

DARDANIA COLLEGE

STRATEGIC PLAN 2026-2030

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Prishtinë

Contents

Foreword by the Rector **4**

The process of developing the Strategic Plan 2026-2030 ..... **6**

Strategy for the realization of the Mission **10**

Introduction **11**

Executive summary **12**

Summary of strategic objectives and initiatives **15**

1. Teaching and learning 17

2. Scientific research 17

3. Quality assurance and accreditation/re-accreditation 18

4. Level of studies and programs required by the market 18

5. Human resource development 19

6. IT system development 19

7. Fiscal accountability and improvement of financial information of data 19

8. Infrastructure development 20

9. Globalization/internationalization 20

Monitoring, evaluation and reporting **21**

Action Plan 2026-2030 ..... **25**

1. Strategic Plan (2026-2030): Teaching and Learning **25**

2. Strategic Plan (2026-2030): Scientific Research Work 29

3. Strategic Plan (2026-2030): Quality Assurance and Accreditation/Re-accreditation 33

4. Strategic Plan: Development of Study Programs 2026-2030 37

5. Strategic Plan: Human Resources Development 2026-2030 40

6. Strategic Plan (2026-2030): Digitalization and IT Development 44

8. Strategic Plan (2026-2030): Infrastructure Development 49

9. Strategic Plan: Globalization / Internationalization 2026-2030 51

Five-Years Financial Plan 2026-2030 ..... Error! Bookmark not defined.

Foreword by the Rector

On behalf of the management, academic staff, and students of DARDANIA College, and on my own behalf, it is a particular pleasure to congratulate the Steering Committee and the Working Group on the successful completion of the Strategic Plan 2026–2030.

DARDANIA College continues to make an important contribution to the education and professional development of students and future professionals, as well as to the broader social, economic, and institutional development of Kosovo. The Strategic Plan 2026–2030, adopted following a comprehensive review process, represents a continuation of the College's commitment to responsible governance, continuous improvement, quality enhancement, and sustainable institutional development.

The Strategic Plan 2026–2030 has been developed through a careful review of the implementation of the previous Strategic Plan 2023–2027, including the assessment of achievements, challenges, institutional developments, and areas requiring further improvement. The review process has also taken into consideration the recommendations arising from the last external evaluation and reaccreditation process in May 2026, thereby ensuring that the revised strategic framework reflects both institutional priorities and relevant quality assurance requirements. The Strategic Plan provides a clear framework for the development of DARDANIA College during the 2026–2030 period. It places particular emphasis on the enhancement of teaching and learning, scientific and applied research, quality assurance, student support and development, staff development, institutional governance, international cooperation, community engagement, and the continuous improvement of institutional capacities and resources.

Through this strategic framework, DARDANIA College seeks to further strengthen the structures, processes, and mechanisms that support effective institutional governance, evidence-based decision-making, academic quality, accountability, and transparency. Particular attention is given to ensuring that institutional priorities are aligned with the mission and vision, societal needs, developments in the labor market, and contemporary standards and principles of higher education.

As a higher education institution committed to academic quality and social responsibility, DARDANIA College aims to provide a student-centered, inclusive, and practice-oriented learning environment that enables students to acquire relevant knowledge, transferable skills, professional

competencies, and ethical values. DARDANIA College remains committed to preparing graduates who are capable of responding to the evolving requirements of the labor market, contributing responsibly to their professions and communities, and pursuing further academic and professional development.

The Strategic Plan 2026-2030 also provides for the continued advancement of academic and administrative staff, the strengthening of research and innovation capacities, the improvement of teaching and learning practices, the development of student services, the expansion of cooperation with external stakeholders, and the strengthening of local and international partnerships. These priorities are intended to contribute to the long-term sustainability, relevance, and institutional effectiveness of our institution.

The management of DARDANIA College remains firmly committed to the systematic monitoring, analysis, and evaluation of institutional performance. Particular importance will be placed on the regular assessment of progress, the use of reliable data and performance indicators, the identification of challenges and risks, and the timely implementation of corrective and developmental measures where necessary.

The Strategic Plan 2026-2030 defines the main strategic objectives and specific goals of DARDANIA College, together with measurable performance indicators, implementation activities, responsible structures, implementation timelines, financial requirements, and mechanisms for monitoring, evaluation, and reporting. This approach is intended to ensure that strategic priorities are translated into concrete, measurable, and achievable actions and that progress can be assessed in a transparent and systematic manner.

Through the implementation of the Strategic Plan 2026–2030, DARDANIA College aims to strengthen its academic and institutional profile, enhance the quality and relevance of its activities, and increase its contribution to higher education, research, the labor market, and the wider development of society in the Republic of Kosovo.

With respect,

Prof. Dr. Gjyldane Mulla, Rector

The process of developing the Strategic Plan 2026-2030

The Governing Council (GC) of DARDANIA College on 03.07.2026 has formed the committee for the review of Strategic Plan 2025-2029, and in support of article 22 of the DARDANIA College Statute, to compile the new document of the Strategic Plan 2026-2030 for the next five-year period. All development activities of DARDANIA College that have resulted from the mission/vision and objectives of DARDANIA College as well as the indicators derived from annual monitoring, evaluation and reporting, have been included in the new strategic document. This document offers the optimal option to outline the development direction for achieving the performance of the management structures of DARDANIA College.

For this purpose, the GC has appointed a working group composed of 3 members:

1. Prof. Dr. Demë Hoti (member),
2. Prof. Ass. Dr. Njomza Mehani (member),
3. Dr. Sc. Egzon Gashi (member).
4. Mr. Ismajl Gashi, Dipl. Ing. (member).
5. Ms. Fjollë Ibrahimi

Mission

DARDANIA College is a private higher education institution dedicated to contributing to the academic, professional, social, cultural and economic development of the Republic of Kosovo through three interconnected pillars: teaching and learning, scientific and applied research, and community service.

DARDANIA College provides multidisciplinary, quality, student-centered and practice-oriented higher education through study programs aligned with societal needs, labor market developments, and the standards of the Kosovo Qualification Framework and European Higher Education Area.

Vision

The vision of DARDANIA College is to be a credible, innovative and socially responsible higher education institution, recognized in Kosovo, the region and internationally for quality teaching and learning, scientific and applied research, contribution to society, and strong local and international partnerships.

The College aims to strengthen its academic profile and institutional impact by developing study programs, research activities and partnerships that respond to societal needs, labor market developments and the principles of the European Higher Education Area.

Objectives

DARDANIA College aims to fulfil the following objectives:

1. To provide quality higher education in accordance with national legislation, institutional capacities, labor market needs and European higher education standards.
2. To develop students academically, ethically and to qualify them professionally by equipping them with the knowledge, skills, and competencies necessary for the labor market, active participation in society, lifelong learning, and to be prepared for the challenges of contemporary society.
3. To strengthen scientific and applied research capacities in order to contribute to the development of knowledge, evidence-based practice and the addressing of social, economic and institutional challenges.
4. To promote student-centered learning through interdisciplinary approaches, contemporary teaching methodologies, critical thinking, problem solving, digital competence and practical engagement.
5. To contribute to the sustainable development of Kosovar society through the education of responsible graduates who can serve public institutions, the private sector, civil society and the wider community.
6. To enhance the quality of social, cultural, institutional and economic life through education, research, professional expertise and cooperation with relevant stakeholders.
7. To implement the principles of the Bologna Declaration and the European Higher Education Area by ensuring and promoting transparency, comparability, quality assurance, student mobility, recognition of qualifications and alignment of study programs with clearly defined learning outcomes.

8. To strengthen local and international cooperation through partnerships with higher education institutions in the EU and beyond, public institutions, professional organizations, employers, alumni, civil society organizations and international partners.

Values

Student-Centered Learning

Students are placed at the centre of the learning process through active participation, critical thinking, independent learning, and support for academic and professional development. Teaching approaches are designed to respond to students' diverse needs and to support their academic progress, personal development, and employability.

Academic Freedom and Autonomy

Academic freedom is respected in teaching, research, scholarly discussion, and professional expression, within the principles of responsibility, integrity, and applicable legislation. Institutional autonomy and the professional independence of academic and administrative staff are exercised in accordance with applicable legislation, institutional regulations, and recognised standards of higher education.

Integrity

Honesty, transparency, accountability, fairness, and ethical conduct guide academic, research, administrative, and institutional activities. Academic integrity is safeguarded through policies and procedures addressing plagiarism, academic misconduct, conflicts of interest, discrimination, and other forms of unethical behaviour.

Social Responsibility

Responsibility towards society is reflected in the institution’s contribution to social, cultural, economic, and community development, as well as in the encouragement of socially responsible behaviour among students and staff. Students and staff are encouraged to apply their knowledge and competencies in addressing social, economic, cultural, and community needs and promote socially responsible behavior in institutional activities and partnerships.

Inclusivity

Equal opportunity, respect for diversity, non-discrimination, and equitable participation are fundamental principles of institutional life with an accessible and supportive environment for

students and staff regardless of their social, economic, cultural, or other backgrounds, with particular attention to under-represented and vulnerable groups.

Excellence

Continuous improvement and high standards in teaching, research, student support, professional development, and institutional management underpin the pursuit of excellence.

Collaboration

Cooperation among students, staff, alumni, employers, external stakeholders, and academic partners strengthens knowledge exchange, institutional development, and societal relevance.

Sustainability

Sustainable institutional development is pursued through responsible use of resources, long-term planning, and consideration of social, economic, and environmental impacts.

Community Engagement

Active engagement with the community is encouraged through partnerships, volunteering, awareness activities, professional expertise, and initiatives responding to community needs. Community engagement is regarded as an integral part of the institution's mission alongside teaching and research.

It is important to note that DARDANIA College as a Higher Education Institution (HEI), it has always been licensed, and has offered accredited study programs throughout the years. In addition, it has responded to competition with quality work, respecting the legislation in force, and it has ensured maximum financial transparency by ordering independent internal and external audits. Through its study programs at different levels, DARDANIA College has produced graduates who have successfully continued and completed further studies, including doctoral-level education, at higher education institutions in Kosovo, across Europe, and beyond. Moreover, throughout the years, DARDANIA College has ensured sustainability by continuously investing in the facilities on its property, and promoted a constantly open competition for the engagement of qualified and quality academic staff. Through its sustained commitment to academic quality and institutional development, DARDANIA College has built a reputation as a credible and reliable higher education institution.

Strategy for the realization of the Mission

To achieve its mission, DARDANIA College pursues a strategy of sustainable institutional development based on the integrated advancement of teaching and learning, scientific and applied research, community engagement, quality assurance, human resources, digitalization, infrastructure, financial sustainability and international cooperation. DARDANIA College is a private higher education institution with experience in delivering Bachelor and Master level study programs and is preparing its academic and institutional capacities for the forthcoming accreditation cycle. Our institution aims to strengthen student-centered and practice-oriented education, align its academic development with societal and labor-market needs, enhance research capacity and the application of research in practice, and deepen cooperation with academic institutions, employers, public institutions, civil society and other relevant stakeholders. Through stronger local, regional and international partnerships, particularly within the European Higher Education Area and the European Research Area, the institution seeks to increase academic cooperation, mobility, research participation and institutional visibility. These priorities are translated into measurable strategic objectives, operational actions, responsible structures, timelines, financial provisions and performance indicators, enabling the institution to monitor implementation and continuously improve its contribution to the academic, professional, social, cultural and economic development of Kosovo.

STRATEGIC PLAN OF DARDANIA COLLEGE

2026-2030

Introduction

DARDANIA College is a private institution in the provision of higher education. Under its umbrella, the College currently develops teaching activities with students who have fulfilled the statutory obligations in 3-year programs (BA) and continues the activity of accompanying graduate students of an MA academic unit. The College bears the institutional and civic responsibility in the proper education of the youth of the Republic of Kosovo, to prepare them as worthy and useful citizens for the needs of Kosovo. DARDANIA College aims to provide education for new students in the following programs accredited in the previous accreditation of study programs in 2019 as follows:

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

The goal of DARDANIA College is to provide education for new students in the future in the same educational fields as provided in the past e.g. economics, business and management, accounting and finances, psychology, social care, political science, and architecture. This Strategic Plan supports also the development of new study programs in other areas such as arts and design, as well as in informatics, computer science.

The goal of DARDANIA College, since its foundation and currently, is to promote academic and intellectual life and political, economic and social changes for the progress of the country and Kosovar society. DARDANIA College remains a credible and reliable institution in Kosovo and beyond for learning knowledge, training for research and practical training of new cadres for service in the community.

Diversity, students, programs and market needs for qualified people, increase the challenges for continuous development to keep up with market needs and to meet the needs of the economy in Kosovo and beyond. DARDANIA College, during the last years, has worked intensively on strengthening and expanding the institution, following the trends of higher education development in Europe and the USA. DARDANIA College stands out as a reliable and perspective institution in the development of study programs according to the Bologna System. In addition to the political and economic changes that the country has gone through, DARDANIA College has shown readiness 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 in recent years in the highest management structures within DARDANIA College clearly show that despite the difficulties that may be encountered in the process, the Board of Directors has taken the need for qualitative changes very seriously. After the analysis of needs (organizational, personnel, program, service, etc.) made according to the planned dynamics, the Strategic Plan of DARDANIA College 2026-2030 was produced. For the best organization and implementation of the planned activities for the benefit of quality improvement, the working group has systematized the activities into nine (9) main pillars, which are presented below.

Executive summary

This document redefines the strategic objectives, which will enable the provision of a genuine educational, educational and research-scientific environment, when aiming to increase the quality of services in teaching, learning and increasing the number of scientific-research publications in credible journals / Scopus, EBSCO, Google scholar etc., / in general. The Academic Council considers that with the implementation of this rewritten strategy, it will successfully achieve its educational, scientific, research and practical goals. This will be achieved by:

- Applying for institutional reaccreditation;
- Applying for reaccreditation of study programs;
- Implementing relevant standards, regulations and documentation responsibly;
- Ensuring transparency in the implementation of academic policies and with the qualitative selection of academic staff;
- Provide professional development of academic staff in contemporary teaching methodologies for the benefit of qualitative training of students;

- Ensure continuous student-teacher communication and vice versa with the aim of increasing the quality of teaching, learning and practical training;
- Stimulate scientific research of teachers and students;
- Integrate students into all processes related to their study, research and practical training work;
- Encourage 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 progress of work and processes within the College. Digitalization and timely provision of information facilitates the achievement of strategic objectives and enables the fulfillment of the mission. This revised strategy will be considered to meet the following goals:

- Advances administrative services (digital and physical) for students at the College;
- Makes information about all important activities at the College accessible;
- Enables participation in various student organizations in forums with local and international partner institutions;
- Provides 24/7 access to electronic platforms on the college campus.

The infrastructure and working tools at the College are modern and sufficient to achieve high performance. The College offers very good conditions for teaching and research work, which are considered an important basis for sustainable contribution of stakeholders within DARDANIA College.

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

- Harmonizing the teaching area in proportion to the number of students.
- Equipping classrooms and laboratories with modern tools and technology, depending on the needs of the program;

- Providing suitable environments for personal study and reading, by equipping the library with computers for access to E-libraries;
- Providing the necessary equipment to facilitate the process of obtaining information and learning for subjects with special needs;
- Ensuring infrastructural conditions for easy access of individuals with disabilities to the DARDANIA College campus and in receiving services from the DARDANIA College.

DARDANIA College attaches importance to the optimization of infrastructural resources and the increase of human resources which we consider will help in increasing the performance which we aim to be comparable with credible local and international institutions, and which also stems from the revised vision and mission of DARDANIA College.

The main component that makes it reliable is that the use of the college's resources is being done in an environment covered by adequate monitoring, follow-up and evaluation sufficiently minimizes the operational risk of the institution. The professional competence of the staff, the harmonization, the adaptation of policies for successful leadership and governance are factors on which we rely to ensure the fulfillment of strategic goals.

The quality of the approved policies enhances the aim of the Academic Council to:

- Strengthen the internal quality assurance system;
- Monitor, analyze and continuously evaluate the progress of work in the implementation of study programs;
- Reflect on the programs in implementation in the spirit of the findings from the continuous monitoring, follow-up and evaluation of the work according to the fields of activity / academic, scientific-research, administrative and management of DARDANIA College;
- Develop new and current programs, depending on the needs of the labor market;
- Continuously monitor and evaluate the engagement of academic staff in teaching, research and practical work;
- Respect the standards to harmonize the number of academic staff with the number of students for study courses and for student-centered teaching and effective learning;
- Apply contemporary methodology for active learning, the development of critical thinking and reflection as well as free expression of students;

- Respected feedback from advisory structures, which guide the completion or improvement of syllabi, courses and study programs;
- Cooperated closely with alumni and employers to review existing study plans and develop new programs.

All these changes aim to improve services at the DARDANIA COLLEGE in order to develop educational activities, research work and practical training of students, as well as to strengthen and increase cooperation with local and international institutions, to meet growing needs. The DARDANIA COLLEGE needs to increase the mobility of academic staff and students with various credible higher education institutions outside Kosovo in order to exchange academic experiences, and to provide quality services comparable to credible institutions from the European Higher Education Area. This is possible through programs such as Erasmus +, FP7, Cost Action, CEPUS, etc. Within the framework of stronger integration into the internationalization of the DARDANIA COLLEGE, the future goal remains the development and offering of programs in English, in programs that are perceived to be attractive to the market, to open joint programs with partner institutions.

Summary of strategic objectives and initiatives

DARDANIA College, in line with its vision and mission, has identified concrete strategic objectives, with the aim of advancing its competitive position to provide quality services without discrimination for the needs of the population of Kosovo. To this end, the College has identified priorities in accordance with the material, infrastructural, technical, logistical and human capacities, in order to meet the strategic objectives.

The priorities of DARDANIA College are:

- Increasing quality in education, scientific research and practical training;
- Creating a new model for quality education to better prepare DARDANIA College students for a changing world.
- Developing and implementing a new competitive model in teaching, research and services at the College with the aim of achieving a ranking among the top 8000 institutions in the world by 2035;

- Promoting scientific research and their publication in credible international journals /SCOPUS, Web of Science, etc;
- Increasing financial support by at least 10% and increasing investments will advance the creative scientific and research work of academic staff and students;
- Development and sustainability of programs based on the analysis of labor market needs at the national level but also seen through the prism of global competition, current and prospective trends in the development of jobs and needs will be followed to assess the sustainability of current programs and to project the needs for prospective programs in the college;
- Supporting the development of DARDANIA College by increasing resources to ensure appropriate conditions for the sustainable operation of the college;
- Investing in tools for successful work by increasing investments in priority areas, technology innovation, new equipment on campus, enrichment of the library fund as well as rational use of reading space in the library, reading rooms, and increasing the number of computers for reading the e-books in the library;
- Planning the investments towards the ongoing development of the e-library;
- Diversity as an ongoing process as our institution emphasizes the importance to the principles of diversity in its environment. The strategic orientation of the institution is to improve diversity to create a supportive and inclusive climate for all its members;
- DARDANIA College aims to continue to be at the service of society, the community and graduates in the Republic of Kosovo, the community and graduates;
- The study programs are designed to provide a skilled workforce for the needs of the market in Kosovo, by enabling graduates to work, to use distance education modalities and to continue with lifelong education;
- Globalization and internationalization of academic programs and student services in the academic units of DARDANIA College, with the aim to achieve competencies for certain professions and in the future to intensify the exchange and transfer of experiences outside the walls of the college /Extra mural work/.

Below we will present nine strategic areas identified and specified in the following plan set out in this rewritten strategy. Each strategic area is specified below in specific objectives for which strategic implementation activities are planned, along with tasks, indicators, deadlines, carriers of

activities, also identifying the necessary resources for their objectification. Careful planning of strategic initiatives that have been identified in DARDANIA College consist of areas with focus for fulfillment for the period 2026-2030. The rewritten strategic planning aims to be implemented continuously for the period 2026-2030, divided into annual action plans, respecting the planned dynamics with the possibility of concrete review year by year. The strategic initiatives listed in the 2026-2030 Strategic Plan have been rewritten in order for each to be specific and concrete, taking care to be feasible, not to repeat the strategic objectives and to ensure that the same can be successfully achieved in the operational plan.

1. Teaching and learning

a) Improving teaching and learning by using new, interactive and student-centred methodologies to foster greater involvement and deeper understanding.
b) Professional development and training of academic staff to improve their pedagogical skills and the use of technology in teaching.
c) Supporting and involving students in teaching and learning, practical work and research taking into account individual student needs (inclusion).
d) Using and integrating digital tools and online platforms to improve student experience and increase teaching efficiency.
e) Monitoring and evaluating learning through reliable systems to measure student progress and adapt the learning process.
f) In-service training and professional development of academic staff to improve their teaching skills for student-centered learning.

2. Scientific research

a) Development of research capacities of academic staff to conduct qualitative and important research according to academic fields.
b) Increasing the publication of scientific - research papers in Scopus and Web of Science, at least 2 papers per teacher, by the end of 2026.
c) Promoting research collaboration and creating partnership networks with other academic institutions, industry and the community to develop joint research projects.
d) Financing and supporting scientific research by providing financial and infrastructural resources for the implementation of research projects.

e) Innovating, applying and transforming research findings into products, services or policies that bring value to society and the college.
f) Encouraging and involving students in research projects.

3. Quality assurance and accreditation/re-accreditation

a) Developing a sustainable quality management system through the establishment and improvement of practices that guarantee continuous quality in all aspects of the professional activity of the College.
b) Preparing and fulfilling the standards for accreditation/re-accreditation of the institution and programs and implementing the criteria set by KAA and ENQA with precision.
c) Increasing the capacities for quality management, through training of academic and administrative staff in best practices for quality assurance and its documentation.
d) Continuous monitoring and evaluation of educational and administrative processes through mechanisms of self-assessment, internal monitoring and recommendations for improvements based on results.
e) Involving all stakeholders (engaging staff, community, students, administration, alumni, employers) in the evaluation and improvement process.
f) Documenting and transparently reporting quality outcomes through detailed and comprehensive reports that demonstrate the fulfillment of criteria and steps taken for improvement.

4. Level of studies and programs required by the market

a) Analysis and adaptation of study programs to the needs of the labor market
b) by studying employment requirements and industry trends to adapt the educational offer.
c) Development of new programs and improvement of existing ones in accordance with the needs of the labor market and the community;
d) Expansion of BA and MA levels of studies and provision of advanced opportunities for students to continue their studies at higher levels.
e) Cooperation with industry, local partners and involvement of businesses and institutions, in the development and evaluation of programs to ensure practical validity.
f) Preparation of students for the labor market and career development through the integration of professional practices, mentoring, and training in study programs.

5. Human resource development

a) Recruitment of new quality staff with high competencies and experience that respond to the needs of the college;

b) Professional development and continuous training through training programs, workshops, monitoring, to improve the skills and knowledge of staff (academic and administrative).

c) Performance management and motivation of human resources through the establishment of a performance evaluation system and mechanisms for evaluating and motivating/incentivizing staff that contribute the most.

d) Career planning and development of the leadership cadre through plans for professional advancement and the development of leadership capacities within the college.

e) Retention and retention of qualified staff through the creation of a stimulating and supportive work environment, to increase engagement and minimize turnover.

f) Improving communication and increasing cooperation within staff through the creation of an open and collaborative organizational culture.

6. IT system development

a) Synchronization of IT infrastructure through maintenance and updating of hardware and software equipment to ensure efficient and sustainable functioning.

b) Development and integration of digital platforms for teaching and administration through the implementation of learning management systems (LMS) and student registration and documentation management systems (DMS).

c) Cybersecurity and protection of data, information and privacy of users.

d) Support and training for the effective use of technology of academic and administrative staff, as well as students for the optimal use of IT tools and systems.

e) Ensuring equal access and support of users through the provision of technical support services.

7. Fiscal accountability and improvement of financial information of data

a) Updating of the financial reporting system for financial processing, recording and reporting.

b) Ensuring transparency and accuracy in the collection, control and verification of financial data.

c) Improving the capacities of finance and administration staff through training and professional development in data management and financial analysis.

d) Developing real-time financial reporting and monitoring mechanisms

8. Infrastructure development

a) Improving the technological infrastructure by updating IT programs to support academic and administrative processes.

b) Enriching the library with literature in foreign languages and developing and enriching the e-library with domestic and international literature.

c) Access for people with special needs by adapting facilities and equipment for easy accessibility.

d) Maintaining and managing the existing infrastructure according to a regular maintenance plan to ensure sustainable operation at low cost.

9. Globalization/internationalization

a) Developing partnerships and collaborations at national and international levels with universities, research institutions, organizations and companies abroad.

b) Increasing academic mobility and exchange of students and staff by creating opportunities for students and staff to study, research and train abroad.

a) Integrating international perspectives into academic programs and scientific research through the inclusion of global and comparative themes in teaching and research.

e) Promoting cultural diversity and multicultural interaction by creating an environment that fosters cultural exchange and welcomes international students and staff.

f) Developing institutional capacities for managing international processes through the creation of structures and policies that support the global activities of the college.

Monitoring, evaluation and reporting

The monitoring, evaluation and reporting of the Strategic Plan constitute an integral part of its implementation and are intended to ensure that strategic objectives are translated into measurable results, that progress is regularly assessed, and that timely corrective measures are undertaken where necessary. The monitoring framework is based on the Strategic Plan, the Action Plan, approved Key Performance Indicators (KPIs), institutional data, financial information and the Institutional Risk Assessment. In accordance with the KAA Accreditation Manual, the Strategic Plan is supported by defined timeframes, financial considerations, monitoring mechanisms, a detailed action plan and systematic monitoring of institutional performance indicators.

The Governing Council appoints, by formal decision, the Committee for Monitoring and Evaluation of the Strategic Plan, composed of representatives of institutional management, academic staff, administration, the Quality Assurance Office and students. The Committee coordinates the overall monitoring process in cooperation with the responsible academic and administrative units. Its mandate, responsibilities, reporting lines and frequency of meetings are defined in the respective appointment decision and/or terms of reference. The Committee reports regularly to the Rector and the Governing Council on the progress of implementation of the Strategic Plan and its Action Plan.

The Quality Assurance Office (QAO) provides technical and analytical support to the monitoring process by coordinating the collection, validation, consolidation and analysis of institutional performance data. The QAO works with the responsible units to ensure that monitoring is based on reliable and verifiable evidence. Data are obtained, where applicable, from the College's institutional information management system (DMIS) and central database, as well as from academic units, Finance, Human Resources, Student Affairs, research and international cooperation structures, administrative offices and other responsible units. The use of institutional information and data for strategic monitoring ensures that the Strategic Plan is directly connected to the institution's information management and quality assurance systems.

The Action Plan serves as the principal operational instrument for monitoring implementation. For each strategic objective and activity, the monitoring matrix defines, as applicable, the baseline, target, KPI, responsible unit, implementation period, planned financial resources, data source, means of verification and status of implementation. Academic and administrative units are

responsible for reporting on the activities assigned to them and for providing supporting evidence. Their reports include progress achieved, outputs and results, implementation challenges, financial implications, identified risks, lessons learned and recommendations for further action.

Monitoring is conducted at two principal levels. A semi-annual monitoring exercise, following the completion of the winter semester, assesses implementation progress and identifies activities requiring additional attention. An annual evaluation, conducted after completion of the academic year, provides a comprehensive assessment of progress against strategic objectives, KPIs, planned activities and budgetary provisions. In addition, a mid-term review is conducted during the strategic planning period to assess whether strategic priorities, targets and assumptions remain appropriate in light of institutional performance and developments in the higher education environment. A final evaluation is carried out at the end of the strategic period to assess the overall level of achievement and inform preparation of the subsequent Strategic Plan.

Monitoring is based on quantitative and qualitative evidence. Depending on the respective strategic objective, instruments may include statistical and administrative data, student and staff surveys, alumni and employer surveys, stakeholder consultations, interviews and focus groups, financial and budget execution reports, research and academic performance data, quality assurance reports, internal reports, recommendations from previous external evaluations and accreditation processes, and other relevant institutional evidence. External stakeholders, including alumni, employers, institutional partners and representatives of relevant professional and community organizations, are involved where appropriate through surveys, consultations, advisory structures and meetings. This supports the KAA requirement that institutional data and stakeholder feedback contribute to evidence-based decision-making and continuous improvement.

The monitoring process also incorporates financial and risk monitoring. The Committee reviews the implementation of planned activities in relation to approved financial allocations and considers significant differences between planned and actual expenditure in cooperation with the Finance Office. Risks that may affect the achievement of strategic objectives are monitored through the Institutional Risk Assessment, including the likelihood, impact, mitigation measures, responsible structures and status of identified risks. Where changes in financial conditions, accreditation processes, student demand, staffing, infrastructure, regulatory requirements or other relevant circumstances affect implementation, appropriate measures are proposed in accordance with

institutional procedures. This ensures that strategic planning remains linked with annual and long-term budgeting and risk assessment.

The monitoring and evaluation process follows a continuous improvement cycle. Where monitoring identifies deviations from targets, implementation delays, underperformance or emerging risks, the responsible unit proposes corrective measures. Corrective actions are documented together with the responsible structure, implementation deadline and expected result. Their implementation is subsequently monitored and the effectiveness of the measures taken is evaluated in the following reporting cycle. In this way, monitoring does not end with identification of deficiencies but follows the sequence of evidence and analysis (finding; decision; corrective action; implementation; verification of results) thereby ensuring that the quality improvement loop is effectively closed.

The Annual Strategic Plan Implementation Report is prepared by the Monitoring and Evaluation Committee with analytical support from the Quality Assurance Office and contributions from the responsible institutional units. The report includes an executive summary; progress by strategic objective; KPI performance against baselines and targets; status of Action Plan activities; financial implementation; identified risks; significant deviations; corrective actions undertaken or proposed; stakeholder feedback; and recommendations for the following implementation period. The report is submitted to the Rector and Governing Council for consideration and approval. The decisions and corrective measures arising from the report are communicated to the responsible units and incorporated into subsequent operational planning, budgeting and monitoring.

The Strategic Plan is reviewed annually, while formal amendments are undertaken only where monitoring results, significant institutional developments, changes in the higher education environment, financial conditions, regulatory requirements or other material circumstances demonstrate a justified need for revision. Any substantive amendment is documented and approved through the established institutional procedures. This approach enables the Strategic Plan to remain a stable medium-term framework while also functioning as a responsive and active management instrument, in accordance with the KAA requirement that strategic planning be regularly updated on the basis of operational developments, formative evaluation and the higher education context.

To ensure transparency and institutional accountability, an appropriate summary of the Annual Strategic Plan Implementation Report is public and communicated to the institutional community and relevant stakeholders. At the end of the strategic period, a comprehensive final evaluation assesses the extent to which the strategic objectives, institutional mission and intended outcomes have been achieved. The findings, lessons learned, stakeholder feedback and outstanding development needs constitute an evidence base for the preparation of the subsequent institutional strategy.

Action Plan 2026-2030

Strategic Areas

1. Strategic Plan (2026-2030): Teaching and Learning

Strategic Objective	Purpose	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Costs (€)
Improving the quality of teaching and learning	Apply contemporary, interactive and student-oriented methods	- Provide staff training in innovative teaching and assessment methods; - Development of new interactive modules	-Number of trainings; -Number of participants; -Trainings reports; -Feedback from students	2026-2030	Academic Development Coordinator, QAO, Center for Excellence, Innovation, and Academic Development (CEIAD), Academic Units	€ 9,293
Strengthening institutional culture	To familiarize staff with the institution's mission and objectives	- Organizing informational meeting sessions. -Strengthen participation of students, academic staff and administrative staff in institutional decision-making and quality assurance processes.	- Number of meetings held - Annual Survey - Participation rate of staff and students in relevant surveys ≥70% - Improvement in staff / student satisfaction indicators over the strategic period.	-2026–2030 continuous -Annual activities, surveys and improvement action	- HR Coordinator - Quality Assurance Committee - Vice-Rector for Academic Affairs and Quality	No additional cost – covered through existing institutional resources and regular staff responsibilities.

		-Conduct periodic institutional culture /satisfaction surveys and analyze results.				
Strengthening the culture of ethics, academic integrity and responsible conduct	To strengthen awareness, understanding and consistent application of the Code of Ethics and academic integrity principles among students, academic staff and administrative staff, while promoting a culture of responsible, transparent and ethical conduct.	-Organize awareness and orientation activities on ethics, academic integrity, plagiarism, discrimination and responsible conduct. -Maintain functional procedures for reporting, reviewing and addressing alleged ethical violations. -Periodically review the Code of Ethics	-Code of Ethics publicly available and communicated to all students and staff. -Ethics/integrity orientation provided annually. -All reported cases processed in accordance with established procedures and timelines. -Periodic review of the Code of Ethics and related regulations completed. -Evidence of preventive or improvement measures arising from ethics-related monitoring.	-Code of Ethics reviewed on January 2025 -Academic Staff Training Session: 12.02.2025 -Students Training Session: 26.02.2025 2026–2030 – continuous.	- Ethics Council Supporting role: -Rector -Deans -QAO -HR Coordinator -Student Council	No additional direct financial cost; implemented through existing institutional structures, regular staff responsibilities and institutional communication channels.
Improving institutional performance	Integrate the mission and objectives into daily work	- Practical exercises on the mission - Discussions on	- Reports from supervisors - Application of	(04.04.2025 – 21.04.2025)	Heads of units / relevant directorates	There is no cost.

		alignment with strategic objectives	concepts in daily work			
Advancing pedagogical innovation and student-centered teaching and learning.	To enhance the quality and effectiveness of teaching and learning through student-centered, interactive, research-based and technology-supported pedagogical approaches aligned with intended learning outcomes.	-Review institutional guidelines for teaching and learning; -Promote interactive, problem-based, research-based and digitally supported learning; -Encourage exchange of good teaching practices; -Periodically evaluate teaching methods through student and staff feedback; -Introduce improvement measures based on evaluation results.	-Institutional teaching and learning guidelines approved/reviewed; -Teaching staff experience exchange sessions; -Evidence of varied teaching methods in syllabuses; -Annual evaluation of teaching methods.	2026–2030 – continuous; framework/guidelines reviewed in the initial phase, followed by annual implementation and evaluation.	-Vice-Rector for Academic Affairs and Quality; -Quality Assurance Office; - CEIAD.	€ 6,164
Enhancing the digital and technological competencies of academic staff.	-Improve the digital skills of academic staff in the use of AI -Train academic staff in evaluating students' research papers	- Organize training on institutional digital platforms, learning technologies, digital teaching and assessment tools, research databases	- Percentage of academic staff participating in relevant digital-skills training - At least one structured digital/technology	September 2026 – continuous annually	IT Support, Quality Assurance Office, Human Resources Coordinator, academic units/program councils.	€ 6,069

		and relevant software. - Provide orientation on responsible and effective use of emerging technologies, including AI-supported tools, where applicable - Encourage the integration of appropriate digital tools into teaching and learning activities	training activity organized annually - Evidence of appropriate use of digital technologies in course delivery and assessment.			
Improving work quality and efficiency	Train staff in project-based learning (PBL)	- Design of the PBL training module - Interactive training (theory + practice) - Exercises with concrete cases	- % of staff trained - Pre/post training assessment test - Participant feedback	January 2027	- CEIAD. - QAO	€ 5,879
Stimulating successful students	To select the most successful students according to academic units.	Creating lists of exemplary students.	Number of scholarships awarded and financial aid	2026-2030	Students Services Office via DMIS data.	5% of total gross income € 114,012 for scholarships € 21,600 for financial aid
Continuous monitoring and improvement	Systematic evaluation of the	- Development of teaching evaluation mechanisms	Assessment reports Changes in grades and attendance	2026-2030	Rector’s office,	There is no cost.

	learning process and student results	- Periodic analysis of student results			Quality Committee, QAO, Deans of Academic units.	

2. Strategic Plan (2026-2030): Scientific Research Work

Strategic Objective	Purpose	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Cost (€)
Strengthening institutional capacities for scientific and applied research	To strengthen the institutional structures, policies, human capacities and coordination mechanisms required for the systematic development of scientific and applied research.	-Review and update the institutional research policy and research priorities; -Strengthen the Research Centre and related responsibilities; -Map the research expertise of academic staff; -Prepare annual research plans; -Support staff in project and research proposal development.	-Research policy/strategy reviewed and approved; -Annual research plan prepared; -Research expertise database updated annually; -Number of staff supported in research/project development.	2026–2030; institutional framework reviewed in 2026, followed by annual implementation and monitoring.	-Vice-Rector -Research Centre; -Academic units/program councils; -Quality Assurance Office for monitoring; -Finance Office where relevant.	€ 27,359
Enhancing the quality, relevance and impact of research outputs	To improve the quality, relevance, visibility and academic or professional impact of scientific and applied research produced by academic staff.	-Encourage publication in recognized scientific and professional journals; -Support conference participation and dissemination; -Provide methodological and publication training; -Promote applied research addressing societal and	-Number of peer-reviewed scientific/professional publications per year; -Percentage of academic staff with research outputs; -Number of conference presentations;	2026–2030; monitored annually.	-Research Centre; -Academic units; -academic staff;	€ 87,517

		professional needs; -Establish internal mechanisms for reviewing research performance;	-number of applied research outputs/projects; -Annual improvement in research output indicators.			
Strengthening the integration of research, teaching and student participation	To strengthen research-informed teaching and increase meaningful student participation in scientific and applied research activities.	-Encourage academic staff to integrate relevant research findings into teaching; -Involve students in staff research projects where appropriate; -Promote research-based assignments and projects; -Organize student research activities, -Workshops and presentations; -Encourage co-authorship	-Evidence of research-informed content in syllabuses/course delivery; -Number of courses incorporating research-based activities; -Number of students participating in research projects or research events; -Student feedback on research-based learning.	2026–2030; implemented continuously and reviewed annually.	-Academic staff; -Program councils; -Research Centre; -Vice-Rector for Academic Affairs and Quality.	€ 15,599
Expanding national and international research cooperation and externally funded projects	To expand collaborative research and increase participation in national, regional and international research and development initiatives.	-Establish and strengthen research partnerships with HEIs and research organizations; -Identify national and EU/international funding opportunities; -Develop joint project proposals; -Develop conferences and workshops; -Encourage collaborative publications and research	-Number of active research partnerships; -Number of joint research activities/projects; -Number of project proposals submitted annually; -Number of collaborative publications.	2026–2030; annual targets and review.	-Research Centre; -International Relations Office; -Academic staff; -Rectorate -Finance Office for funded-project management.	€ 77,997 + €31,699 for conferences and workshops.

		activities; -Participate in research networks, conferences and consortia; -Maintain a register of project applications and partnerships.				
Strengthening institutional support, infrastructure and financing for research	To ensure adequate financial, technological, informational and professional resources for sustainable implementation of institutional research objectives and publication of textbooks.	Maintain an approved annual research budget; -Allocate resources for publications, conferences, research training, databases, software and equipment; -Provide seed funding for selected research activities where feasible; -Improve access to electronic research resources; -Periodically assess research-resource needs.	-Annual research budget formally approved; -Research expenditure monitored annually; -Percentage/amount of institutional expenditure allocated to research; -Number of staff receiving research support. -Number of external research collaborators.	2026–2030; budget approved and reviewed annually.	-Governing Council; -Rector; -Finance Office; -Research Centre -Library and Learning Resources; -IT Office.	€ 20,719 + €3,620 for development and publication of Dardania Journal. + €34,319 for external research collaborations
Strengthening the monitoring, recognition and dissemination of research performance	To establish systematic monitoring of research performance, recognize research excellence and ensure transparent dissemination of institutional research achievements.	-Establish and monitor research KPIs; -Maintain an institutional research-output database; -Prepare and publish an Annual Research Performance Report; -Analyze research performance by staff/unit; -Recognize high-quality	-Research KPI framework operational; -research database updated annually; -Annual Research Performance Report prepared and published; -percentage of	2026–2030; data updated continuously, formal evaluation and reporting annually.	-Research Centre -Quality Assurance Office; -Academic units; -Rector/Vice-Rector -Communication and Public Relations Office; -IT Office	No additional costs

		research and professional achievements; -Use monitoring results for planning and improvement; -Disseminate research achievements through the institutional website and other channels.	academic staff with recorded research outputs; -number of rewarded research achievements; -research information publicly updated.			
Strengthen Academic Integrity and Prevent Plagiarism	To promote a culture of academic honesty, ensure originality in academic work, and prevent plagiarism among students and academic staff.	1. Develop or update the institutional policy on plagiarism and academic integrity. 2. Organize awareness sessions and workshops for students and academic staff. 3. Integrate plagiarism prevention and academic writing skills into study programs. 4. Introduce plagiarism detection software for student assignments, dissertations, and research publications. 5. Establish clear procedures for reporting, investigating, and addressing plagiarism cases. 6. Monitor implementation and evaluate the effectiveness of prevention measures.	- Plagiarism and academic integrity policy approved and implemented. - At least 80% of students and academic staff participate in awareness activities. - At least 90% of study programs include academic integrity guidance. - Plagiarism detection software available and used across academic units. - Annual reduction in confirmed plagiarism cases, interpreted alongside reporting and detection rates. - Annual academic integrity report prepared and submitted to	Short term (0–6 months): Review policy, assess needs, and select software. Medium term (6–12 months): Deliver training and implement detection procedures. Long term (12–24 months): Monitor results, evaluate impact, and improve procedures annually. (2028 – 2030)	- Rector Office; - Quality Assurance Office; - Academic Staff: - IT Department: Support software implementation and user access; - Ethics Committee (Review reported cases in accordance with institutional procedures)	€ 27,899

			management.			

3. Strategic Plan (2026-2030): Quality Assurance and Accreditation/Re-accreditation

Strategic Objective	Purpose	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Cost (€)
Strengthening a sustainable institutional quality assurance and continuous improvement system	To strengthen an integrated, sustainable and evidence-based quality assurance system that supports continuous improvement across all academic, administrative and support functions of Dardania College.	- Review and update the institutional Quality Assurance Policy and related procedures; -Strengthen the role and coordination of the Quality Assurance Office and Quality Assurance Committee; -Maintain an annual QA cycle; -Establish and monitor institutional and program-level KPIs; -Systematically collect and analyze institutional data; -Prepare annual quality reports and improvement plans.	QA Policy and procedures reviewed and formally approved; -Annual QA calendar implemented; -Institutional and program KPIs monitored annually; -Annual QA report prepared; -Percentage of planned QA activities completed.	2026–2030 – continuous. Initial review/update of framework in 2026; annual implementation, reporting and improvement thereafter.	**Lead:** Quality Assurance Office. **Oversight:** Rector, Vice-Rector for Academic Affairs and Quality, Quality Assurance Committee. **Contributors:** academic units/program councils, Student Affairs, HR, Finance, Research, administration and other relevant units.	There is no cost.
Strengthening evidence-based monitoring, stakeholder participation and transparency in quality assurance	To ensure that quality-related decisions are based on reliable institutional data and systematic feedback from	-Conduct systematic student, academic staff and administrative staff evaluations; -Conduct employer and alumni surveys; -Gather stakeholder	Annual survey cycle implemented; response rates monitored; annual analyses of student progression and performance completed; stakeholder consultations	2026–2030 – annual and continuous.	Quality Assurance Office; Quality Assurance Committee; IT/Data Management; Student Affairs; Career and Alumni Office; program councils; External	No significant additional cost where institutional systems are used.

	students, staff, alumni, employers and other relevant stakeholders.	feedback on programs and institutional services; -Analyze student progression, success, retention, completion and graduate employment data; -Maintain quality-related data in the institutional information system; -Involve stakeholders in QA sessions, program reviews and consultations; -Internal publishing of appropriate QA results and improvement actions.	documented; students and external stakeholders represented in QA processes; annual QA results communicated; percentage of improvement actions arising from stakeholder feedback implemented.		Stakeholder Advisory Board; Student Council.	
Ensuring institutional readiness and compliance for accreditation and re-accreditation	To ensure continuous institutional compliance with applicable KAA standards and timely, evidence-based preparation for institutional accreditation and re-accreditation processes.	- Conduct institutional gap analysis against KAA standards and indicators; establish an accreditation working group; prepare an institutional accreditation evidence matrix; collect, review and organize supporting documentation; draft and internally review the institutional Self-Evaluation Report (SER); conduct internal/mock reviews; prepare management, staff, students and stakeholders	- Institutional gap analysis completed; percentage of KAA standards/indicators internally assessed; evidence matrix completed and updated; SER completed and approved within the required timeframe; accreditation documentation submitted on time; internal/mock review conducted; identified gaps addressed before submission; evidence repository operational.	2026–2027: intensive accreditation preparation and submission, followed by continuous compliance monitoring 2027–2030, subject to the applicable KAA accreditation cycle.	Rector; Institutional Accreditation Working Group; Quality Assurance Office; Vice-Rector for Academic Affairs and Quality; Secretary General; heads of academic/administrative units; Governing Council and Senate where approval is required.	No significant additional cost where institutional structures are used.

		for the expert visit; coordinate submission of required documentation; maintain accreditation evidence systematically.				
Ensuring quality development, periodic review and accreditation/re-accreditation of study programs	To apply for reaccreditation of study programs and accreditation of new study programs, and ensure that they are systematically designed, internally approved, periodically reviewed and continuously improved in accordance with the institutional mission, KAA standards, qualifications frameworks, labor-market needs and stakeholder expectations.	Establish/review procedures for program design and approval; conduct curriculum and learning-outcome reviews; verify ECTS allocation and student workload; map learning outcomes, teaching methods and assessment; benchmark programs with comparable EHEA programs; involve academic staff, students, alumni and employers; conduct labor-market analysis where relevant; prepare program SERs; finalize program accreditation files and evidence; conduct internal pre-accreditation review; prepare for program-level expert visits.	100% of programs undergo formal internal QA prior to submission; curriculum-review reports completed; learning-outcome/assessment/ECTS matrices completed; stakeholder consultations documented; program SERs and files completed within deadlines; identified improvements implemented prior to submission; program monitoring reports prepared annually after program commencement.	2026–2027: program development/accreditation preparation for bachelor programs (psychology, social care, political science), and master (public administration). 2029-2030: two additional study programs development/accreditation preparation (business management, arts and design, or computer science). 2028–2030: annual program monitoring and improvement, according to actual accreditation and delivery timelines.	Rectorate; Senate; Vice-Rector for Academic Affairs and Quality; Program holders, Program councils; Curriculum and ECTS Committee; Quality Assurance Office; Academic staff; External Stakeholder Advisory Board; Student Council/ representatives; Alumni Representatives.	€ 73,000 + € 2,200 for preparation for the visit of experts on sites.
Strengthening institutional capacity and quality culture	To strengthen the competencies, awareness and shared responsibility of	Organize training on KAA standards, ESG principles, internal QA procedures, program monitoring, learning	Annual QA capacity-development program implemented; number/percentage of relevant staff participating	2026–2030 – annually and according to accreditation needs.	Quality Assurance Office; Vice-Rector for Academic Affairs and Quality; CEIAD; HR Coordinator; program	€ 5,000

	academic staff, administrative staff, management and students for quality assurance and continuous improvement.	outcomes, ECTS, assessment and evidence management; provide QA orientation for newly employed staff; organize workshops for program holders and committees; strengthen student understanding of their role in QA; share good practices across academic and administrative units.	in QA training; program holders trained before accreditation processes; student representatives trained in QA participation; feedback from training evaluated; documented improvement in QA implementation across units.		councils; Teaching and Learning Support; Student Council.	
Systematic implementation and monitoring of external evaluation recommendations	To ensure systematic, documented and timely implementation of recommendations arising from KAA accreditation/re-accreditation processes and other relevant external evaluations.	Establish a recommendation/action register after each external evaluation; assign each recommendation to a responsible structure; define corrective actions, deadlines, KPIs and evidence; integrate recommendations into operational plans and budgets; monitor implementation semi-annually; report progress to the Rector and Governing Council; incorporate results into subsequent SERs and strategic reviews.	- 100% of external recommendations entered into the institutional action register; responsible unit and deadline assigned to each recommendation; percentage of recommendations implemented within deadline; evidence available for completed actions; semi-annual progress reports prepared; results reflected in subsequent SERs.	2026–2030 – continuous, immediately following each external evaluation.	Rector; Quality Assurance Office; Quality Assurance Committee; responsible academic and administrative units; Governing Council/Senate where applicable.	Mainly internal expertise and institutional resources.

4. Strategic Plan: Development of Study Programs 2026-2030

Strategic Objective	Purpose	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Cost (€)
Evidence-based alignment of the study program portfolio with labor-market and societal needs	To ensure that institutional decisions concerning existing and prospective study programs are based on systematic evidence regarding labor-market developments, societal needs, student demand and the strategic positioning of Dardania College.	Conduct comprehensive labor-market and educational-demand analyses; analyze employment trends and skills requirements; survey employers, prospective students, alumni and relevant professional organizations; analyze competing and comparable programs in Kosovo and the EHEA; identify emerging fields and competencies; prepare periodic recommendations concerning the institutional program portfolio and enrolment capacities.	Comprehensive market/needs analysis completed and periodically updated; employer and prospective-student consultations conducted; number of sectors/professions analyzed; program-demand data available; comparative program analysis completed; recommendations on program portfolio submitted to institutional governing bodies; evidence that program-development decisions are based on market/needs analysis.	2026: comprehensive baseline market analysis. 2027–2029: annual monitoring/update. 2028: mid-term review. 2030: comprehensive portfolio review for the next strategic period.	Rector; Vice-Rector for Academic Affairs and Quality; Quality Assurance Office; academic units/program councils; Career and Alumni Office; External Stakeholder Advisory Board; Students council representative	€ 4,893 for a comprehensive external/internal market analysis, with annual updates primarily undertaken through existing institutional resources.
Developing and continuously improving high-quality, market-relevant study programs	To develop and continuously improve study programs that are academically coherent, aligned with the institutional mission and	Develop/revise program objectives and learning outcomes; review curricula, course structure, ECTS, teaching and assessment methods; benchmark against comparable accredited EHEA	100% of new programs undergo documented internal design and approval procedures; programs learning outcomes mapped to curricula and assessment; benchmark analysis completed for	2026–2028: development and accreditation preparation for planned programs. 2028–2030: monitoring, evaluation and	Vice-Rector for Academic Affairs and Quality; program holders; programs councils; Curriculum and ECTS Committee; Quality Assurance	€ 3,596

	strategic priorities, responsive to societal and labor-market needs, and comparable with relevant programs in the EHEA.	programs; incorporate employer, alumni, student and subject-expert feedback; integrate emerging professional, digital and interdisciplinary competencies; conduct internal QA review and formal institutional approval before accreditation submission; periodically review existing programs after implementation.	each program; internal and external stakeholder consultations documented; annual program KPIs established; periodic program-review reports completed; documented curriculum improvements resulting from stakeholder feedback.	continuous improvement following commencement.	Office; academic staff; External Stakeholder; external subject experts where required.	
Strategically diversifying the Bachelor and Master study program portfolio	To progressively develop a balanced and sustainable portfolio of Bachelor and Master programs in fields where demonstrable student demand, labor-market relevance, academic capacity and institutional resources exist.	Identify potential new BA and MA programs based on market analysis; conduct program -specific feasibility studies; assess availability of qualified program holders and academic staff; assess financial sustainability, facilities, library, IT and other resource requirements; determine justified enrolment quotas; prioritize programs according to institutional mission and capacity; submit only programs that meet	Feasibility study completed before development of each new program; documented evidence of student and employer demand; qualified program holders identified before accreditation submission; five-year financial sustainability plan prepared for each program; infrastructure/resource assessment completed; proposed enrolment quota justified; number of programs	2028–2030: identification, feasibility and development of existing and new programs.	Rector; Senate; Governing Council; Vice-Rector for Academic Affairs and Quality; program - development working groups; Quality Assurance Office; Finance Office; HR Coordinator; Library and IT; relevant academic units.	€ 3,180

		internal readiness criteria for accreditation.	developed/accredited in accordance with the approved institutional plan.			
Strengthening practical learning, employability and students' transition to the labor market	To enhance students' employability and professional readiness by integrating practical experience, career development, transferable skills and systematic cooperation with employers into the student learning experience.	Strengthen practical/internship components of programs; establish and maintain agreements with employers and professional organizations; provide academic and workplace mentors for internships; organize career guidance, CV/interview preparation and employability workshops; organize employer presentations, career events and networking opportunities; involve practitioners in teaching and student projects where appropriate; promote project-based and problem-based learning linked to real professional challenges.	Percentage of applicable programs with structured internships/practical learning; number of active employer/practice agreements; percentage of eligible students completing practical training; number of career-development activities annually; number of employers/practitioners involved in teaching, projects or career activities; student satisfaction with practical learning; employer feedback on student competencies.	2026–2030 – continuous, with full implementation alongside the commencement of accredited programs.	Career and Alumni Office; academic units/program councils; Student Affairs; internship/practice coordinators; External Stakeholder; employers and partner organizations.	Approximately € 4,680 annually for career events, employer engagement, employability workshops and student-facing activities. Internships should primarily be delivered through institutional partnerships; + € 2,496 for diversity.
Strengthening graduate tracking and employer/alumni feedback for	To establish systematic evidence on graduate outcomes and employer	Establish/update the alumni and graduate database; conduct graduate tracer studies; survey employers	Graduate/alumni database operational and annually updated; graduate tracer study conducted periodically;	2026: system/methodology established. 2027–2030: annual data update and	Career and Alumni Office; Quality Assurance Office; program councils; Student	Primarily existing institutional resources and information

program and portfolio development	perceptions and use these findings to improve curricula, program relevance, career support and future program - development decisions.	regarding graduate competencies; analyze graduate employment, further study and career development; organize alumni/employer focus groups; present findings to program councils and institutional management; translate findings into program and career-support improvement actions.	employer survey conducted periodically; graduate employment data available by program; alumni/employer consultations documented; number of program improvements arising from graduate/employer feedback;	periodic tracer/employer studies; full implementation as new cohorts graduates.	Affairs/Registrar; External Stakeholder Advisory Board; IT/Data Management.	systems; € 2,560 for Alumni Fund.

5. Strategic Plan: Human Resources Development 2026-2030

Strategic Objective	Purpose	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Cost (€)
Ensuring strategic workforce planning, transparent recruitment and sustainable staffing capacity	To ensure that Dardania College maintains an adequate, qualified and sustainable academic and administrative workforce aligned with its study programs institutional development priorities and	Prepare and annually update a Human Resources/Staffing Plan; Determine staffing needs by program and administrative unit; maintain staffing projections linked to student enrolment; ensure transparent recruitment procedures; verify academic qualifications and	Annual HR/Staffing Plan approved; 100% of recruitments conducted through approved transparent procedures; At least 50% of academic staff involved in program delivery are employed full-time; required full-time doctoral staff available for each program/student group and each 60 ECTS; student-to-full-time-academic ratio	2026–2030 – annual planning and continuous monitoring. Staffing needs assessed before program accreditation/commencement and reviewed each academic year.	Rector's office; HR Office; program councils; Secretary General; relevant selection and promotion committees.	Note: Staff salaries and contractual costs are incorporated into the annual five-year institutional operational budget. € 320,840 for recruitment of new academic staff and their work engagement. +€ 1,260 for publication of job vacancies announcements.

	KAA requirements.	field compatibility; maintain adequate proportions of full-time staff; monitor student–staff ratios and teaching workloads; maintain succession and replacement planning for critical positions; provide clear job descriptions and conditions of employment.	maintained at ≤1:30; percentage of positions filled according to approved staffing plan; annual workload analysis completed; staff qualifications documented and verified.			
Strengthening continuous professional development of academic and administrative staff	To continuously strengthen the academic, pedagogical, research, digital, professional and administrative competencies of staff in accordance with institutional needs.	Conduct annual training-needs assessments; prepare an Annual Staff Professional Development Plan; provide training in teaching methodologies, learning outcomes, assessment, ECTS, QA, digital skills, research methods, project development and academic integrity as needed; provide specialized professional development for administrative staff; support participation	Annual professional-development plan approved and implemented; training-needs assessment conducted annually; percentage of academic and administrative staff participating in professional development; at least 2 structured internal professional-development activities annually; 100% of newly appointed staff completing institutional onboarding; participant feedback collected and improvement actions documented.	2026–2030 – annually and continuously.	CEIAD; HR Office; Vice-Rector for Academic Affairs and Quality; Quality Assurance Office; Research Center; IT.	€ 8,120

		in conferences, seminars, mobility, study visits and professional networks; establish mentoring for newly employed and junior academic staff; provide structured onboarding for new academic and administrative staff.				
Strengthening performance evaluation, career advancement, recognition and staff motivation	To establish a fair, transparent and evidence-based system for evaluating staff performance, supporting career advancement, recognizing excellence and encouraging continuous improvement.	Implement annual academic and administrative staff performance evaluation; include student feedback, supervisor evaluation, peer feedback and self-assessment for academic staff; incorporate student and academic staff feedback into administrative staff evaluation; ensure transparent academic promotion and reappointment procedures; recognize excellence in teaching, research, institutional service	100% of eligible academic and administrative staff evaluated annually; academic evaluation includes student, peer and self-assessment components; individual development needs documented; promotion/reappointment decisions supported by documented evidence; staff satisfaction with performance-management procedures periodically assessed.	**2026:** review/strengthening of performance-evaluation framework. 2027–2030: annual implementation and improvement.	Rector; HR Coordinator; Academic Staff Selection/Promotion Committee; Vice-Rector for Academic Affairs and Quality; Quality Assurance Office; heads of relevant units.	€ 4,220

		and community engagement; link evaluation findings to professional development, reappointment and advancement where applicable.				
Developing leadership, management capacity and staff career progression	To strengthen institutional leadership and management capacity while providing staff with transparent opportunities for professional growth, increased responsibility and career progression.	Identify leadership and management competency needs; organize training for academic and administrative managers in strategic management, quality assurance, people management, budgeting, communication, change management and decision-making; develop succession plans for key academic and administrative positions; promote mentoring between experienced and junior staff.	Leadership competency needs assessed; at least one structured leadership/management-development activity annually; percentage of staff in managerial positions participating in relevant development activities; succession plan established for key positions; number of internal mentoring arrangements; number/percentage of leadership positions supported by internal succession planning.	2026–2030 – progressive implementation, with leadership-needs assessment in 2026 and annual development thereafter.	Rector; Governing Council where relevant; HR Office; Vice-Rectors; Secretary General; heads of academic and administrative units.	€ 5,770
Updating DMIS (internal developed information	To improve the efficiency, transparency, accuracy and accessibility of	Develop or upgrade the HR module within the institutional information system;	Electronic HR database operational; annual HR KPI report/dashboard produced; staffing ratios and qualification data	2026–2030: system development/upgrading and data consolidation.	HR Office; IT Office; Secretary General; Quality Assurance Office; Finance Office where	€ 4,950

system) with HRM modules for better efficient monitoring.	human resources management through digital processes.	maintain electronic personnel records; monitor staffing profiles, qualifications, workloads, training, turnover and staffing ratios.	available for accreditation purposes; reduction in manual/duplicated HR processes; access controls/data protection procedures implemented.	2030 and onward**:** full implementation and continuous improvement.	payroll/financial integration is relevant.	

6. Strategic Plan (2026-2030): Digitalization and IT Development

Strategic Objective	Purpose	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Cost (€)
Modernizing and ensuring the reliability of IT infrastructure and institutional networks	To maintain a secure, reliable and sufficiently scalable IT infrastructure that supports teaching, learning, research, administration and institutional growth.	Conduct a comprehensive technical audit of the institutional computer network and IT infrastructure; assess servers, network equipment, wireless coverage, workstations, internet capacity, power protection and IT equipment; upgrade network switches, routers, access points and other critical components where required; establish an equipment replacement and maintenance cycle; maintain an up-to-date IT asset inventory; periodically review infrastructure capacity against student and staff numbers.	Comprehensive IT/network audit completed; annual IT infrastructure maintenance plan implemented; percentage of identified critical network deficiencies resolved; IT asset inventory updated annually; network availability/uptime monitored; internet and wireless coverage available in all required academic and administrative areas; annual infrastructure review completed.	**2026:** comprehensive network and infrastructure audit and priority upgrades. **2027–2030:** phased update, maintenance and annual review.	IT Office; Secretary General; Rector's office; Finance Office; relevant academic and administrative units.	€ 15,370
Strengthening and integrating institutional digital platforms and information	To strengthen an integrated institutional information environment that supports efficient	Further develop the institutional information system DMIS; integrate academic records, student services, QA, HR, finance, research and other relevant modules where	Core institutional modules operational and interconnected; percentage of key academic/administrative processes supported digitally; central institutional database	**2026:** mapping of existing platforms and integration needs. **2027–2028:** priority module development/integration. **2029–2030:** optimization,	IT Office; Rector; Secretary General; Quality Assurance Office; Student Affairs/Registrar; Finance Office; HR; academic units.	€ 5,870

management systems	academic and administrative processes, reliable data management, communication, quality assurance and evidence-based decision-making.	feasible; reduce duplicate/manual data entry; introduce standard reporting and KPI dashboards; improve data exchange between institutional units; ensure differentiated user access according to role; maintain accurate and updated institutional databases.	updated regularly; automated/standardized institutional reports available; KPI reporting supported by institutional data; reduction in duplicate/manual records; user-access roles defined; annual system-development plan implemented.	automation and continuous improvement.		
Ensuring equitable digital access, accessibility and responsive technical support	To ensure that students and staff have reliable, equitable and accessible access to the digital infrastructure, software, systems and technical support required for their academic and professional activities.	Ensure adequate access to computers, internet connectivity, institutional systems and licensed software; provide technical assistance through clearly defined support channels; monitor availability and response times of IT support; identify accessibility needs of students and staff with disabilities or other specific requirements; adapt digital services where feasible; maintain access to institutional digital resources on and off campus where appropriate; regularly assess user satisfaction and access barriers.	Required institutional systems accessible to authorized users; adequate computer and software access available for program needs; IT support requests recorded and monitored; average response/resolution time monitored; user satisfaction with IT support evaluated annually; accessibility needs periodically assessed; identified access barriers followed by improvement actions.	2026–2030 – continuous, with annual review.	IT Office; Student Affairs; Vice-Rector for Academic Affairs and Quality; Quality Assurance Office; Library; relevant student-support structures.	€ 3,180

7. Strategic Plan (2026-2030): Fiscal Accountability and Improving Financial Information

Strategic Objective	Purpose	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Cost (€)
Strengthening integrated financial planning, budgeting and institutional sustainability	To strengthen short-, medium- and long-term financial planning and ensure sustainable allocation of resources in accordance with institutional priorities and strategic objectives.	Prepare and annually update the institutional budget and five-year financial plan; link the budget directly to strategic objectives and annual operational plans; prepare program-level five-year financial sustainability plans; develop revenue and expenditure projections based on enrolment scenarios; monitor liquidity, reserves and financial risks; introduce annual budget revisions where justified; ensure identifiable allocations for research, QA, IT, HR development, infrastructure and student support.	Annual institutional budget approved; five-year financial plan updated annually; 100% of study programs supported by five-year financial plans; strategic objectives linked to identifiable budget lines; annual revenue/expenditure forecast prepared; budget assumptions and enrolment scenarios documented; financial sustainability and liquidity reviewed annually.	**2026:** establish/revise integrated financial planning framework. **2027–2030:** annual budgeting, monitoring and rolling five-year updates.	Steering Council; Finance Office; Secretary General; program management; Quality Assurance Office for strategic/KPI linkage.	No additional costs needed. Primarily existing institutional resources.
Modernizing and integrating the financial reporting and monitoring system	To improve the accuracy, timeliness and usefulness of financial information through integrated digital reporting and systematic	Upgrade, maintain, or further develop the financial information system; integrate financial information with relevant institutional management systems where feasible; establish	Financial reporting system upgraded; quarterly/annually management reports generated; budget-versus-actual reports produced regularly; percentage of financial	**2026–2027:** system development/upgrading and standardization of reports. **2028–2030:** full implementation, automation and continuous improvement.	Finance Office; IT Office; Secretary General; Rector's office; relevant budget-responsible units.	€ 1,720

	monitoring of revenues, expenditures, commitments and budget execution.	standard quarterly/ annually financial reports; develop budget-versus-actual reporting; introduce dashboards for management-level monitoring; monitor commitments before expenditure; automate recurring financial reports where possible; establish reliable digital records and audit trails.	transactions recorded within defined timelines; financial commitments monitored before payment; management dashboard available; year-end financial report completed within approved timeframe; reduction in manual/duplicate reporting processes.			
Strengthening financial transparency, accuracy and accountability	To ensure that financial information is reliable, traceable, transparent and available to authorized institutional decisionmakers and relevant stakeholders in accordance with applicable legal and institutional requirements.	Standardize financial reporting templates and accounting documentation; define responsibilities and approval levels for financial transactions; reconcile accounting records periodically; maintain evidence supporting all financial transactions; prepare annual financial execution and variance reports; communicate approved budgets and financial performance to governing structures; publish financial/audit information where required; ensure transparent	100% of financial transactions supported by appropriate documentation; periodic bank/account reconciliation completed; annual budget execution report prepared; material budget variances documented and explained; approved financial reports submitted to governing bodies; funding sources documented; audit findings related to inaccurate/incomplete records reduced and corrective actions implemented.	2026–2030 – continuous, with quarterly monitoring and annual formal reporting.	Finance Office; Secretary General; Rector; Governing Council; relevant budget owners.	Primarily existing institutional resources.

		documentation of funding sources and conditions.				
Strengthening internal financial control, risk management and audit	To strengthen preventive and detective financial controls, ensure responsible use of institutional funds and systematically identify and mitigate financial risks.	Adopt/review internal financial-control procedures; maintain segregation of financial duties and approval levels; establish a financial risk register; conduct periodic financial risk assessments; monitor budget deviations and commitments; establish internal control checks; ensure external financial audit if needed; monitor implementation of audit recommendations; report significant financial risks to institutional governing bodies.	Financial-control procedures formally approved; financial risk register updated annually; annual financial risk assessment completed; internal control checks documented; external financial audit conducted if needed; percentage of audit recommendations implemented within deadline; material budget deviations reviewed and explained.	2026: review/adoption of control and risk-management framework. 2027–2030: annual risk assessment, audit and follow-up.	Steering Council; Rector; Finance Office; Secretary General; responsible internal-control function/authorized officers.	€ 6,900 mainly for audit purposes.
Strengthening the professional and digital capacities of financial staff	To ensure that financial staff possess the professional, regulatory, analytical and digital competencies required for effective and accountable financial management.	Conduct annual financial staff training-needs assessment; organize training on financial planning, accounting, budget execution, financial reporting, internal audit preparation, internal controls, risk management and relevant digital systems.	Annual training-needs assessment completed; annual professional development plan for Finance staff implemented; at least one specialized financial-management training activity.	2026–2030 – according to system/regulatory developments.	Finance Office; HR Office; Secretary General; IT Office for system-related training.	€ 1,100

8. Strategic Plan (2026-2030): Infrastructure Development

Strategic Objective	view	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Cost (€)
Maintaining physical infrastructure and learning environments	To ensure that institutional premises, classrooms, learning spaces, staff workspaces and equipment remain adequate, functional, safe and appropriate for the delivery of accredited study programs, research and institutional activities.	Conduct a comprehensive assessment of premises, classrooms and equipment; align space capacity with planned student enrolment; progressively modernize classrooms and teaching equipment as needed; update appropriate furniture and presentation/teaching equipment if needed; maintain adequate workspaces for academic and administrative staff; periodically assess facilities against program requirements and student numbers.	Comprehensive infrastructure assessment completed; 100% of teaching spaces assessed against program needs; infrastructure/equipment inventory updated annually; classrooms equipped according to approved standards; adequate academic-staff workspace maintained; preventive maintenance plan implemented annually; annual report on infrastructure adequacy completed.	**2026:** comprehensive infrastructure assessment and priority interventions. **2027–2030:** phased upgrading, maintenance and annual review.	Secretary General; staff member responsible for infrastructure/resources; Rector's office; Finance Office; IT Office for technology-related equipment; academic units/program councils.	€ 37,000 for new equipment. + € 8,811 for property tax.
Strengthening library, learning and electronic information resources, and establishing	To ensure adequate, current and accessible physical and electronic library resources that support teaching,	Conduct program-by-program library-resource needs analysis; expand subscriptions to academic databases, journals and electronic	Annual program-level library needs analysis completed; adequate literature available for all program curricula; at least 50% of relevant titles literature from	2026–2027: priority collection, technological-resource and system development.	Library Officer; Vice-Rector for Academic Affairs and Quality; program councils; Finance Office; IT Office; Quality Assurance Office.	€ 29,655

and developing an institutional e-library	learning and research across all study programs.	resources; maintain reading and group-work areas with appropriate technological resources; update the electronic library catalogue and borrowing system; monitor library utilization; review opening/access hours according to student needs.	recognized publishers within the last 10 years, in line with KAA; electronic-resource subscriptions maintained; reading-room seating corresponding to at least 10% of students in each program; group-work capacity corresponding to the KAA requirement; electronic borrowing/return tracking system operational; library utilization monitored annually.	2028–2030: annual enrichment and review according to program needs.		
Ensuring accessibility and inclusive infrastructure for persons with disabilities and special physical needs.	To ensure equitable and dignified access to institutional premises, learning environments and services for students, staff and visitors with disabilities or specific accessibility requirements.	Conduct an institutional accessibility audit; identify physical barriers; install/modernize elevator access where necessary; ensure accessible entrances, circulation routes and learning spaces; periodically consult students/staff on accessibility needs.	Accessibility audit completed; percentage of identified priority accessibility barriers removed; elevator installed/modernized and operational; accessible routes to essential academic and administrative areas available; identified complaints/barriers addressed and documented.	2026: accessibility audit and technical planning. 2027–2030: major accessibility interventions. 2030 onward: monitoring, maintenance and further improvements.	Rector’s office; Secretary General; infrastructure/facilities responsible person; Finance Office; Student Affairs Office; Quality Assurance Office; external engineering/technical specialists where required.	€ 44,410 for elevator installment.

Digital learning and smart board investment	To invest in new equipment that provides students and academic staff with reliable smart equipment necessary for teaching, learning and research.	Define the technical and functional requirements Establish differentiated access for students, academic staff and authorized users.	assessment completed; percentage of study programs supported by relevant resources; user accounts/access system operational.	2027-2028: needs assessment, design, technical specification and resource mapping. 2028-2029: first investments 2029 -onward: full operationalization and integration of new equipment	Lead: Library Officer. Supporting: IT Office, Rector's office, program councils, Quality Assurance Office, Finance Office	€ 14,720

9. Strategic Plan: Globalization / Internationalization 2026-2030

Strategic Objective	Purpose	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Cost (€)
Strengthening strategic national, regional and international partnerships and academic networks	To develop sustainable and results-oriented partnerships with higher education institutions, research organizations, professional networks and other relevant partners that contribute to teaching, research, mobility, institutional development and	Identify priority HEIs and academic/research networks in Kosovo, the region and the EHEA; conclude cooperation agreements/MoUs supported by concrete action plans; periodically review existing agreements and discontinue inactive partnerships where appropriate; develop joint academic, research, training and mobility activities; participate in relevant	number of active national/international partnerships; 100% of new strategic MoUs accompanied by implementation/action plans; percentage of active agreements resulting in at least one concrete activity; number of joint academic/research activities; number of networks in which the College actively	2026-2027: mapping of existing partnerships and development of partnership criteria. **2027–2030:** expansion, implementation and annual evaluation of	Rector Office; Research and International Cooperation Office/structure; Vice-Rector for Academic Affairs and Quality; program councils; relevant academic staff.	€ 16,170

	international visibility.	higher education and research networks; maintain a central register of partnerships and their implementation.	participates; annual partnership implementation report prepared.	active partnerships.		
Expanding student, academic and administrative staff mobility	To progressively increase outgoing and incoming mobility opportunities for students and staff and ensure appropriate institutional support and recognition of mobility periods.	Identify and promote Erasmus+ and other mobility opportunities; establish mobility partnerships; publish mobility calls and information regularly; provide application and administrative support; develop/maintain procedures for recognition of ECTS and study periods; support staff mobility, study visits; facilitate incoming students and staff; collect participant feedback; analyze the academic/professional benefits of mobility and disseminate experiences internally.	Number of mobility agreements/opportunities available; number of outgoing students annually; number of incoming students annually; number of outgoing academic/administrative staff; number of incoming staff; ECTS recognition procedure operational; 100% of approved mobility periods processed according to recognition procedures; participant feedback collected.	2026-2027: mobility framework, procedures and partnerships strengthened. 2027–2030: progressive implementation and annual increase according to available opportunities and funding.	Research and International Cooperation Office/structure; Student Affairs; Vice-Rector for Academic Affairs and Quality; program councils; academic staff; Finance Office where co-financing is required.	€ 15,470
Internationalizing teaching, curricula and research	To systematically integrate European and international perspectives, academic practices and research cooperation into study programs,	Benchmark curricula against comparable accredited programs in the EHEA; incorporate relevant international literature, case studies and comparative perspectives into teaching; involve international or visiting academics where	100% of new programs benchmarked against comparable EHEA programs; number of guest/international lectures or seminars annually; number of joint research activities/publications	2026–2027: curriculum benchmarking and framework development. 2028–2030: implementation,	Vice-Rector for Academic Affairs and Quality; program councils Research and International Cooperation structure; academic	€ 7,053

	teaching and scientific activity.	feasible; promote joint lectures, seminars and virtual international activities; strengthen collaborative research with international partners; encourage international co-authorship, conference participation and joint project development; use staff mobility experiences to improve teaching and research.	with international partners; number of international conference/research-network participations.	monitoring and expansion.	staff; Quality Assurance Office.	
Strengthening institutional capacity for international projects.	To strengthen the institutional capacity to identify, prepare, manage and participate in international higher education, research and capacity-building projects and to enhance Dardania College's international academic visibility.	Strengthen the institutional structure responsible for international cooperation; establish an annual international funding-opportunity calendar; train staff in proposal development and international project management; identify Erasmus+, EU and other international calls; establish interdisciplinary project teams; prepare and submit applications with partner institutions; provide institutional co-financing where required; participate in international academic networks, conferences, forums and events; organize selected	International cooperation function formally assigned and adequately resourced; at least one project-development training activity annually; number of externally funded projects secured; value of external international funding obtained; number of staff participating in international networks/events; number of international academic events organized/hosted.	2026-2027: capacity and project-development framework established. 2028–2030: annual proposal development, network participation and project implementation.	Research and International Cooperation Office/structure; Rector office; Finance Office; program councils; academic staff; Quality Assurance Office for monitoring.	€ 20,115

		international conferences, seminars or summer-school activities where feasible; maintain an international cooperation/project database.				
Promoting an inclusive, intercultural and internationally oriented academic environment	To foster an inclusive and intercultural institutional environment that supports interaction among local, regional and international students and staff and enhances the international learning experience.	Develop orientation and support arrangements for incoming/international students; provide key institutional and program information in English where required; organize intercultural, academic and social activities; encourage interaction among students from different backgrounds; promote student participation in international and regional events; collect feedback from international and mobility students; promote inclusive communication and respect for cultural diversity throughout the institution.	Institutional/program information available in English where required; orientation/support arrangements for incoming students operational; number of intercultural/international activities organized; feedback from international/mobility students collected; number and diversity of incoming students/staff monitored.	2028–2030 – continuous, with stronger implementation as incoming mobility and regional enrolment increase.	Research and International Cooperation structure; Student Affairs; Student Council; Communication/PR; program councils; Quality Assurance Office.	€ 5,480

*Note: Salaries and operational expenses are presented in more detail in Financial Plan.

Strategic Objective	Purpose	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Cost (€)
Funds for salaries	Regular operation according to norms and standards	Specifications by program	Payment records	2026-2030	Rector's Office/ Finance Office/	1,197,693 for 5 Years.

Strategic Objective	Purpose	Tasks – Activities	Indicators	Timeline	Staff / Responsibilities	Resources / Cost (€)
Operational Expenses	Regular operation according to norms and standards	Specifications by destination	Payment records	2026-2030	Rector's Office/ Finance Office/ Quality office	199,039 for 5 Years

*Note: For detailed information related to finances of strategic objectives included here in the Strategic Plan, please refer to Financial Plan developed for five years.

Budget Planning for the next five years								
Funds			**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**Total Funds**
Nr. K	SUB.KONTO	**Description**						
31000		Transfer of funds from the reserve fund	20983	33517	7278	10228	69103	
	41000	Operating revenues – Student fees	2400	2400	320000	672000	1029120	2025920
	42000	Revenues from owner contributions	220000	220000	120000	0	0	560000
	43000	Revenues from projects (contingent upon successful applications)	3000	3000	6000	20000	20000	52000
	44000	Revenues from industry partnerships	0	0	2000	2500	3500	8000
	45000	Revenues from scientific conferences/symposia	0	0	2000	3000	4000	9000
		Total revenues	**246383**	**258917**	**457278**	**707728**	**1125723**	**2654920**
Distribution of funds								
61000		Funds for salaries						
	61100	Salary expenses	153593	153593	153593	304144	381260	1146184
	61500	Pension contribution expenses	5746	5746	5746	15207	19063	51509
		Total: Funds for salaries	159340	159340	159340	319351	400323	1197693
60000		Operational Expenses Fund						0
	60100	Office equipment/inventory (valued at less than 1,000 EUR)	450	450	495	594	713	2702
	60150	Office supplies	460	460	715	858	1030	3523
	60200	Internet expenses	334	334	368	442	530	2008
	60300	Telephone expenses	1030	1030	1030	1236	1483	5807
	60400	Electricity expenses	8214	8214	9035	18071	27106	70640
	60450	Fuel expenses for the generator	400	400	440	528	634	2402
	60500	Water expenses	756	756	422	507	608	3050
	60600	Cleaning expenses	240	240	264	317	380	1441
	60800	Legal expenses	14160	14160	15576	15576	18691	78163
	60860	Website maintenance expenses	600	600	660	792	950	3602
	60870	Infrastructure equipment maintenance expenses	450	450	880	1056	1267	4103
	60880	Facility maintenance expenses	450	450	286	343	412	1941
	60890	Bank charges/commissions	236	236	396	475	570	1913
	60900	Advertising and marketing expenses			4000	4800	5760	14560
	60910	Representation expenses	300	300	400	480	576	2056
	60920	Membership fees for the National Electronic Library	200	200	200	240	288	1128
		Total: Funds for Operational Expenses	**28279**	**28279**	**35168**	**46314**	**60998**	**199039**
								0
620000		Teaching and Learning Funds						0
	621000	Quality Improvement Funds	980	1274	1656	2153	3230	9293

	622000	Enhancing pedagogical innovation and student-centered teaching and learning	650	845	1099	1428	2142	6164
	623000	Development of digital and technological competencies of academic staff	640	832	1082	1406	2109	6069
	624000	Improvement of work quality and efficiency	620	806	1048	1362	2043	5879
		Total: Funds for Teaching and Learning	**2890**	**3757**	**4884**	**6349**	**9524**	**27404**
								0
63000		Scholarship Funds	0	0	22937	35545	55530	114012
63500		Funds for Student Financial Support			3600	7200	10800	21600
64000		Scientific Research Funds						
	64100	Staff training	1200	1200	3670	7962	13327	27359
	64150	Staff and publication costs	3200	3200	11927	25877	43313	87517
	64850	Student participation in research activities	0	0	2294	4976	8329	15599
	64200	Staff costs for internationalization	0	0	11469	24881	41647	77997
	64700	Costs for the publication of textbooks	800	1200	2752	5972	9995	20719
	64750	Publication of the journal *Dardania*	250	250	459	995	1666	3620
	64800	Plagiarism detection software	1470	1470	3670	7962	13327	27899
	64900	Costs for external collaborators	0	0	5046	10948	18325	34319
	64950	Organization of conferences and workshops	0	500	4587	9953	16659	31699
		Total Scientific Research	**6920**	**7820**	**45875**	**99526**	**166589**	**326729**
					0.1	0.14	0.15	0
65000		Accreditation Expenses						
	651000	AKA Fees for Institutions and Programs	9000	36000	9500	9500	9000	73000
	652000	Preparation for the Experts' Visit	250	350	450	550	600	2200
	653000	Capacity Building for Quality Management	600	600	1200	1300	1300	5000
		Total Accreditation and Licensing Expenses	**9850**	**36950**	**11150**	**11350**	**10900**	**80200**
								0
66000		Funds for the development of programs 2026–2030						0
	66100	Adapting programs to market demands	0	1188	1188	1188	1330	4893
	66200	Collaboration with the industry	600	600	700	800	896	3596
	66300	Strategic diversification of the program portfolio	0	0	0	1500	1680	3180
	66400	Diversity	0	0	800	800	896	2496
	66500	Practical work	0	0	1500	1500	1680	4680
	66600	Alumni fund	500	500	500	500	560	2560
		Total: Funds for the development of programs 2026–2030	**1100**	**2288**	**4688**	**6288**	**7042**	**21405**
67000		Human Resources Development Funds						
	67110	Recruitment of high-quality new staff – salaries	0	0	110880	27386	182574	320840
	67120	Job competitions	180	270	270	270	270	1260
	67130	Fund for the continuous professional	660	660	2000	2200	2600	8120

		development of academic and administrative staff						
	67150	Strengthening performance evaluation, career advancement, recognition of merit, and staff motivation	380	380	820	1200	1440	4220
	67200	Updating the DMIS (Data Management Information System) with human resources modules	600	600	1250	1250	1250	4950
	67250	Leadership development		620	1280	1670	2200	5770
		Total Human Resources Development	1820	2530	116500	33976	190334	345160
68000		Funds for Digitalization and IT System Development						
	68100	Modernization and ensuring the reliability of IT infrastructure and institutional networks		800	2850	4850	6870	15370
	68200	Strengthening and integration of institutional digital platforms and information management systems		600	1270	1870	2130	5870
	68300	Auditing and improvement of the computer network	400	400	550	850	980	3180
		Total IT System Development	**400**	**1800**	**4670**	**7570**	**9980**	**24420**
								0
68500		Financial Information Improvement Funds						0
	68550	Maintenance of the finance software	324	324	324	356	392	1720
	68560	External financial audit	0	0	2300	2300	2300	6900
	68570	Training for finance staff	180	200	220	240	260	1100
		Total Financial Information Improvement	**504**	**524**	**2844**	**2896**	**2952**	**9720**
								0
69000		Globalization / Internationalization Funds						0
	69100	Local and international strategic cooperation		1280	3150	4870	6870	16170
	69200	Increasing student and staff mobility			4250	5100	6120	15470
	69400	Internationalization of teaching and curricula		1140	1482	1927	2505	7053
	69500	Strengthening institutional capacity for international projects		1390	4980	5976	7769	20115
	69500	Fostering regional/international interaction		780	1250	1500	1950	5480
		Total Globalization / Internationalization	**0**	**4590**	**15112**	**19373**	**25213**	**64288**
								0
75000		Property tax expenses	1762	1762	1762	1762	1762	8811
								0
15000		Infrastructure Development Funds						0
	15100	Provision of IT equipment			8540	13580	14880	37000
	15200	Enrichment of the library with literature and an e-library		2000	5250	6225	16180	29655
	15300	Development of modern infrastructure (elevator)			3250	16880	24280	44410
	15400	Digital learning and smart boards			1480	4440	8800	14720
		Total Infrastructure Development	**0**	**2000**	**18520**	**41125**	**64140**	**125785**

Total Funds			**212865**	**251640**	**447049**	**638626**	**1016087**	
		Remaining funds	33517	7278	10228	69103	109635	
		Reserve fund	**33517**	**7278**	**10228**	**69103**	**109635**	**109635**
		Accumulated profit	0	0	0	0		0