



DARDANIA COLLEGE

KEY PERFORMANCE INDICATORS

This handbook serves to inform interested parties about the quality of the activities and services provided by Dardania College

Pristina, 2023

Rector's Foreword

Dardania College, as a private higher education institution, enjoys excellent performance based on the advantages it possesses. First, this institution is located in the city center, surrounded by higher education institutions and cultural institutions such as museums, etc. This type of physical location in the city center enables students to make use of urban transport for commuting to and from the institution.

A very important advantage of Dardania College is that it possesses a modern infrastructure designed according to contemporary standards for quality development as a higher education institution. This modern infrastructure provides suitable space for students, specifically with regard to the space-to-student ratio. The infrastructure is also complemented by supporting facilities such as classrooms, a library, and functional offices for student services.

Dardania College enjoys a substantial advantage through the development of a wide range of multidisciplinary study programs at both the bachelor's and master's levels. The study programs are delivered by academic staff who possess outstanding expertise in the field of theoretical scientific knowledge, relevant scientific research, as well as advanced practices.

This quality coherence has made a highly valuable contribution to shaping graduates who are successful in the environments where they work and operate. Their activities simultaneously contribute to the economic, social, and cultural development of Kosovar society. With the aim of advancing its programs, Dardania College cooperates with economic and business organizations, governmental and non-governmental organizations, etc. Based on this partnership, the study programs have been further enhanced. An added value of Dardania College's performance consists in the existence of the Career Guidance Office, which provides students with information regarding employment opportunities in the labor market.

This performance of Dardania College will remain its permanent objective.

Rector,

Prof. Dr. Gjyldane Mulla

CONTENTS

Rector's Foreword	2
List of Abbreviations	4
INTRODUCTION	5
1. Teaching and Learning	7
2. Scientific/Artistic Research Activity.....	10
3. Quality Assurance and Accreditation	11
4. Level of Studies and Programs Required by the Labor Market.....	12
5. Human Resources Development	12
6. Development of IT System	15
7. Fiscal Accountability and Improvement of Financial Data Information	15
8. Infrastructure Development	16
9. Globalization/Internationalization	17
10. Service to the Coomunity/Society	18
11. Promotion of Dardania College	18
Conclusion	20

List of Abbreviations

QAO – Quality Assurance Office

CCQAE – Central Commission for Quality Assurance and Evaluation

SPC – Strategic Planning of the College

KPIs – Key Performance Indicators

CET – Center for Excellence in Teaching

INTRODUCTION

Key Performance Indicators, also referred to as KPIs, are elements of the institution's plan that express the quantitative results required to be measured in order to determine the success achieved by the College.

Key Performance Indicators in higher education are measurable values used by educational institutions to measure and track progress toward specific objectives. These indicators help educational institutions monitor/observe and evaluate achieved effectiveness, guiding policy formulation and goal setting.

Key Performance Indicators are measures that provide information and statistical data, enabling the comparison and assessment of progress toward a specific objective. They are considered an important administrative tool for monitoring progress toward the achievement of strategic objectives:

- They are measures that provide information and statistical data that allow comparison and determination of progress toward a specific objective.
- They are an important administrative tool for monitoring progress toward the achievement of strategic goals.
- They are statistical indicators that provide a subjective measure of the performance of higher education institutions as numerical measures of the degree of achievement of objectives.

Key Performance Indicators are one of the tools that help answer the important question: *How can we know what we have achieved?* In addition, comparison with other higher education institutions through these indicators helps us obtain answers to the following questions:

- Where do we stand in comparison with others?
- Which areas need improvement?
- Which universities have the best results for comparison with our activities?
- How can we follow the example of these universities?
- How can we achieve a higher level of excellence like these universities?

But why do we need performance indicators? KPIs serve to measure:

- How well a sector within the institution is functioning;
- Indicators guide decision-makers in evaluation;
- The quality of decision-making;
- The validity of evidence/data and the direction of strategic orientation;
- The quality of the College's policies and management;
- They can provide data on overall performance;
- They can contribute to enhancing the quality of the College's overall activity;

What do performance indicators guide?

- ✓ They identify areas that require improvement and development.
- ✓ They indicate where intervention is needed.
- ✓ They contribute to promoting continuous improvement.
- ✓ They help create an organizational learning environment.
- ✓ They measure and determine progress.
- ✓ They indicate where developments and improvements involving students should be addressed.
- ✓ They influence changes in the institution's culture.

What are the objectives of Key Performance Indicators?

- ✓ They help the educational institution determine and measure progress toward achieving its goals.
- ✓ They provide reliable information on the performance and quality of the educational institution.
- ✓ They enable the institution to compare its work with that of other institutions.
- ✓ They assist in the process of monitoring performance and development, contributing to the continuous improvement of institutions.

What was the methodology for developing the Key Performance Indicators for Dardania College?

The Central Commission for Quality Assurance and Evaluation, during the drafting of this document, relied on the College's documents, including the Statute, the Strategic Plan, regulations, and other supporting materials, and also consulted performance indicator models of prestigious universities.

In the Strategic Plan, the identification and measurement of Key Performance Indicators (KPIs) are considered essential for the successful achievement of the established goals and objectives.

The Quality Assurance Office of Dardania College has undertaken regular evaluations (semester-based and annual). During recent months, through regular meetings and close cooperation with the College management, the College's performance indicators were identified and developed. The performance indicator package will be updated annually, and based on the results achieved, activities aimed at the improvement and further development of specific indicators will be planned. The College's Strategic Plan for the period 2023–2027 has defined nine main objectives and two specific objectives that will guide Dardania College in achieving its vision during this period. To accomplish these objectives, a number of Key Performance Indicators have been identified, which will be presented below.

KEY PERFORMANCE INDICATORS

1. Teaching and Learning

The teaching and learning process is the principal component of the academic activity of Dardania College. This process aims to develop students' knowledge and skills in both the theoretical and practical aspects of various fields, with the purpose of preparing them for the labor market and for their contribution to community development. Dardania College aims to offer academic programs of a high standard comparable to higher education institutions within the European Higher Education Area.

Below, we will present the performance indicators that are specific to teaching and learning at Dardania College.

1.1. Ratio between the Number of Applicants and the Number of Admitted Students for Each Study Program

1.1.1. This performance indicator provides information on the quality of student selection as a result of competition within study programs.

1.1.2. This performance indicator provides information on the number of applicants in relation to the total number of students admitted during the last three years at Dardania College.

1.2. Student Achievement Performance

1.2.1. This indicator presents the level of student achievement success based on their average grade, derived from the student workload, which is in accordance with the specifications of the syllabi of the study programs.

1.2.2. This performance indicator presents the average grade of students for the last three academic years.

1.3. Student Dropout Rate

1.3.1. This indicator determines the percentage rate of student dropout at Dardania College (for various reasons). This indicator presents the ratio between students who have discontinued their studies and the total number of enrolled students during the last three years.

1.4. Transfer of Students from One College to Another

According to the provisions of the Statute of Dardania College:

1.4.1. Students have the opportunity to change their study program by discontinuing studies in one specific program and beginning studies in another program (through the recognition of equivalent student workload), either within the same department or in another academic department of the College.

1.4.2. These changes are permitted between study programs, with the aim of ensuring the same level of higher education studies, in accordance with the regulations of the College Statute.

1.4.3. Students who change their study program may enroll in the new study program if they have successfully completed at least 50% of the examinations of the previous program and have been admitted to the new study program.

1.4.4. According to the provisions of point 3, the student is permitted to enroll in the new study program based on the Key Performance Indicators:

1.4.4.1. In the second year of studies, or

1.4.4.2. In the year of study following the completion of the previous study program.

1.4.5. The transfer of a study program cannot be carried out if the student is required to enroll again in the first year of studies in the new program, in accordance with the provisions of points 3 and 4.

1.4.5.1. The transfer indicator is the ratio between the number of students who have transferred from the College "College Name _____" and the number of students prior to the transfer. The ratio presents the percentage of performance, whether positive or negative.

1.5. Graduation of Students

1.5.1. Performance measures the evaluation of students who have graduated within the prescribed time period.

1.5.2. Performance is calculated separately for each academic unit, taking into account the total number of semesters required to fulfill the graduation requirements. Through graphs, data are presented on the number of students who have graduated according to study programs across all academic departments, as well as the ratio between students who graduated on time and those who were expected to graduate.

1.6. Our Graduates

1.6.1. The performance indicator expresses the number of students who have completed BA studies at the College and, within six months after graduation:

- a) are employed,
- b) have continued with master's studies,
- c) are unemployed, and
- d) have not continued their studies.

1.7. The teaching load of a professor is measured on the basis of the total number of active students divided by the number of academic staff and assistants.

1.7.1. The total number of students per professor with a full teaching load at the College level during the last three years.

1.7.2. The total number of students per professor with a full teaching load at the academic unit level during the last three years.

1.8. Theory–Practice Ratio

1.8.1. The performance indicator expressed in % in syllabi presents the interrelation between theory and practice according to the study units of the College.

1.8.2. The performance indicator expressed in % in syllabi presents the interrelation between theory and practice at the College level.

1.9. Number of New Programs in the Last Three Years

1.9.1. The performance indicator presents the number of new programs offered within the College in the last three years.

1.9.2. The performance indicator shows the number of new study directions offered in academic units in the last three years.

2. Scientific/Artistic Research Activity

Within the strategic planning of Dardania College for the period 2023–2027, the development of a *strategic plan for scientific research* has been planned. In addition to the strategic research objectives, the plan includes detailed activities to encourage and support the scientific research work of academic staff. In this context, the reorganization of the Research Center of Dardania College has been planned.

2.1. Scientific Publications

2.1.1. The performance indicator expresses the number of scientific publications published in scientific journals or books and monographs by academic staff according to academic units per year.

2.1.2. The performance indicator expresses the number of scientific publications published in scientific journals or books and monographs by academic staff at the College level per year.

2.1.3. The performance indicator expresses the number of scientific publications published in scientific journals or books and monographs by academic staff at the College level over the last three years.

2.2. Scientific Conferences

2.2.1. The performance indicator expresses the percentage of participation of academic staff in international conferences compared to the total number of academic staff in the College per year (over the last three years).

2.2.2. The performance indicator expresses the percentage of participation of academic staff of the units in international conferences per year (over the last three years).

2.2.3. Furthermore, the performance indicator presents the number of scientific conferences and symposiums organized with physical or online participation by Dardania College within the academic year (over the last three years).

2.2.4. The performance indicator presents the number of scientific conferences and symposiums organized with physical or online participation by academic units within the academic year (over the last three years).

2.3. Research Projects

2.3.1. The performance indicator expresses the number of research projects funded by the *internal annual budget* of Dardania College.

2.3.2. The performance indicator expresses the number of research projects funded by *external agencies* through various grants.

2.4. Citation of Scientific Publications

2.4.1. The performance indicator expresses the number of citations of papers in published journals for the academic staff of Dardania College [over the last three years].

2.4.2. The performance indicator expresses the number of citations of papers in published journals for academic staff according to academic units [over the last three years].

2.5. Cooperation with Industry and Businesses

Through this performance indicator, we measure the level of cooperation with manufacturing companies and businesses operating in our country.

2.5.1. Number of meetings with manufacturing companies within the year [over the last three years].

2.5.2. Number of changes introduced in programs as a result of company recommendations.

3. Quality Assurance and Accreditation

The main mission of quality management is the continuous improvement of the performance of each academic unit individually and of Dardania College as a whole. This process is enabled by the engagement of all stakeholders (academic staff, administrative staff, alumni, employers, NGOs, etc.). The professionalism of the involved parties enables the strengthening of quality assurance, facilitating the development of regular activities of academic and administrative staff.

3.1. The mechanisms for quality assurance and development at Dardania College are:

3.1.1. Central Committee for Quality Assurance;

3.1.2. Quality Assurance Office;

3.1.3. Career Orientation Office;

3.1.4. Center for Excellence in Teaching;

3.1.5. Quality assurance coordinators within academic units.

3.2. For the effective functioning of the quality system of Dardania College, a package of relevant instruments has been established.

4. Level of Studies and Programs Required by the Labor Market

Dardania College, whenever it plans new study programs or study directions within existing programs, consults the Kosovo Agency of Statistics, the Ministry of Labour and Social Welfare, and also conducts research on labor market needs, analyzing labor market trends in the region and in several EU countries. Based on stakeholders and documents, Dardania College develops and applies for accreditation/re-accreditation of its study programs.

4.1. BA Level Programs

4.1.1. Applied Psychology and Management Studies,

4.1.2. Care and Social Welfare,

4.1.3. Political Science and Public Administration.

4.2. MA Level Programs

4.2.1. Public Administration Program.

5. Human Resources Development

Dardania College believes that the quality of human resources is essential for the quality of academic and professional preparation of graduates. Great importance is given to the recruitment process of academic and administrative staff.

Academic staff continuously involved in educational and scientific activities are able to update their competencies with the latest developments in their field of expertise.

Administrative staff, through training, acquire new knowledge which enables them to competently perform their duties and responsibilities in the workplace.

5.1. Academic Staff

The performance indicator of academic staff is expressed through the number according to:

- Qualification;
- Academic title;
- Gender;
- Age.

5.2. Administrative Staff

The performance indicator of administrative staff is expressed through the number according to:

- Qualification;
- Gender;

- Age;
- Experience;

5.3. Technical Staff

The performance indicator of technical staff is expressed through the number according to:

- Qualification;
- Gender;
- Age.

5.4. Student/Academic Staff Ratio

5.4.1. This performance indicator shows the student–academic staff ratio of the College over the last three years.

5.4.2. This performance indicator shows the student–academic staff ratio at the level of the academic unit over the last three years.

5.5. Student/Administrative Staff Ratio

5.5.1. This performance indicator shows the student–administrative staff ratio of the College over the last three years.

5.5.2. This performance indicator shows the student–administrative staff ratio at the level of the academic unit over the last three years.

5.6. Student/Technical Staff Ratio

5.6.1. This performance indicator shows the student–technical staff ratio of the College over the last three years.

5.6.2. This performance indicator shows the student–technical staff ratio at the level of the academic unit over the last three years.

5.7. Promotion

Promotion is the performance indicator that expresses staff advancement divided according to categories:

- Academic staff;
- Administrative staff;
- Technical staff.

5.7.1. Promotion of academic staff within the year at the academic unit and College level;

5.7.2. Promotion of administrative and support staff;

5.7.3. Promotion of technical staff.

5.8. Training

This performance indicator expresses:

5.8.1. The number of **academic staff** of Dardania College who have attended training courses in the last three years.

5.8.2. The number of **administrative staff** of Dardania College who have attended training courses in the last three years.

5.8.3. The number of **technical staff** of Dardania College who have attended training courses in the last three years.

5.9. Mobility

This performance indicator expresses the level of staff mobility at Dardania College [per year and over the last three years] due to:

- Retirement;
- Contract termination;
- Resignation.

5.9.1. The level of mobility of the academic staff of the College and according to academic units over the last three years:

- Retirement;
- Contract termination;
- Resignation.

6. Development of the IT System

6.1. Technological Equipment

The indicator expresses the number of computers per student, as well as the number of software applications serving academic staff and students.

6.1.1. Number of computers for academic staff at College level and at academic unit level;

6.1.2. Number of computers for students at College level and at academic unit level;

6.1.3. Number of software applications serving academic staff at College level and at academic unit level;

6.1.4. Number of software applications serving students at College level and at academic unit level.

7. Fiscal Accountability and Improvement of Financial Data Information

Finance and the transparency of the financial and administrative system at Dardania College serve as the basis for the smooth implementation of the higher education delivery process.

Dardania College implements its scope of activity and planning of program policy implementation based on the Strategic Plan of Higher Education in Kosovo and the Strategic Plan of Dardania College 2023–2027. The budget of Dardania College is characterized by a process of consultations and the structuring of requests from the central administration and academic units. The requests are harmonized with academic units, considering that activities are linked to the implementation

of responsibilities defined within the scope of higher education institutions in Kosovo.

7.1. Budget

This performance indicator shows the amount of the budget of Dardania College over the last three years, as well as the forms of budget distribution.

7.1.1. The amount of the College budget over the last three years.

7.1.2. The method of budget distribution.

8. Infrastructure Developmet

Dardania College always aims to provide a favorable environment for the fulfillment of its objectives. This includes an efficient management system and the availability of appropriate human and material resources in order to continuously improve the teaching and learning process.

Dardania College provides good environmental conditions for both staff and students in order to carry out the educational process in a high-quality manner. Lecture halls are equipped with appropriate furniture and modern technology. Academic staff in teaching apply contemporary interactive methodologies to ensure the highest quality student training.

8.1. Staff Stastifacion

8.1.1. This performance indicator relates to the measurement of staff satisfaction level regarding services and various issues which have been surveyed through questionnaires.

8.2. Student Stastifacion

8.2.1. This performance indicator measures the level of student satisfaction with services included in questionnaires regarding teaching and learning, as well as the services provided.

8.3. Skills and Qualification of Graduates

8.3.1. This performance indicator shows how much studies at our College have helped students to adapt to the labor market, according to students.

8.3.2. This performance indicator shows how much studies at our College have helped students to adapt to the labor market, according to employers.

8.4. Library

Through this indicator, we present the number of book titles in the library in relation to the number of students, as well as the level of access to the library.

8.4.1. The number of book titles in the library in relation to the number of students, at College level.

8.4.2. The number of book titles in the library in relation to the number of students, by faculties.

8.4.3. The level of access to the library [number of enrolled students compared to their total number], by faculties.

8.4.4. The level of access to the library [number of enrolled students compared to their total number], at College level.

8.4.5. Number of subscribed electronic links.

8.4.5.1. ABEK Library

8.4.5.2. Other links.

8.5. Laboratories

8.5.1. Through this indicator, we measure the number of laboratories and supporting laboratory equipment within the College.

8.5.2. Through this indicator, we measure the number of laboratories and supporting laboratory equipment within the faculties.

8.6. Suitability and Quality of Facilities

8.6.1. This performance indicator measures the suitability and quality of facilities in relation to quality assurance.

9. Globalization/Internationalization

9.1. Through this performance indicator, we present the number of various cooperation agreements with different institutions.

9.2. Through this performance indicator, we present the number of various cooperation agreements with different institutions such as faculties, Key Performance Indicators.

9.3. The number of international organizations/institutions of which the College is a member.

9.4. General Scientific Cooperation

9.4.1. This performance indicator includes data within the year regarding the main activities in which academic staff are engaged according to the classification below:

9.5. International Cooperation

Number of activities carried out between Faculties and international institutions and organizations, either individually or in groups.

9.5.1. Joint cooperation. Number of cooperation activities between an academic unit and another institution outside the College.

9.5.2 Leadership positions. Number of academic staff serving on boards of international cultural and research organizations.

9.5.3. Editorial boards. Number of academic staff serving on editorial boards of international scientific journals.

10. Service to the Community/Society

As an added value of the role of Dardania College as a higher education institution for producing graduates at BA and MA level through unique programs in our country, as well as the implementation of scientific research of international quality, Dardania College places great importance on cooperation with the community as well. Dardania College plays a key role in the community through its major contribution to the provision of knowledge and its contribution to social and cultural activities.

10.1. Data on the number of public activities of Dardania College staff such as: public lectures, publication of various articles in media, various media appearances, by faculty per year [over the last three years].

10.2. Participation in public activities outside Dardania College. This performance indicator measures the participation of external visitors at the university during various activities as well as the participation of Dardania College staff in charitable or voluntary activities.

10.3. Data on the number of external visitors to the university during various activities.

10.4. Data on the participation of Dardania College staff in charitable or voluntary activities outside the institution.

11. Promotion of Dardania College

This performance indicator expresses the promotion of the College, divided into categories:

11.1. Number of website visitors per year, over the last three years;

11.2. Number of friends of Dardania College on social networks;

11.3. Number of promotional videos of Dardania College;

11.4. Number of published documents containing positive statistics for Dardania College;

11.5. Number of success stories published for current students;

- 11.6.** Number of success stories for alumni students;
- 11.7.** Number of activities carried out with students over the last three years;
- 11.8.** Number of trainings offered to students and alumni;
- 11.9.** Number of information sessions on campus;
- 11.10.** Number of virtual interviews;
- 11.11.** Number of reviewed CVs, cover letters, and accompanying documents such as portfolios;
- 11.12.** Number of activities organized and coordinated in service of students;
- 11.13.** Number of counseling and career orientation sessions.

CONCLUSION

For the purpose of improving the quality of higher education institutions, institutions should review and measure Key Performance Indicators on a periodic basis.

Dardania College, as a higher education institution, has developed Key Performance Indicators through which we identify strengths, but also areas where improvement is needed.

The measurement and reporting of performance indicators for our institution will serve not only as a tool for improving the quality of higher education provision, but also as a key measurement instrument for the implementation of the strategic plan of Dardania College and for identifying needs for intervention.

