degree); Mobility activities of Dardania College staff and students (Fulbright, Erasmus+ etc.); Engagement of visiting professors (lecturers and researchers) in DC; Innovation in the organization and content of DC in the third decade. Efficient information and facilitation	Annual number of programs in English; (Annual number of flexible courses); Number of joint-degree programs; The annual number of mobilities of Dardania College staff and students; Annual number of visiting professors contracted by DC; Number of professors and students in DC academic units.	April 2024, Continues	Rector, AU Rector, AU Rector, AU Rector, AU Rector, AU Rector, AU ZZHC
New and functional global partnerships	Increasing the efficiency of services for students and visiting professors.	Efficient information and facilitation of mobility and credit transfer procedures for visiting students. Development of functional database for internationalization services. Enrichment of the website of Dardania College in English on points of interest for internationalization. New partnerships developed in the form of MoU's. Functionalization of existing partnerships.	Annual number of informative sessions by ZMJ. Annual number of transcripts/Documents. Database developed for international projects and services. Volume and innovations on the English language website (programs, results, etc.) Annual number of new MoU-s signed. Concrete projects with universities, with which the DC has MoU.	Rector, AU, ZMJ Rector, ZMJ Rector	10000 €

	higher education. Steady growth of application and results in new projects.	Sustainable growth of revenues from international projects. Increasing the cooperation of academic units with OQA of the Dardania College.	Annual number of applications sponsored through OCSP. The annual contribution to Dardania College's income from international projects.	January 2024, continues	AU, ZMJ, ZKPS.
	Advisory support services at DC.	Review of the developed time frame and cooperation between academic units and OQA (academic career advice, guidance and consultation).	Review of the developed time frame and cooperation between academic units and OQA (academic career advice, guidance and consultation).	January 2024, continuous process	Rector, AU, ZMJ, ZKPS.