

KPI Framework and Monitoring Methodology

This framework outlines the key performance indicators (KPIs) used to assess and monitor institutional performance and the quality of academic study programs, ensuring a consistent approach to performance evaluation and continuous improvement.

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I. INTRODUCTION

DARDANIA College uses Key Performance Indicators, hereinafter referred to as KPIs, as a structured mechanism for monitoring the implementation of its mission, vision, institutional objectives, Strategic Plan, Annual Operational Plan, quality assurance system and study programs.

KPIs are measurable indicators that provide evidence on whether institutional and academic activities are being implemented effectively, whether the institution is progressing toward its strategic objectives, and whether study programs are achieving their intended outcomes. They support evidence-based decision-making, quality assurance, accreditation, internal reporting, stakeholder engagement and continuous improvement.

This KPI Framework and Monitoring Methodology defines the main institutional and study program KPIs used by DARDANIA College, the method of measurement, responsible units, and reporting frequency.

The Framework is aligned with the mission of DARDANIA College, which is based on three interconnected pillars:

1. teaching and learning;
2. scientific and applied research;
3. community service.

KPIs are monitored at two levels:

1. Institutional level, where KPIs measure the overall performance of the College; and
2. Study program level, where KPIs measure the quality, delivery, relevance and effectiveness of each accredited study program.

II. INSTITUTIONAL KPIs

Institutional KPIs requires monitoring and evidence-based data relating to mission implementation, strategic planning, governance, financial sustainability, quality assurance, student services, research, staff development, resources, cooperation and public accountability. Therefore, the KPIs are derived on the basis of higher education standards.

A. Mission, Strategy, and Governance

KPI	How it is measured	Target
Mission publicly available	Yes/No; website screenshot and institutional documents where mission is published	Yes/No
Mission review completed	Yes/No; Mission Review Report prepared and reviewed by Senate/Governing Council	Yes/No
Stakeholder involvement in mission/strategy	Number of internal and external stakeholder consultations; attendance lists; reports	2 annually
Annual Operational Plan implementation rate	Completed annual activities ÷ planned annual activities × 100	80%
Strategic objectives monitored annually	Number of objectives reviewed ÷ total objectives × 100	90%
KPI Monitoring Report prepared	Yes/No; annual KPI report approved/reviewed	Yes/No
Annual Institutional Performance Report prepared	Yes/No; report reviewed by Senate and approved by Governing Council	Yes/No
Institutional decisions linked to mission/strategy	Number or percentage of major decisions referencing mission, Strategic Plan or KPIs	100%
Risk assessment completed	Yes/No; annual risk register and mitigation actions	Yes/No

B. Quality Assurance

KPI	How it is measured	Target
Annual QA Report prepared	Yes/No; report prepared, reviewed and filed	Yes/No
QA recommendations implemented	Implemented QA recommendations ÷ total QA recommendations × 100	100% per timeline planned
Closing-the-loop actions completed	Completed improvement actions ÷ planned improvement actions × 100	100% per timeline planned
Data collection mechanisms implemented	Number of active data sources: surveys, student records, alumni data, employer feedback, program review reports	1x survey per year per each.
Central QA database updated	Yes/No; or percentage of required datasets uploaded/updated	Yes/No

Student participation in QA	Number of students involved in QA bodies, surveys, consultations or program review	1 in QA reviews/evaluations; 70% survey
Stakeholder feedback used for improvement	Number of documented improvements based on student, alumni, employer or external stakeholder feedback	1x per each

C. Teaching, Learning, and Curriculum

KPI	How it is measured	Target
Study programs reviewed	Number of programs reviewed ÷ total active programs × 100	100%
Syllabi reviewed annually	Number of reviewed syllabi ÷ total active syllabi × 100	100%
Learning outcome alignment completed	Number of programs with documented alignment of learning outcomes, teaching methods and assessment ÷ total programs × 100	100%
ECTS workload review completed	Number of programs/courses reviewed for ECTS workload ÷ total programs/courses × 100	100%
Student-centered teaching monitored	Number of courses using student-centered methods, or percentage of syllabi documenting such methods	100%
Assessment feedback monitored	Percentage of courses where students receive feedback within the defined deadline	100%

D. Student Progression and Support

KPI	How it is measured	Target
Student progression rate	Students progressing to next year ÷ students eligible to progress × 100	90%
Retention rate	Students continuing studies ÷ students enrolled at start of academic year × 100	90%
Dropout rate	Students who discontinued studies ÷ students enrolled at start of academic year × 100	5%
Graduation rate	Students graduating ÷ students expected to graduate × 100	85%
At-risk students supported	Number of students identified as at risk and provided with advising/support	5%
Student satisfaction with support services	Average score from student survey	95%
Complaint resolution rate	Resolved complaints ÷ total complaints × 100	100%
Appeal resolution rate	Resolved appeals ÷ total appeals × 100	90%

E. Research

KPI	How it is measured	Target
Scientific publications	Number of publications by academic staff during the reporting year	5 to 6
Research outputs per academic staff member	Total research outputs ÷ number of academic staff	1-2 annually
Staff participation in conferences	Percentage of staff participating in scientific/professional conferences	>30%
Student involvement in research	Percentage of students involved in thesis work, research projects, student conferences or research activities	>10%
Research integrated into teaching	Number or percentage of syllabi updated with staff research, recent literature or professional developments	>30%
Research performance report published/prepared	Yes/No; report prepared and, where appropriate, published	Yes/No

F. Staff and Human Resources

KPI	How it is measured	Target
Full-time academic staff ratio	Full-time academic staff involved in programs ÷ total academic staff involved × 100	70% full time 30% part time
Doctoral staff coverage	Number of full-time PhD staff per student group	70%
Student-staff ratio	Number of students ÷ number of academic staff	1:28
Teaching workload compliance	Number of staff within workload limits ÷ total academic staff × 100	100%
Academic staff performance evaluation completed	Number of evaluated staff ÷ total academic staff × 100	100%
Staff development activities implemented	Number of trainings/workshops implemented during the year	90%
Staff participation in professional development	Staff participating in professional development ÷ total staff × 100	80%
New staff onboarding completed	New staff who completed onboarding ÷ total new staff × 100	100%

G. Financial Sustainability and Resources

KPI	How it is measured	Target
Annual budget approved	Yes/No; Governing Council decision	Yes/No
Five-year financial plan updated	Yes/No; updated plan available	Yes/No

Budget execution rate	Actual expenditure ÷ approved budget × 100	90%
Research budget execution	Research funds used ÷ approved research budget × 100	70%
Program financial plans prepared	Number of programs with five-year financial plan ÷ total programs × 100	100%
Investment in learning resources	Annual amount invested in books, e-resources, equipment, software or infrastructure	100% planned amount according to financial plan
Valid premises/equipment documentation	Yes/No; property, lease, inventory and license documentation valid for minimum required period	Yes/No
Library seat capacity	Number of reading-room seats ÷ total number of students × 100	10% of total students
Library resources updated	Number of new books/e-resources acquired; percentage of recent/relevant titles where applicable	>90%
Licensed software availability	Number of required software licenses available ÷ number required by curricula × 100	100%

H. Public Information, Cooperation and Community

KPI	How it is measured	Target
Website information updated	Yes/No; annual website review checklist	Yes/No
Program information publicly available	Yes/No; annual website review checklist	Yes/No
Stakeholders informed of evaluation outcomes	Yes/No; website publication, email notice, meeting minutes or report summary	Yes/No
Active MoUs	Number of active MoUs	>30
Local employer/public-sector partnerships	Number of active partnerships with employers, public institutions or community partners	>15
International cooperation activities	Number of international activities, mobility actions, joint events or project applications	>5 annually
Alumni engagement activities	Number of alumni meetings, surveys, newsletters or events	>2 annually
Community engagement activities	Number of public lectures, volunteering activities, awareness campaigns or professional/community events	>10

III. STUDY PROGRAMS KPIs

A. Program Mission, Relevance and Public Information

KPI	How it is measured	Target
Program aligned with institutional mission	Yes/No; Mission-to-Curriculum Alignment Matrix completed	Yes/No
Program aligned with strategic goals	Yes/No; mapping of program objectives to Strategic Plan	Yes/No
Needs analysis available	Yes/No; labor market/student demand/employer analysis available	Yes/No
Optimal number of students justified	Yes/No; rationale based on staff, space, resources and labor market demand	Yes/No
Program information publicly available	Yes/No; website includes program structure, courses, ILOs, qualification, admission information	Yes/No
Program website updated annually	Yes/No; website review checklist	Yes/No

B. Learning Outcomes and Curriculum

KPI	How it is measured	Target
Intended learning outcomes clearly defined	Yes/No; program specification includes knowledge, skills and competences	Yes/No
ILOs aligned with mission and strategic goals	Number of ILOs mapped to mission/strategy ÷ total ILOs × 100	100%
ILOs aligned with program objectives	Number of ILOs mapped to program objectives ÷ total ILOs × 100	100%
ILOs aligned with NQF/EQF level descriptors	Number of ILOs mapped to NQF/EQF descriptors ÷ total ILOs × 100	100%
Course-level learning outcomes aligned with program ILOs	Number of courses with mapping completed ÷ total courses × 100	100%3
Curriculum coherence reviewed	Yes/No; curriculum sequence and prerequisite review completed	Yes/No
Curriculum comparable with EHEA programs	Yes/No; benchmarking/comparative analysis completed	Yes/No
Curriculum updated with recent research/professional developments	Number of updated courses ÷ total courses × 100	100%

C. ECTS, Workload and Teaching

KPI	How it is measured	Target
ECTS workload analysis completed	Yes/No; workload survey/report completed	Yes/No
Courses with appropriate ECTS allocation	Number of courses confirmed appropriate ÷ total courses × 100	100%

Student workload satisfaction	Average score from workload survey	90%
Courses using student-centered methods	Number of courses using interactive/problem-based/research-based methods ÷ total courses × 100	90%
Courses using digital learning tools	Number of courses using digital resources or other tools ÷ total courses × 100	100%
Teaching methods evaluated and adapted	Number of courses reviewed for teaching methods ÷ total courses × 100	90%

D. Assessment and Academic Performance

KPI	How it is measured	Target
Assessment criteria published	Number of courses with published assessment criteria ÷ total courses × 100	100%
Assessment aligned with learning outcomes	Number of courses with assessment-ILO alignment ÷ total courses × 100	100%
Student feedback on assessment provided	Number of courses where feedback is provided within deadline ÷ total courses × 100	90%
Grade distribution analysis completed	Yes/No; annual grade distribution report	Yes/No
Course pass rate	Students who passed course ÷ students who took assessment × 100	90%
Courses with high failure rate reviewed	Number of high-failure courses reviewed ÷ total high-failure courses × 100	100%
Average GPA / average grade	Sum of final grades ÷ number of graded students	>8

E. Student Satisfaction, Complaints and Support

KPI	How it is measured	Target
Student satisfaction with teaching	Average score from student survey	90%
Student satisfaction with learning resources	Average score from student survey	90%

F. Internships and Practical Training

KPI	How it is measured	Target
Internship/practice completion rate	Students completing required practice ÷ students required to complete practice × 100	100%
Internship mentor feedback collected	Number of completed mentor forms ÷ total internships × 100	100%
Student satisfaction with internship	Average score from internship survey	90%
Employer satisfaction with student interns	Average score from employer/mentor feedback	90%

Practice learning outcomes achieved	Number of students assessed as achieving practice ILOs ÷ students completing practice × 100	100%

G. Employability, Alumni and Employer

KPI	How it is measured	Target
Graduate employment rate	Employed graduates ÷ graduates responding to alumni survey × 100; response rate must also be reported	80%
Employment in field of study	Graduates employed in related field ÷ employed graduate respondents × 100	85%
Average time to employment	Average months from graduation to first employment	<6 months
Alumni feedback collected	Number of alumni responses or consultations	2 annually
Employer feedback on graduate competencies	Average score from employer survey/interviews	1 – 10 >8
Curriculum improvements based on employer/alumni feedback	Number of documented improvements based on alumni/employer feedback	1 annually

H. Research and Professional Activity

KPI	How it is measured	Target
Staff research outputs linked to program	Number of publications, professional outputs or applied reports relevant to program	1 – 2 per program
Staff conference participation linked to program	Number of conference participations relevant to program	1-2 per program
Student research participation	Number of students involved in research projects, thesis work, student conferences or applied research	>10%
Research integrated into teaching	Number of courses including staff research or recent field developments ÷ total courses × 100	90%
Master thesis completion rate, where applicable	Students completing thesis ÷ students required to complete thesis × 100	80% annually

I. Stakeholder Engagement and Quality Assurance

KPI	How it is measured	Target
Program review completed	Yes/No; Program Review Report completed	Yes/No
Stakeholders involved in program review	Number of stakeholder groups involved: students, staff, alumni, employers	> 4
Stakeholder recommendations reviewed	Recommendations reviewed ÷ recommendations received × 100	100% annually

Stakeholder recommendations implemented	Recommendations implemented ÷ recommendations accepted × 100	80% annually
Program improvement action plan implemented	Completed program improvement actions ÷ planned actions × 100	80% annually
Accreditation recommendations implemented	Implemented accreditation recommendations ÷ total applicable recommendations × 100	100% in 3 years.
Results communicated/published	Yes/No; program review results/action plan communicated to stakeholders and published where appropriate	Yes/No

Purpose of the KPI Framework

The purpose of this KPI Framework is to:

1. define the main KPIs used to monitor the performance of study programs;
2. ensure that program performance is measured through clear, reliable and comparable data;
3. support the implementation of the mission, vision and institutional objectives of DARDANIA College;
4. support annual monitoring of study programs;
5. identify strengths, weaknesses and areas for improvement;
6. support evidence-based decision-making by academic and governing bodies;
7. strengthen internal quality assurance and accreditation evidence;
8. ensure that student, staff, alumni, employer and stakeholder feedback is used for improvement;
9. connect KPI results with annual operational planning, program review and institutional reporting.

3. Scope

This KPI Framework applies to all accredited study programs offered by DARDANIA College.

It applies to:

1. academic units;
2. study program councils;
3. academic staff;
4. administrative and student support offices;
5. Quality Assurance Office;
6. Quality Assurance Committee;
7. Senate;
8. Rector;
9. Governing Council;
10. relevant institutional units involved in data collection, analysis, reporting and improvement.

The framework is used for program-level monitoring, annual institutional reporting, quality assurance processes, strategic planning, accreditation and re-accreditation.

4. Legal and Institutional Basis

This document is based on:

1. the Law on Higher Education in the Republic of Kosovo;
2. the Statute of DARDANIA College;
3. the Regulation on Mission, Vision, Values and Strategic Planning;
4. the Regulation on Quality Assurance;
5. the Regulation on Study Program Development, Curriculum Review and ECTS;
6. the standards and procedures of the Kosovo Accreditation Agency;
7. the Standards and Guidelines for Quality Assurance in the European Higher Education Area;
8. the Strategic Plan of DARDANIA College;
9. the institutional mission, vision, values and objectives of DARDANIA College.

5. Definition of KPIs

For the purpose of this document, KPIs are measurable indicators that provide quantitative and qualitative information about the performance, quality and development of study programs.

KPIs help the institution answer the following questions:

1. How well is the study program functioning?
2. Are students progressing and completing their studies successfully?
3. Are teaching and learning processes effective?
4. Are learning outcomes, teaching methods and assessment aligned?
5. Are students satisfied with teaching, learning resources and support services?
6. Are graduates prepared for the labour market?

7. Are employers and stakeholders satisfied with graduate competencies?
8. Is research and professional activity connected with the study program?
9. Is the program contributing to community service and social impact?
10. Are quality assurance recommendations being implemented?

6. Principles of KPI Monitoring

KPI monitoring at DARDANIA College shall be guided by the following principles:

1. **Relevance** — KPIs must be connected to the mission, institutional objectives, Strategic Plan and study program objectives.
2. **Measurability** — KPIs must be based on measurable data or documented qualitative evidence.
3. **Reliability** — data must be collected from reliable institutional sources.
4. **Comparability** — results should allow comparison over time, normally on an annual basis and, where possible, over a three-year period.
5. **Transparency** — results shall be reported to relevant academic, quality assurance and governing structures.
6. **Stakeholder involvement** — students, academic staff, alumni, employers and other stakeholders shall contribute to relevant KPI processes.
7. **Continuous improvement** — KPI results shall lead to improvement actions where weaknesses or risks are identified.
8. **Data protection** — personal data shall be processed only in accordance with applicable data protection legislation and institutional rules.

7. Responsibilities

7.1 Governing Council

The Governing Council reviews annual institutional performance results and ensures that strategic decisions, resource allocation and institutional development are informed by KPI findings.

7.2 Senate

The Senate reviews academic KPI results related to study programs, curriculum, teaching and learning, research, student progression, assessment, learning outcomes and quality assurance.

7.3 Rector

The Rector ensures that KPI monitoring is implemented across the institution and that results are reported to the Senate and Governing Council.

7.4 Vice-Rector for Academic Affairs and Quality

The Vice-Rector coordinates academic monitoring processes and ensures that KPI results are used to improve teaching, learning, curriculum and academic quality.

7.5 Quality Assurance Office

The Quality Assurance Office coordinates the KPI monitoring process, collects and analyzes data, prepares KPI reports, maintains evidence and monitors follow-up actions.

7.6 Quality Assurance Committee

The Quality Assurance Committee reviews KPI results, quality assurance findings and improvement actions before they are submitted to the Senate and/or Rector.

7.7 Program Councils

Program Councils are responsible for reviewing program-level KPIs, proposing improvement actions and ensuring that KPI results are reflected in program review and curriculum development.

7.8 Student Affairs and Registrar Office

The Student Affairs and Registrar Office provides data on enrollment, student progression, retention, dropout, graduation and student records.

7.9 Career, Alumni and Employer Relations Office

The Career, Alumni and Employer Relations Office collects and analyzes data related to graduate employment, alumni feedback, employer feedback, internships and career development.

7.10 Research Office / Research Centre

The Research Office collects and reports data on staff research, student research involvement, publications, conferences, applied research and professional activity.

7.11 Finance Office

The Finance Office provides data related to program financial sustainability, cost per student, program revenue, budget implementation and resource allocation.

8. KPI Monitoring Cycle

KPI monitoring shall be conducted according to the following cycle:

1. **Planning** — KPIs, baselines and targets are defined in the Strategic Plan, Annual Operational Plan and program-level plans.
2. **Data Collection** — responsible units collect data according to the reporting calendar.
3. **Data Verification** — the Quality Assurance Office verifies the completeness and reliability of submitted data.
4. **Analysis** — KPI results are analyzed against baselines, targets and previous years.
5. **Reporting** — results are included in the KPI Monitoring Report, Annual Quality Assurance Report, Program Review Reports and Annual Institutional Performance Report.
6. **Review** — results are reviewed by Program Councils, Quality Assurance Committee, Senate, Rector and Governing Council according to their responsibilities.
7. **Improvement** — improvement actions are included in the Annual Operational Plan and monitored in the following cycle.

9. Reporting Frequency

KPIs shall be reviewed at least once per academic year.

Where relevant, some indicators may be monitored each semester, especially:

1. student progression;
2. course pass rates;
3. student attendance or participation;
4. student complaints and appeals;
5. student satisfaction;
6. syllabus implementation;
7. internship monitoring.

Program-level performance shall also be reviewed over a three-year period, where data availability allows, in order to identify trends and support re-accreditation evidence.

10. KPI Categories

The KPI Framework for study programs includes the following categories:

1. Academic Performance;
2. Student Engagement and Participation;
3. Student Progression, Retention and Graduation;
4. Student-Centered Learning, ECTS and Workload;
5. Student Satisfaction, Complaints and Appeals;
6. Graduate Employment and Career Development;
7. Graduate Skills and Labour Market Relevance;
8. Scientific and Applied Research;

9. Diversity, Inclusion and Student Support;
10. Financial Sustainability and Learning Resources;
11. Community Service and Social Impact;
12. Accreditation and Quality Assurance.

11. KPI Register for Study Programs

11.1 Academic Performance

Academic performance indicators measure student achievement, course completion, grade distribution and academic success within the study program.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Average grade / GPA	Average student achievement in the study program during the academic year	Student records	Annual / Semester	Student Affairs / Program Council	Grade reports
Average grade by semester	Average student achievement by semester	Student records	Semester	Student Affairs	Semester grade report
Course pass rate	Percentage of students who successfully pass a course	Exam records	Semester	Student Affairs / Program Council	Pass rate report
Grade distribution	Distribution of grades by course and program	Student records	Annual	QA Office / Program Council	Grade analysis
Average grade of cohort	Average grade of a student	Student records	Annual / Three-year cycle	Student Affairs / QA Office	Cohort report

	generation/cohort over the program duration				

Use of Results

Academic performance results shall be used to identify courses with unusually high failure rates, grade inconsistencies, student support needs and possible curriculum or assessment issues.

11.2 Student Engagement and Participation

Student engagement indicators measure the extent to which students participate in learning activities, academic events, seminars, extracurricular activities and program-related activities.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Class participation / attendance rate	Percentage of student participation in teaching activities, where attendance is monitored	Attendance records	Semester	Academic Staff / Program Council	Attendance reports
Participation in seminars and academic activities	Number or percentage of students participating in seminars, workshops or academic events	Activity records	Annual	Program Council / QA Office	Attendance lists, reports
Participation in extracurricular activities related	Number of students involved in program-related	Activity reports	Annual	Student Affairs / Program Council	Activity reports

to the field of study	extracurricular activities				
Student participation in institutional bodies	Number of student representatives participating in Program Councils, Senate, QA bodies or other committees	Institutional records	Annual	Student Council / QA Office	Decisions, minutes

Use of Results

Student engagement results shall be used to improve student participation, academic advising, communication, extracurricular activities and student representation.

11.3 Student Progression, Retention and Graduation

These indicators measure student continuation, completion and dropout within study programs.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Progression rate to next year of study	Percentage of students who successfully progress from one year of study to the next	Student records	Annual	Student Affairs / QA Office	Progression report
Retention rate	Percentage of students who continue their	Student records	Annual	Student Affairs	Retention report

	studies from one academic year to the next				
Dropout rate	Percentage of students who discontinue studies during the academic year	Student records	Annual	Student Affairs / QA Office	Dropout analysis
Completion on time	Percentage of students who complete the program within the regular study period	Graduation records	Annual	Student Affairs	Graduation report
Completion within six months after regular period	Percentage of students who complete the program within six months after the regular completion period	Graduation records	Annual	Student Affairs	Graduation report
Completion within one year after regular period	Percentage of students who complete the program within one year after the regular completion period	Graduation records	Annual	Student Affairs	Graduation report
Transfer between programs	Number of students transferring from one program to	Student records	Annual	Student Affairs	Transfer report

	another within the College				

Use of Results

Progression, retention and graduation results shall be used to identify at-risk students, strengthen student support services, review course difficulty, improve academic advising and reduce dropout.

11.4 Student-Centered Learning, ECTS and Workload

These indicators measure whether teaching methods, student workload, ECTS allocation and practical learning are appropriate and aligned with learning outcomes.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Percentage of syllabi reviewed	Percentage of active syllabi reviewed during the academic year	Program Council records	Annual	Program Council / QA Office	Syllabus review report
Learning outcome alignment	Percentage of syllabi showing alignment between learning outcomes, teaching methods and assessment	Syllabi / QA checklist	Annual	QA Office / Program Council	Alignment checklist
Student workload satisfaction	Student feedback on whether workload corresponds to ECTS allocation	Student workload survey	Annual / Semester	QA Office	Workload survey report
Theory-practice ratio	Ratio of theoretical and practical components in	Syllabi / curriculum	Annual	Program Council	Curriculum analysis

	syllabi and program structure				
Practical training / internship completion	Percentage of students completing required practical training or internships	Internship records	Annual	Career Office / Program Council	Internship reports
Use of digital learning tools	Number or percentage of courses using digital platforms or digital learning resources	Moodle / course records	Annual	IT Office / Program Council	Digital platform report

Use of Results

These results shall be used to improve syllabus design, ECTS allocation, workload balance, practical training, teaching methods and digital learning support.

11.5 Student Satisfaction, Complaints and Appeals

These indicators measure student satisfaction with teaching, learning resources, services and institutional support, as well as complaints and appeals.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Student satisfaction with teaching	Average student satisfaction score related to teaching and learning	Student survey	Semester / Annual	QA Office	Survey report

Student satisfaction with support services	Average student satisfaction score related to administration, library, IT, career services and other support	Student survey	Annual	QA Office / Student Affairs	Survey report
Student satisfaction with learning resources	Average student satisfaction with classrooms, library, equipment and digital resources	Student survey	Annual	QA Office / Library / IT	Survey report
Number of written complaints	Number of formal student complaints submitted in writing	Complaint records	Annual / Semester	Student Affairs / QA Office	Complaint register
Number of appeals	Number of formal student appeals submitted	Appeal records	Annual / Semester	Student Affairs / Appeals Committee	Appeal register
Complaint/appeal resolution rate	Percentage of complaints and appeals	Complaint/appeal records	Annual	Student Affairs / QA Office	Resolution report

	resolved within the required timeframe				

Use of Results

Student satisfaction and complaint data shall be used to improve teaching, services, infrastructure, communication, complaint procedures and student support.

11.6 Graduate Employment and Career Development

These indicators measure graduate employability, employment relevance and career development.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Graduate employment rate	Percentage of graduates employed within a defined period after graduation	Alumni survey	Annual	Career and Alumni Office	Alumni employment report
Employment in relevant field	Percentage of employed graduates working in a field related to their study program	Alumni survey / employer feedback	Annual	Career and Alumni Office	Alumni survey report
Time to employment	Average time needed by graduates to secure employment after graduation	Alumni survey	Annual	Career and Alumni Office	Career report

Number of career development activities	Number of career fairs, workshops, employer meetings or career guidance activities	Career Office records	Annual	Career Office	Activity reports
Employer feedback on graduates	Employer evaluation of graduate knowledge, skills and competencies	Employer survey	Annual / Program review cycle	Career Office / Program Council	Employer feedback report

Use of Results

Employment and career data shall be used to improve curricula, internships, career services, employer cooperation and graduate tracking.

11.7 Graduate Skills and Labour Market Relevance

These indicators assess whether graduates have acquired the knowledge, skills and competencies required by the study program and labour market.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Graduate self-assessment of acquired skills	Graduates' evaluation of how well the program developed relevant knowledge, skills and competencies	Alumni survey	Annual / Program review cycle	Career and Alumni Office / QA Office	Alumni survey report

Employer satisfaction with graduate competencies	Employers' assessment of graduate preparation for work	Employer survey	Annual / Program review cycle	Career Office / Program Council	Employer report
Practical skills development	Evidence of practical tasks, projects, internships or fieldwork included in the program	Syllabi / internship records	Annual	Program Council	Syllabi, internship reports
Digital competence development	Evidence that courses develop digital or IT-related competencies relevant to the program	Syllabi / student work	Annual	Program Council / IT Office	Course evidence
Research and analytical skills development	Evidence that the program develops research, analytical and methodological skills	Syllabi / thesis / student projects	Annual	Program Council	Research methodology syllabi, student projects

Use of Results

Graduate skills data shall be used to strengthen learning outcomes, teaching methods, practical work, curriculum design and labour market relevance.

11.8 Scientific and Applied Research

Scientific and applied research indicators measure staff and student research activity connected with the study program. For Master programs, these indicators are especially important, but Bachelor programs shall also monitor research-informed teaching, student projects and staff research where relevant.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Number of scientific publications	Number of staff publications relevant to the study program	Research Office records	Annual	Research Office / Program Council	Publication list
Number of applied/professional outputs	Number of professional reports, applied projects or practice-oriented outputs	Research Office / Program Council	Annual	Research Office	Research/professional activity report
Number of research projects	Number of research or applied projects involving staff and/or students	Research Office records	Annual	Research Office	Project reports

Staff participation in conferences	Number of staff participating in scientific or professional conferences	Research Office records	Annual	Research Office	Conference evidence
Student participation in research	Number of students involved in research projects, thesis work, conferences or student research activities	Program Council records	Annual	Program Council / Research Office	Student research evidence
Research integration into teaching	Evidence that recent research and staff expertise are included in syllabi	Syllabi / Program Council review	Annual	Program Council	Updated syllabi

Use of Results

Research indicators shall be used to strengthen research capacity, research-informed teaching, staff development, student research involvement and institutional research priorities.

11.9 Diversity, Inclusion and Student Support

These indicators measure equal opportunity, inclusion, accessibility and student support. Data related to personal characteristics shall be collected only where legally permitted, necessary, proportionate and protected.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Number of students receiving special support	Number of students receiving documented academic, administrative or accessibility support	Student Affairs records	Annual	Student Affairs	Support records
Accessibility measures implemented	Number or type of measures implemented for students with special needs	Student Affairs / Facilities records	Annual	Student Affairs / Facilities	Accessibility report
Gender distribution of students	Aggregated gender distribution by program, where available	Student records	Annual	Student Affairs / QA Office	Statistical report

Participation of student representatives	Number of student representatives in institutional and program bodies	Institutional records	Annual	Student Council / QA Office	Minutes, decisions
Student support activities	Number of academic advising, orientation, counseling or support activities	Student Affairs records	Annual	Student Affairs	Activity reports

Use of Results

Inclusion and support results shall be used to improve student services, accessibility, academic advising, representation and equal opportunity.

11.10 Financial Sustainability and Learning Resources

These indicators measure whether the study program has appropriate resources and financial sustainability.

KPI	**Definition**	**Data Source**	**Frequency**	**Responsible Unit**	**Evidence**
Cost per enrolled student	Estimated cost of program delivery divided by number of enrolled students	Finance Office records	Annual	Finance Office	Financial report

Program revenue	Revenue generated by the study program	Finance Office records	Annual	Finance Office	Financial report
Budget execution for program activities	Percentage of planned program budget implemented	Finance Office records	Annual	Finance Office / Program Council	Budget report
Investment in learning resources	Amount or type of investment in books, digital resources, equipment or software	Finance / Library / IT records	Annual	Finance Office / Library / IT	Invoices, inventory
Availability of learning resources	Evidence that library, IT, classrooms and equipment support program delivery	Library / IT / Facilities records	Annual	Library / IT / Facilities	Resource report

Use of Results

Financial and resource indicators shall be used to support budgeting, sustainability planning, infrastructure improvement and accreditation evidence.

11.11 Community Service and Social Impact

Community service indicators measure the contribution of the study program, academic staff and students to society, community development and public engagement.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Number of community	Number of activities	Activity records	Annual	Community Engagement	Activity reports

engagement activities	organized with or for the community			Unit / Program Council	
Number of public lectures or professional events	Number of public lectures, professional events or open activities delivered by staff	Activity records	Annual	Academic Units / PR Office	Event reports
Media/professional contributions	Number of media appearances, public articles or professional contributions by academic staff	PR Office records	Annual	PR Office / Academic Units	Media evidence
Student volunteering activities	Number of student volunteering or social responsibility activities	Student Council / Community Unit records	Annual	Student Council / Community Unit	Activity reports
External participants in community events	Number of external participants in institutional public or community events	Attendance lists	Annual	Community Unit / PR Office	Attendance lists

Use of Results

Community service data shall be used to strengthen social responsibility, public engagement, student volunteering and the institutional contribution to society.

11.12 Accreditation and Quality Assurance

These indicators measure program compliance with accreditation standards and the effectiveness of quality assurance processes.

KPI	Definition	Data Source	Frequency	Responsible Unit	Evidence
Compliance with accreditation standards	Evidence that program documentation meets relevant accreditation standards	Accreditation files	Annual / Accreditation cycle	QA Office / Program Council	Compliance checklist
Program review completed	Confirmation that annual or periodic program review has been completed	Program review records	Annual	Program Council / QA Office	Program review report
QA recommendations implemented	Percentage of QA recommendations implemented within the planned deadline	QA action plan	Annual	QA Office	Follow-up log

External evaluation recommendations addressed	Percentage of external expert or accreditation recommendations addressed	Accreditation reports	Annual / Accreditation cycle	QA Office / Rector	Response and evidence
Stakeholder feedback used in program improvement	Evidence that student, alumni, employer or other stakeholder feedback led to improvement	Consultation reports	Annual	QA Office / Program Council	Stakeholder feedback log
Public information updated	Confirmation that program information on the website is accurate and updated	Website review	Annual	PR Office / QA Office	Website screenshots

Use of Results

Accreditation and QA results shall be used to maintain compliance, prepare for accreditation and re-accreditation, improve program quality and document closing-the-loop processes.

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12. KPI Reporting Template

Each study program shall prepare an annual KPI report using the following structure.

A. General Information

Item	Details
Study program	
Academic year	
Level of studies	Bachelor / Master
Program holder(s)	
Program Council	
Prepared by	
Date	

B. KPI Summary

KPI Category	Main Results	Status	Improvement Needed
Academic performance		Achieved / Partially achieved / Not achieved	
Student engagement			
Student progression and graduation			
ECTS and workload			
Student satisfaction			
Employment and career development			
Graduate skills			
Research			
Diversity and inclusion			

Financial sustainability and resources			
Community service			
Accreditation and quality assurance			

C. Main Findings

Finding Evidence Responsible Unit

D. Improvement Actions

Improvement Action	**Source of Finding**	**Responsible Unit**	**Deadline**	**Evidence to be Produced**
	KPI / QA / Survey / Stakeholder Feedback			

E. Review and Approval

Body / Unit	**Date**	**Comment / Decision**
Program Council		
Quality Assurance Office		
Quality Assurance Committee		
Senate		

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13. Data Sources

The following data sources may be used for KPI monitoring:

1. student information system;
2. student records;
3. grade and exam records;

4. syllabi and curriculum documents;
5. student satisfaction surveys;
6. alumni surveys;
7. employer surveys;
8. internship reports;
9. stakeholder consultation reports;
10. program review reports;
11. quality assurance reports;
12. research office records;
13. publication lists;
14. community engagement reports;
15. finance reports;
16. library, IT and infrastructure reports;
17. accreditation reports;
18. website publication evidence.

14. Use of KPI Results

KPI results shall be used for:

1. annual program review;
2. curriculum improvement;
3. revision of syllabi;
4. student support planning;
5. staff development planning;
6. research planning;
7. stakeholder engagement;

8. community service planning;
9. budget planning;
10. accreditation and re-accreditation;
11. annual quality assurance reporting;
12. annual institutional performance reporting;
13. strategic planning and operational planning.

15. Closing the Loop

Where KPI results show weaknesses, delays or risks, the responsible unit shall propose improvement actions.

Each improvement action shall include:

1. source of finding;
2. responsible unit;
3. deadline;
4. required resources;
5. expected evidence;
6. implementation status.

The Quality Assurance Office shall monitor implementation of improvement actions and report progress to the Quality Assurance Committee, Senate and Rector. Strategic or resource-related issues shall be reported to the Governing Council.

16. Data Protection and Ethical Use of Data

All KPI data shall be collected, processed, stored and reported in accordance with applicable data protection legislation and institutional rules.

Personal data shall not be published. Sensitive data related to students or staff shall be processed only where legally permitted and necessary for quality assurance, student support or institutional reporting.

Reports shall normally use aggregated data, especially in relation to diversity, inclusion, student support, complaints, academic performance and employment.

17. Review of the KPI Framework

This KPI Framework shall be reviewed at least once during each strategic planning cycle, or earlier if required by:

1. changes in legislation;
2. changes in accreditation standards;
3. revision of the Strategic Plan;
4. revision of study programs;
5. quality assurance findings;
6. institutional development needs.

Amendments to this Framework shall be proposed by the Quality Assurance Office, Quality Assurance Committee, Senate, Rector or Strategic Planning and Monitoring Committee, and approved according to institutional procedures.

18. Entry into Force

This KPI Framework and Monitoring Methodology enters into force upon approval by the competent institutional body of DARDANIA College.

Upon entry into force, all previous KPI practices that are inconsistent with this Framework shall be harmonized with this document.