KOLEGJI • COLLEGE

TEMPULLI

Strategic Plan

2026-2030

Tempulli College

Prishtina, December 2025

Director's Message

Tempulli College is a higher education institution with a professional and academic profile that combines teaching, applied research, and the development of practical competencies, preparing professionals capable of responding to the needs of the labour market and the development of society.

Since its establishment, the College has continuously developed through the advancement of study programmes, the strengthening of staff capacities, investments in laboratories and infrastructure, and the further strengthening of its quality assurance system. Cooperation with public institutions, industry, businesses, professional organisations, and local and international partners has been an important part of this development. Through strategic partnerships, projects, Erasmus+ programmes, and academic and professional networks, the College has created new opportunities for students, staff, and the wider community.

The Strategic Plan 2026–2030 builds on the results and experience of the Strategic Plan 2021–2025. It does not represent a departure from the previous strategy, but rather its continuity and advancement, reflecting the new stage in the development of Tempulli College. Its focus is on academic quality, practice-oriented teaching, scientific and applied research, innovation, digital transformation, internationalisation, sustainable development, and engagement with society.

This Plan will serve as a roadmap for institutional decision-making and development over the next five years. Its implementation requires the commitment of management, staff, students, and all partners.

The Management of Tempulli College expresses its gratitude to the academic and administrative staff, students, alumni, partners, and all collaborators who have contributed to the development of the institution and to the preparation of this Strategic Plan.

The Management remains committed to further strengthening Tempulli College, through cooperation, quality, and continuous improvement, as a modern, innovative, and socially and student-responsive institution.

Prof. Dr. Muhamed Krasniqi
Director

INTRODUCION

STRATEGIC PLAN DEVELOPMENT PROCESS

The Strategic Plan for the development of Tempulli College for the years 2026–2030 was developed through a broad participatory process involving staff, strategic partners, and available expertise in Kosovo. The development process was led by the Senior Management of Tempulli College, which established a Working Group for this purpose, with representation from the Governing Board, management, staff (academic and administrative), representatives of external stakeholders (businesses), and representatives of the Student Parliament.

The Working Group held four coordination meetings with representatives of the respective teams and engaged experts, during which the following activities were carried out:

- Workshop 1: Situation analysis and institutional assessment through a SWOT analysis
- Workshop 2: Definition of strategic objectives and priorities, key performance indicators, and targets
- Workshop 3: Development of the Action Plan, costing of activities, and development of the framework for risk management, monitoring, evaluation, and communication of the Strategic Plan
- Workshop 4: Review, harmonisation, and finalisation of the draft Strategic Plan 2026–2030

Finally, the finalised Plan was submitted to the members of the Working Groups for a final review, approved by the Governing Board, and forwarded for translation.

The Strategic Plan 2026–2030 presents the development vision of Tempulli College for the next five years. The Plan is fully aligned with the Legal Framework and the accreditation framework currently in force in Kosovo. The forthcoming development period includes fundamental developments that will define and consolidate the position of Tempulli College within the professional higher education landscape in Kosovo.

During this period, the College envisages moving to the new premises, strengthening cooperation with local and international partners and institutions, advancing its administration and digitalised services, investing in laboratories, expanding with new programmes, advancing quality, and increasing student engagement in a significantly broader range of educational services in applied sciences, professional higher education, community services, traffic expertise, short-term skills development courses, and attractive study programmes.

INSTITUTIONAL PROFILE AND CURRENT SITUATION ANALYSIS

Tempulli College is a higher education institution with a long-standing tradition in the development of professional and academic education in Kosovo. Its roots date back to 1992, when it began its activities as a centre for the training and education of candidates for drivers. By continuously responding to labour market needs and societal developments, the institution has evolved over the years from a professional training centre into a higher education institution, expanding its academic offer and consolidating its profile as an institution that combines teaching, applied research, and the development of professional competencies.

An important milestone in the institutional development of Tempulli was the year 2024, when the institution officially changed its name from Tempulli Academy to Tempulli College. This change did not represent a transformation of the institution's mission or tradition, but rather an alignment of its identity with the academic and professional profile it had built over the years. The designation "College" more accurately reflects Tempulli's orientation towards technical and professional higher education, specialised programmes, and the preparation of graduates with advanced competencies for the labour market. While preserving the heritage and reputation built since its establishment, this strategic decision strengthened the institutional identity, enhanced the clarity of its positioning within the higher education system, and supported the long-term vision for the development of a modern institution focused on quality, innovation, and the needs of the contemporary economy.

In recent years, Tempulli College has invested in the development of study programmes, the strengthening of academic staff capacities, the modernisation of infrastructure and laboratories, the advancement of the quality assurance system, and the strengthening of cooperation with public institutions, the private sector, and local and international partners. These developments have contributed to improving the quality of the teaching process, expanding research activities, and increasing the College's impact on professional and societal development.

In an environment characterised by continuous technological change, digital transformation, demographic developments, and the ever-increasing demands of the labour market, Tempulli College considers adaptation and innovation to be key elements of its institutional development. For this reason, study programmes and academic activities are developed in close cooperation with employers, industry, public institutions, and professional organisations, with the aim of ensuring that students acquire knowledge and competencies that respond to the actual needs of the labour market.

One of the distinctive characteristics of Tempulli College is its orientation towards cooperation with the community and industry. Through strategic partnerships with public institutions, companies, professional organisations, and local and international universities, the College carries out joint projects, applied research, professional expertise, student internships, and professional development activities. Participation in Erasmus+ programmes, international academic networks, and research projects has further strengthened the institution's international dimension and created new opportunities for student and staff mobility and academic development.

Tempulli College also continues to make an important contribution to community development, particularly in the field of road safety. Through cooperation with state institutions, professional organisations, and strategic partners, educational activities, awareness-raising campaigns, professional projects, and initiatives of public interest are continuously implemented, aimed at enhancing road safety culture and improving the quality of life in the community.

With a view to strengthening the link between higher education and economic development, Tempulli College has developed dedicated structures for professional development and applied research. The Centre for Professional Research and Development is focused on organising professional training, continuing education, and competency development in line with labour market needs. Meanwhile, the Institute for Road Safety and Transport Research supports and conducts scientific and applied research, professional expertise, and projects in cooperation with industry, public institutions, professional organisations, and the community. Through these two structures, the College contributes to professional development, knowledge transfer, innovation, and sustainable economic and social development.

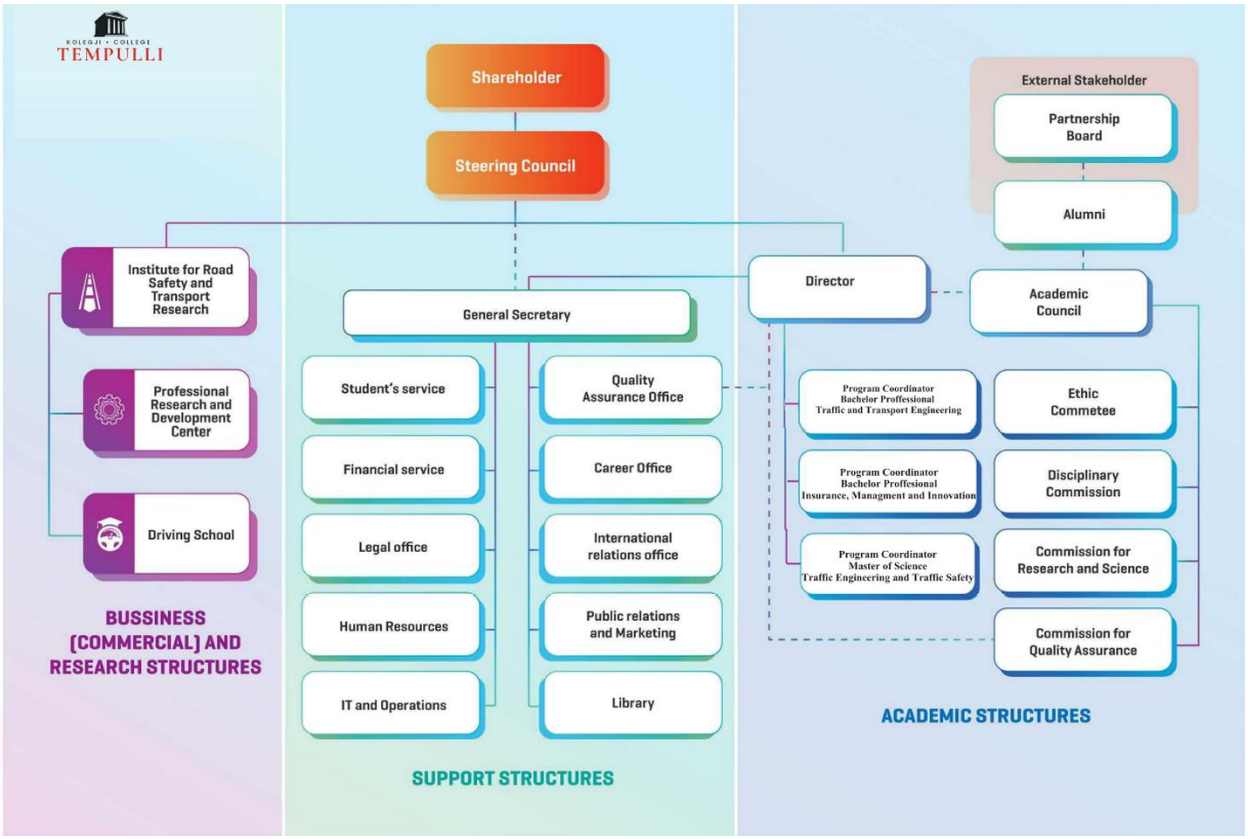
The experience gained during the implementation of the Strategic Plan 2021–2025, the results achieved, the recommendations arising from quality assurance processes, and the changes in the higher education environment have created the basis for the development of the Strategic Plan 2026–2030. This Plan represents the continuity of Tempulli College's institutional development and defines strategic directions for strengthening institutional governance, academic quality, scientific and applied research, internationalisation, digital transformation, sustainable development, and engagement with society.

Tempulli College aims to conduct its activities in accordance with the principles of sustainable development, gradually integrating green policies (Green Policy) and ESG principles (Environmental, Social and Governance) into institutional governance, academic processes, scientific research, community engagement, and infrastructure management. This commitment aims to contribute to environmental protection, the responsible use of resources, and the development of a sustainable institutional culture.

Organisational Structure of Tempulli College

The organisational structure of Tempulli College is defined by the College Statute and has been established in accordance with the Law on Higher Education in the Republic of Kosovo, other relevant legal acts, and quality assurance standards in higher education.

It defines the governing and decision-making bodies, academic, administrative, professional, and research units, as well as the responsibilities and functional relationships among them. The structure aims to ensure effective governance, a clear division of responsibilities, institutional coordination, and sustainable support for the fulfilment of the mission and strategic objectives of Tempulli College. The organisational structure and functional relationships among the units of Tempulli College are presented in the organisational chart below.



Results of the SWOT Analysis

The SWOT analysis was developed to assess the current situation of Tempulli College and the internal and external factors affecting its institutional and academic development. It identifies the College's internal strengths and weaknesses, as well as the opportunities and threats arising from the external environment.

The findings of this analysis are based on institutional experience, the results of the implementation of the Strategic Plan 2021–2025, quality assurance and accreditation processes, consultations with stakeholders, developments in higher education, labour market requirements, and emerging technological and societal trends. The results of the SWOT analysis served as the basis for defining the strategic objectives and priorities of the Strategic Plan 2026–2030.

Strengths

- The tradition and institutional experience of Tempulli College, with a profile oriented towards applied sciences and the integration of academic education with practical teaching and professional development.
- Specific study programmes and profiles, oriented towards labour market needs and fields relevant to economic and social development.
- Academic and professional staff with relevant academic, professional, and practical qualifications and experience.
- Modern infrastructure and laboratories for the delivery of practical teaching and professional and research activities.
- A consolidated quality assurance system and institutional mechanisms for the continuous evaluation and improvement of academic and institutional processes.
- Institutional capacities for conducting scientific and applied research, professional expertise, and projects in cooperation with industry, institutions, and the community.
- The functioning of the Institute for Road Safety and Transport Research and the Centre for Professional Research and Development as supporting structures for applied research, professional development, and knowledge transfer.
- Partnerships and cooperation agreements with the academic, public, private, and professional sectors at local and international levels.
- Membership and participation in international organisations and networks in fields relevant to the College's areas of activity.
- Provision of professional skills and competencies in line with labour market requirements, and strong links with industry and employers.
- Capacity and experience in organising activities of public interest, awareness-raising campaigns, and initiatives in the field of road safety and community engagement.
- Experience in cooperation with and implementation of activities and projects with local and international institutions.
- Implementation and operation of international management systems for quality (ISO 9001), environment (ISO 14001), and information security (ISO 27001), providing a basis for continuous institutional improvement.
- Experience in coordinating and implementing international projects (Erasmus+, RECONOMY (Helvetas) and other initiatives), strengthening institutional capacities and internationalisation.
- Experience in providing continuing education programmes, professional certifications, and training for the public and private sectors.
- A clear institutional profile and a unique identity in the fields of transport, road safety, logistics, and insurance.

Weaknesses and Challenges

- The need to further strengthen systematic mechanisms for monitoring labour market trends and integrating the findings into the development and review of study programmes.
- The need to consolidate and optimally utilise the College campus and to continuously advance laboratory and technological capacities.
- The need for the continuous review and harmonisation of institutional regulations and policies with the applicable legislation and national and European higher education standards.
- The need to strengthen the foreign language competencies of academic and administrative staff, in support of internationalisation and participation in international projects and mobility programmes.
- Still-limited capacities for securing sustainable and dedicated funding for scientific and applied research.
- Still-limited participation in large-scale research projects and competitive national and international funding programmes.
- The need to increase international mobility opportunities for students and staff.
- The need to strengthen the capacities of staff and students in scientific and applied research, innovation, and knowledge transfer.
- The need to further advance digital transformation and integrate new technologies and artificial intelligence into academic and administrative processes.

Opportunities

- Access to national and international programmes and funding opportunities for higher education, scientific research, applied research, innovation, and institutional development.
- Expansion of participation in Erasmus+ programmes and other European initiatives for mobility, academic cooperation, and institutional development.
- Expansion of strategic partnerships with academic institutions, the public sector, industry, businesses, and professional organisations at local and international levels.
- Development and internationalisation of study programmes and creation of opportunities for joint programmes and other forms of international academic cooperation.
- Increasing demand for applied research, professional expertise, and innovative solutions addressing the needs of industry, institutions, and the community.
- Strengthening the role of the Institute for Road Safety and Transport Research in conducting applied research, projects, and professional expertise.
- Strengthening the role of the Centre for Professional Research and Development in providing lifelong learning, continuing education, and professional development programmes.
- Development of new academic and professional programmes in line with technological advancements and labour market needs.
- Adoption of artificial intelligence and digital technologies to enhance teaching, research, and institutional processes.
- Integration of sustainable development, Green Policies, and ESG (Environmental, Social and Governance) principles into institutional development and operations.
- Strengthening the College's role in the community through educational, professional, awareness-raising, and public interest initiatives.

Threats

- Frequent changes in legislation, policies, criteria, and standards governing higher education and accreditation processes.
- Demographic trends, youth emigration, and the potential decline in student enrolment in higher education.
- Loss of qualified personnel and increasing competition for attracting and retaining academic and professional staff.
- Growing competition among higher education institutions at the national and regional levels.
- Rapid technological change and the continuous need for investment in technology, laboratories, digital infrastructure, and staff competency development.
- Constraints in securing sustainable financial resources and dependence on limited funding sources.
- Intense competition for research funding and participation in national and international projects.
- Rapid changes in learning practices and the unethical use of artificial intelligence in higher education.
- Rapidly evolving labour market demands requiring the continuous adaptation of study programmes and professional competencies.
- Risks associated with digital transformation, cybersecurity, data protection, and the responsible use of artificial intelligence.
- Economic uncertainty and inflation, which may affect students' ability to finance their studies.
- Increasing competition from international universities and global online education platforms.

Vision of Tempulli College

An institution of higher education unique in the country and the region, focused on developing professional research skills through the integration of innovative teaching, practical learning, and scientific work for the benefit of the community.

Mission

To provide students and trainees with high-quality education, equipping them with adequate knowledge and skills to learn and conduct research, enabling them to pursue successful professional careers and, together with the college and individually, to contribute responsibly to the community.

Tempulli College contributes to society through:

- unique study programmes in higher education and applied sciences, oriented towards the needs of the labour market in Kosovo;
- advancing, creating, and disseminating knowledge through scientific research, with the aim of improving the well-being of the population;
- providing an environment that supports social mobility and personal development;
- its role as a local partner for businesses, industry, local and central institutions, and the community;
- implementation of the social dimension of the Bologna Process and a human rights-based approach.

Tempulli College is continuously committed to dialogue and cooperation with economic and social partners, with the aim of providing relevant educational, professional, and research services. This cooperation seeks to ensure the alignment of study programmes and student competencies with developments and requirements in the labour market.

The Vision and Mission are promoted throughout the academic community and serve as the basis for the development, review, and approval of institutional policies, regulations, and documents. The involvement of staff, students, and other stakeholders in these processes aims not only to ensure awareness of the Vision and Mission, but also to foster awareness of the role and responsibility of each individual in their realisation.

In the interest of transparency and institutional communication, the College ensures that the Strategic Plan, development directions, and the results of its implementation are appropriately communicated to staff, students, partners, the community, and other stakeholders.

Values and Principles

The values and principles that guide us in addressing current challenges:

- **Values:**
  The College adopts an approach towards others that is reflected in the way it values their contribution. The College demonstrates respect in all its relationships with stakeholders, including relationships between management and staff, as well as in the way it communicates with partners and funders and provides services to citizens.
- **Integrity:**
  The College will earn trust and respect by being professional, ethical, honest, and impartial. Honesty and sincerity in all of the College's relationships and communications ensure that information is timely and accurate.
- **Inclusion:**
  The College is committed to diversity, equal opportunities, and social justice for all, valuing differences and welcoming them.
- **Collaboration and Partnership:**
  The College values partnership and collaboration as the most effective means of improving the quality of its services. It remains open to academic and scientific cooperation with public and private institutions, both local and international, in areas and projects of common interest, while always guaranteeing the freedom of expression of ideas and ensuring equal opportunities for staff and students to work and study.
- **Innovation:**
  The College is open to change, adaptation, proactive action, and innovation in its collective work, seeking new methods to address challenges in an ever-changing environment.
- **Excellence:**
  The College sets high expectations for itself, its students, and its communities and therefore strives to continuously improve the quality of its services, based on the principles of academic excellence, transparency, and independence.

STRATEGIC OBJECTIVES

The Strategic Plan 2026–2030 is built upon the results, experience, and lessons learned from the implementation of the Strategic Plan 2021–2025. During this period, Tempulli College consolidated its organisational structures, advanced its quality assurance system, developed its study programmes, strengthened cooperation with local and international partners, invested in infrastructure and digital transformation, and established more sustainable foundations for scientific and applied research, internationalisation, and student services. At the same time, transformations in higher education, changes in the economic and technological environment, labour market requirements, internationalisation processes, as well as the institutional evolution of Tempulli College, have created a need to review and advance the strategic objectives.

The strategic objectives of the 2026–2030 Plan do not represent a departure from the previous strategy, but rather its continuity and evolution. They maintain the fundamental directions of institutional development while simultaneously reflecting the new priorities of Tempulli College in the areas of institutional governance, academic quality, practice-oriented teaching, scientific and applied research, internationalisation, digital transformation, sustainable development, student career development, and social engagement.

In line with the institutional Vision, Mission, and Values, the strategic objectives have been restructured to ensure a more integrated, results-oriented approach and greater alignment with national and European higher education standards, institutional and programme accreditation standards, the priorities of the European Higher Education Area (EHEA**)**, as well as the needs of the labour market and societal development.

SO1. Institutional Governance, Digital Transformation and Sustainable Development

To strengthen institutional governance, digital transformation, and organisational and financial sustainability in order to support the long-term development of Tempulli College.

Strategic Priorities

1.1. Strengthening institutional governance, strategic planning, and evidence-based decision-making.

1.2. Advancing digital transformation and modernising academic and administrative processes.

1.3. Strengthening human resource capacities, advancing staff professional development, and consolidating the organisational culture.

1.4. Ensuring financial sustainability and diversifying funding sources.

1.5. Strengthening and sustainably managing physical and technological infrastructure through the advancement of infrastructural and laboratory capacities.

The following section presents the performance indicators and annual targets for each strategic priority under Strategic Objective 1 (SO1), which will serve to monitor and evaluate progress in the implementation of the Strategic Plan during the 2026–2030 period.

1.1. Strengthening Institutional Governance, Strategic Planning, and Evidence-Based Decision-Making					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of monitoring and evaluation reports on the Strategic Plan	2	2	2	2	2
Number of institutional policies/regulations reviewed or approved	2	2	3	3	3
Satisfaction of internal stakeholders with transparency and governance	75%	78%	80%	83%	85%

1.2. Advancing Digital Transformation and Modernising Academic and Administrative Processes					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Percentage of priority academic and administrative processes that are digitised	55%	65%	75%	85%	95%
Number of new processes/services digitised during the year	2	3	5	7	10
Percentage of staff trained in the use of digital systems and AI	40%	55%	70%	85%	95%
Functional availability of key digital systems	95%	95%	95%	95%	99%

1.3. Strengthening Human Resource Capacities, Advancing Staff Professional Development, and Consolidating the Organisational Culture					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Percentage of staff participating in at least one professional development activity during the year	70%	75%	80%	85%	90%
Number of professional development activities for academic and administrative staff	2	2	3	3	3
Percentage of staff evaluated in accordance with performance assessment procedures	80%	90%	100%	100%	100%
Staff satisfaction with the organisational environment and culture	75%	78%	80%	83%	85%

1.4. Ensuring Financial Sustainability and Diversifying Funding Sources					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Percentage of annual revenue realised against the budget plan	≥90%	≥92%	≥94%	≥95%	≥95%
Percentage of revenue from sources other than tuition fees relative to total revenue	≥50%	≥50%	≥45%	≥35%	≥30%
Number of projects/contracts funded from external sources	≥1	≥1	≥2	≥3	≥4

1.5. Strengthening and Sustainable Management of Physical and Technological Infrastructure through the Advancement of Infrastructure and Laboratory Capacities					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Percentage of planned investments in physical and technological infrastructure completed	≥70%	≥70%	≥70%	≥70%	≥70%
Number of new laboratory equipment items or laboratory upgrades	≥1	≥1	≥1	≥1	≥1
Percentage of priority Green/ESG measures implemented on campus, including the reduction of paper use, recycling, and the rational use of resources	20%	40%	60%	80%	100%
Student and staff satisfaction with infrastructure and technological services	75%	78%	82%	85%	90%

SO2. Academic Quality, Practice-Oriented Teaching, and Quality Assurance

To advance academic quality and study programmes, strengthen practice-oriented teaching and learning, and reinforce the quality assurance system in accordance with national and European higher education standards and labour market needs.

Strategic Priorities

2.1. Development, review, diversification, and internationalisation of study programmes in line with academic, professional, and international developments.

2.2. Advancing the quality of teaching, learning, and assessment, with a focus on practice-oriented teaching and the development of students' professional competencies.

2.3. Strengthening the quality assurance system and the institutional quality culture.

2.4. Integrating digital technologies, artificial intelligence, and innovative methods into the teaching and learning process.

2.5. Aligning study programmes with European standards, international developments, and labour market needs.

The following section presents the performance indicators and annual targets for each strategic priority under Strategic Objective 2 (SO2), which will serve to monitor and evaluate progress in the implementation of the Strategic Plan during the 2026–2030 period.

2.1. Development, Review, Diversification, and Internationalisation of Study Programmes in Line with Academic, Professional, and International Developments					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Percentage of programmes reviewed according to the plan	40%	60%	80%	90%	100%
Number of new or diversified programmes	1	2	3	3	≥3
Number of programmes with internationalisation elements	1	2	3	3	≥3
Percentage of relevant recommendations from industry and employers reflected in the development and review of study programmes	≥70%	≥75%	≥80%	≥85%	≥90%

2.2. Advancing the Quality of Teaching, Learning, and Assessment, with a Focus on Practice-Oriented Teaching and the Development of Students' Professional Competencies					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Percentage of courses using active learning methods and practical teaching	70%	80%	85%	90%	100%

Number of pedagogical training activities for staff	1	2	3	4	≥4
Percentage of staff participating in professional development	70%	80%	85%	90%	≥95%
Level of student satisfaction with the teaching and learning process	80%	82%	85%	88%	≥90%

2.3. Strengthening the Quality Assurance System and the Institutional Quality Culture					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Percentage of recommendations implemented from quality assurance processes	75%	80%	85%	90%	≥95%
Number of self-evaluation reports	2	2	2	2	2
Percentage of stakeholder involvement in quality assurance processes	75%	80%	85%	90%	≥95%
Number of processes for reviewing policies, regulations, and instruments	1	2	2	2	≥5

2.4. Integration of Digital Technologies, Artificial Intelligence, and Innovative Methods into the Teaching and Learning Process					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Percentage of courses using digital platforms	40%	60%	85%	90%	100%
Percentage of courses integrating AI or innovative tools	20%	35%	50%	70%	90%
Number of training activities on AI and digital technologies	1	2	2	2	≥5

2.5. Alignment of Study Programmes with European Standards, International Developments, and Labour Market Needs					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Percentage of programmes aligned with European standards	75%	85%	90%	95%	100%
Number of consultations with employers, alumni, and partners	1	2	3	3	≥4
Number of curriculum reviews based on labour market analyses	1	1	2	2	≥4

SO3. Scientific and Applied Research, Innovation, and Knowledge Transfer

To further strengthen and develop scientific and applied research, promote innovation and knowledge transfer, and contribute to economic, professional, and societal development through projects, professional expertise, and strategic partnerships.

Strategic Priorities

3.1. Advancing the quality and productivity of scientific research.

3.2. Strengthening and further developing applied research and the role of the Institute for Road Safety and Transport Research through cooperation with industry, institutions, and the community.

3.3. Increasing participation in national and international research and innovation projects.

3.4. Promoting innovation and knowledge transfer.

3.5. Strengthening and further developing the capacities of academic staff and students in scientific and applied research, innovation, and knowledge transfer.

The following section presents the performance indicators and annual targets for each strategic priority under Strategic Objective 3 (SO3), which will serve to monitor and evaluate progress in the implementation of the Strategic Plan during the 2026–2030 period.

3.1. Advancing the Quality and Productivity of Scientific Research					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of scientific publications in indexed or peer-reviewed journals and conferences	2	4	6	8	≥10
Percentage of academic staff with at least one research output during the year	45%	55%	65%	75%	≥80%
Number of scientific papers produced through inter-institutional or international co-authorship	2	3	4	5	≥6
Percentage of publications related to the College's priority areas	60%	70%	75%	80%	≥85%

3.2. Strengthening and Further Development of Applied Research and the Role of the Institute for Road Safety and Transport Research through Cooperation with Industry, Institutions, and the Community					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of applied research projects or studies conducted for industry, institutions, or the community	2	3	4	5	≥6
Number of expert assessments, analyses, or professional services delivered through the Institute	4	5	6	7	≥8
Number of recommendations or solutions from Institute projects implemented in practice	1	2	3	4	≥5

3.3. Increasing Participation in National and International Research and Innovation Projects					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of applications submitted to national and international project calls	2	3	4	5	≥6
Number of funded research or innovation projects	1	1	2	2	≥3
Number of projects involving international partners	1	1	2	2	≥3

3.4. Promoting Innovation and Knowledge Transfer

Indicators	2026	2027	2028	2029	2030
Number of innovative initiatives, ideas, or projects developed by staff and students	1	2	3	4	≥5
Number of activities focused on innovation and knowledge transfer	1	2	3	4	≥5
Number of solutions, products, prototypes, or methodologies transferred to partners/the community	1	2	3	4	≥5

3.5. Strengthening and Further Development of the Capacities of Academic Staff and Students for Scientific and Applied Research, Innovation, and Knowledge Transfer					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of training sessions, workshops, or mentoring activities on research and innovation	1	3	4	5	≥5
Number of students involved in research, applied research, or innovation projects	3	5	10	15	≥20
Number of joint staff–student papers or projects	2	3	4	5	≥6
Percentage of academic staff involved in the development of academic, professional, and research capacities, in accordance with the profile and developmental needs of the study programs	50%	60%	70%	80%	≥90%

SO4. Internationalisation, Strategic Partnerships, and Institutional Cooperation

To strengthen the presence and institutional cooperation of Tempulli College at the local and international levels through strategic partnerships with the academic, public, private, and professional sectors, academic mobility, projects, and cooperation networks.

Strategic Priorities

4.1. Expanding and strengthening strategic partnerships with the academic, public, private, and professional sectors at local and international levels.

4.2. Increasing international mobility of students and academic and administrative staff.

4.3. Strengthening the internationalisation of academic and institutional activities.

4.4. Increasing the visibility and strengthening the national and international reputation of Tempulli College.

The following section presents the performance indicators and annual targets for each strategic priority under Strategic Objective 4 (SO4), which will serve to monitor and evaluate progress in the implementation of the Strategic Plan during the 2026–2030 period.

4.1. Expanding and Strengthening Strategic Partnerships with the Academic, Public, Private, and Professional Sectors at Local and International Levels					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of new cooperation agreements	2	5	7	9	≥10
Percentage of active cooperation agreements with concrete activities implemented	40%	50%	60%	70%	≥80%
Number of joint activities with partners	2	5	7	9	≥12

4.2. Increasing International Mobility of Students and Academic and Administrative Staff					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of students participating in international mobility	1	3	5	9	≥12
Number of academic and administrative staff participating in mobility	2	4	5	7	≥10
Number of Erasmus+/mobility agreements	1	2	3	4	≥5
Percentage of participants satisfied with the mobility experience	80%	85%	90%	90%	≥95%

4.3.Strengthening the Internationalisation of Academic and Institutional Activities					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of academic activities with international participation	1	3	5	8	≥10
Number of summer/winter schools organised	1	2	3	4	4
Number of visiting lecturers/professors	1	2	3	4	≥5
Number of initiatives for the development of joint programmes and advanced forms of international academic cooperation	0	≥1	≥1	≥2	≥2

4.4. Increasing the Visibility and Strengthening the National and International Reputation of Tempulli College					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of national and international promotional activities	3	5	8	10	≥12
Percentage increase in digital presence	10%	20%	30%	40%	≥50%
Number of publications/news items in the media and on online platforms	10	15	20	25	≥30

SO5. Students, Career Development, and Social Engagement

To provide a comprehensive student experience, strengthen the development of students' careers, skills, and professional competencies in line with labour market needs, promote lifelong learning, and strengthen the engagement and contribution of Tempulli College to the economic, professional, and social development of the community.

Strategic Priorities

5.1. Advancing the student experience, well-being, and comprehensive support.

5.2. Strengthening the development of students' and graduates' careers, skills, and professional competencies in line with labour market needs.

5.3. Strengthening the role of the Centre for Professional Research and Development in providing lifelong learning, continuing education, and professional development programmes.

5.4. Strengthening cooperation with Alumni, employers, and institutional partners in support of the professional and career development of students and graduates.

5.5. Increasing the social engagement and social responsibility of Tempulli College through activities of public interest, educational programmes, awareness-raising initiatives, and contributions to sustainable development and community well-being.

The following section presents the performance indicators and annual targets for each strategic priority under Strategic Objective 5 (SO5), which will serve to monitor and evaluate progress in the implementation of the Strategic Plan during the 2026–2030 period.

5.1. Advancing the Student Experience, Well-Being, and Comprehensive Student Support					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Level of student satisfaction with institutional services	80%	82%	85%	88%	≥90%
Percentage of students benefiting from support services	70%	80%	85%	90%	≥95%
Number of activities for student well-being and student life	2	4	7	9	≥12
Percentage of student requests addressed within the required timeframe	85%	90%	92%	95%	≥98%

5.2. Strengthening the Career Development, Skills, and Professional Competencies of Students and Graduates in Line with Labour Market Needs					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of career development activities	3	5	5	7	≥9
Percentage of graduates who are employed or pursuing further studies	70%	75%	80%	85%	≥85%
Number of professional training courses/certifications	3	4	5	6	≥7

5.3. Strengthening the Role of the Centre for Professional Research and Development in Providing Lifelong Learning, Continuing Education, and Professional Development Programmes					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of lifelong learning programmes, including micro-credentials and flexible learning formats	1	2	4	5	≥6
Number of participants in continuing education programmes	20	30	50	70	≥80
Level of participant satisfaction	85%	88%	90%	92%	≥95%

5.4. Strengthening Cooperation with Alumni, Employers, and Institutional Partners in Support of the Professional and Career Development of Students and Graduates					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of activities organised with Alumni and employers	1	3	5	7	≥9
Percentage of relevant recommendations from Alumni, industry, and employers reflected in the development and review of study programmes	70%	80%	85%	90%	100%
Number of internship and employment opportunities provided	10	15	20	25	≥25

5.5. Increasing the Social Engagement and Social Responsibility of Tempulli College through Activities of Public Interest, Educational Programmes, Awareness-Raising Initiatives, and Contributions to Sustainable Development and Community Well-Being					
Indicators	**2026**	**2027**	**2028**	**2029**	**2030**
Number of activities of public interest and awareness-raising initiatives	5	8	10	12	≥15
Number of partnerships for community projects	1	3	5	7	≥10
Number of students involved in social activities	5	8	10	12	≥15
Number of activities supporting sustainable development and Green/ESG policies	2	3	4	5	≥6

ACTION PLAN

The Action Plan represents the operational instrument for the implementation of the Strategic Plan 2026–2030. It translates the strategic objectives and priorities into concrete activities, defining the expected outputs, responsible units, and implementation timelines.

The activities envisaged in the Action Plan will be implemented in a coordinated manner by the academic and administrative units and other organisational structures of Tempulli College, in accordance with their institutional responsibilities. The Plan is a dynamic document that may be reviewed and updated during the implementation period, depending on institutional needs, changes in the external environment, and monitoring results.

The implementation of the Action Plan will be monitored periodically through the performance indicators and targets defined for each strategic objective, while progress will be assessed through periodic reports and quality assurance mechanisms, with the aim of ensuring the effective achievement of Tempulli College's strategic objectives.

The following section presents the activities, outputs, responsible units, and implementation timelines for each strategic priority of the Strategic Plan 2026–2030.

SO1. Institutional Governance, Digital Transformation and Sustainable Development							
SP1.1. Strengthening Institutional Governance, Strategic Planning, and Evidence-Based Decision-Making							
Activity	**Expected Output**	**Responsible Structure**	**2026**	**2027**	**2028**	**2029**	**2030**
Periodic review and updating of the Strategic Plan and development documents	Updated Strategic Plan according to institutional needs	Management, Steering Council			✓		✓
Preparation of annual reports on monitoring the implementation of the Strategic Plan	Annual monitoring reports and recommendations for improvement	Quality Assurance Office	✓	✓	✓	✓	✓
Organisation of periodic management meetings to monitor strategic objectives	Decisions and measures for continuous improvement	Management	✓	✓	✓	✓	✓
SP1.2. Advancing Digital Transformation and Modernising Academic and Administrative Processes							
Digitisation of academic and administrative processes	Increased number of digitised processes	Management, IT Office	✓	✓	✓	✓	✓
Development and integration of electronic platforms for institutional management	Functional and integrated platforms	IT Office	✓	✓	✓		
Staff training on the use of digital systems	Increased digital competencies of staff	IT Office, Human Resources	✓	✓	✓	✓	✓
Improvement of data security and digital infrastructure	Higher security of systems and data	IT Office	✓	✓	✓	✓	✓

SP1.3. Strengthening Human Resource Capacities, Advancing Staff Professional Development, and Consolidating the Organisational Culture							
Preparation of the annual staff professional development plan	Approved and implemented plan	Management	✓	✓	✓	✓	✓
Organisation of professional and academic training	Increased staff competencies	Management, Human Resources	✓	✓	✓	✓	✓
Periodic staff performance assessment	Performance reports and development measures	Programme Coordinator, Quality Assurance Office	✓	✓	✓	✓	✓
Promotion of organisational culture and institutional cooperation	Improved organisational climate and staff satisfaction	Management	✓	✓	✓	✓	✓
PS1.4. Ensuring Financial Sustainability and Diversifying Funding Sources							
Preparation and updating of annual financial planning based on realistic revenue and expenditure projections	Approved plan	Management	✓	✓	✓	✓	✓
Development and diversification of revenue sources through training, professional services, expert services, applied research, and other institutional activities	Increased and diversified revenue from sources other than tuition fees	Management, Centre for Professional Research and Development, Institute for Road Safety and Transport Research					
Application and participation in projects and contracts funded from external sources, at local and international levels	Increased number of projects and contracts funded from external sources	Director, International Cooperation Office	✓	✓	✓	✓	✓
Monitoring budget implementation and optimising expenditures	More efficient financial management	Management, Finance Office	✓	✓	✓	✓	✓
SP1.5. Strengthening and Sustainable Management of Physical and Technological Infrastructure through the Advancement of Infrastructure and Laboratory Capacities							
Planning and implementation of priority investments in physical and technological infrastructure, including enriching the library with contemporary literature and learning resources	Gradual implementation of planned investments, advancement of infrastructure and technological conditions, and increased access to contemporary literature and learning resources	Director, IT, Operations and Library	✓	✓	✓	✓	✓
Modernisation and development of laboratories and related equipment, in accordance with the needs of study programmes	Increased and advanced laboratory capacities for practical teaching and professional activities	Director, Programme Coordinators, IT and Operations	✓	✓	✓	✓	✓
Development, approval, and implementation of the Green Policy and gradual integration of ESG principles,	Approved Green Policy and priority Green/ESG measures implemented in	Director, Academic Council, IT and Operations	✓	✓	✓	✓	✓

including measures to reduce paper use, recycling, and rational use of resources	institutional processes and on campus						
Periodic assessment of student and staff satisfaction with infrastructure and technological services and addressing identified needs	Continuous improvement of infrastructure and technological services based on the needs of students and staff	Quality Assurance Office, IT and Operations	✓	✓	✓	✓	✓
SO2. Academic Quality, Practice-Oriented Teaching, and Quality Assurance							
SP2.1. Development, Review, Diversification, and Internationalisation of Study Programmes							
Periodic review of study programmes in cooperation with academic staff, students, Alumni, and employers	Study programmes updated in accordance with academic standards and labour market needs	Programme Coordinator, Quality Assurance Office, and Academic Council	✓	✓	✓	✓	✓
Development and design of new study programmes according to institutional priorities and market requirements	New study programmes developed and submitted for accreditation	Programme Coordinator, Academic Council, and Management	✓	✓	✓	✓	✓
Involvement of local and international partners in the development and review of curricula	Curricula aligned with professional developments and international practices	Programme Coordinator and International Cooperation Office	✓	✓	✓	✓	✓
Periodic review of learning outcomes, syllabi, and literature	Updated learning outcomes, syllabi, and literature	Course Leaders, Programme Coordinators, and Quality Assurance Office	✓	✓	✓	✓	✓
SP2.2. Advancing the Quality of Teaching, Learning, and Assessment							
Organisation of periodic training on contemporary teaching and assessment methodologies	Trained academic staff and wider use of active teaching methods	Quality Assurance Office and Management	✓	✓	✓	✓	✓
Periodic monitoring of the teaching process and analysis of student assessment results	Monitoring reports and concrete measures for improving teaching and assessment	Quality Assurance Office and Programme Coordinators	✓	✓	✓	✓	✓
Conducting student satisfaction surveys regarding the teaching process	Annual reports and measures to improve students' academic experience	Quality Assurance Office	✓	✓	✓	✓	✓
SP2.3. Strengthening the Quality Assurance System and Institutional Quality Culture							
Implementation of regular institutional and programme self-evaluation cycles	Self-evaluation reports and improvement plans	Quality Assurance Office and Programme Coordinators	✓	✓	✓	✓	✓
Systematic monitoring of the implementation of recommendations arising from accreditation, audits, and quality processes	Increased percentage of implemented recommendations	Quality Assurance Office, Management, and Programme Coordinators	✓	✓	✓	✓	✓
Active involvement of students, Alumni, employers, and partners in quality processes	Increased participation of stakeholders in evaluation and improvement	Quality Assurance Office and Programme Coordinators	✓	✓	✓	✓	✓

Periodic review and updating of quality assurance policies, regulations, and procedures	Policies and procedures aligned with legislation and national and European standards	Quality Assurance Office, Academic Council, and Governing Boar	✓	✓	✓	✓	✓
SP2.4. Integration of Digital Technologies, Artificial Intelligence, and Innovative Methods							
Gradual integration of digital platforms into the teaching and learning process	Increased percentage of courses using digital platforms and resources	Academic Units and Information Technology Office	✓	✓	✓	✓	✓
Training of staff and students on the ethical and effective use of artificial intelligence	Advanced competencies and responsible use of AI in the academic process	Academic Units and Information Technology Office	✓	✓	✓	✓	✓
Development and implementation of institutional guidelines for the use of AI in teaching and assessment	Regulated, transparent, and ethical use of artificial intelligence	Academic Units and Information Technology Office	✓	✓		✓	
SP2.5. Alignment of Study Programmes with European Standards, International Developments, and Labour Market Needs							
Periodic benchmarking of study programmes against those of partner institutions and European standards	Study programmes aligned with international good practices	Programme Coordinators and International Cooperation Office	✓	✓	✓	✓	✓
Organisation of consultations with industry, public institutions, Alumni, and professional organisations	Documented recommendations integrated into study programmes	Programme Coordinators and Centre for Professional Research and Development	✓	✓	✓	✓	✓
Development of cooperation with international institutions for the exchange of academic practices	New academic practices and internationalisation elements integrated into programmes	International Cooperation Office and Programme Coordinators	✓	✓	✓	✓	✓
SO3. Scientific and Applied Research, Innovation, and Knowledge Transfer							
SP3.1. Advancing the Quality and Productivity of Scientific Research							
Development and implementation of the annual scientific research development plan	Approved and implemented annual scientific research plan	Scientific Research Committee, Programme Coordinators	✓	✓	✓	✓	✓
Organisation of training on scientific research methodology, publication, and academic ethics	Increased research competencies of academic staff	Scientific Research Committee, Library	✓	✓	✓	✓	✓
Support for staff publications in indexed journals and scientific conferences	Increased number and quality of scientific publications	Director, Scientific Research Committee	✓	✓	✓	✓	✓
SP3.2. Strengthening and Further Developing Applied Research and the Role of the Institute for Road Safety and Transport Research							
Development of research projects in cooperation	Increased number of applied research projects	Institute for Road Safety and Transport Research, Centre for Professional	✓	✓	✓	✓	✓

with industry and public institutions		Research and Development					
Provision of professional expertise and studies for institutions and businesses	Increased number of expert services and revenue from professional services	Institute for Road Safety and Transport Research	✓	✓	✓	✓	✓
Publication and promotion of applied research results	Increased professional and social impact of the College	Institute for Road Safety and Transport Research, Marketing (PR) Office	✓	✓	✓	✓	✓
SP3.3. Increasing Participation in National and International Research and Innovation Projects							
Identification and promotion of calls for research projects	Increased number of applications	International Cooperation Office	✓	✓	✓	✓	✓
Formation of interdisciplinary teams for project preparation	Functional teams for competitive applications	Director, Academic Council	✓	✓	✓	✓	✓
Organisation of training on project preparation and management	Increased capacities for project applications	International Cooperation Office	✓	✓	✓	✓	✓
Monitoring project implementation and reporting on results	Projects managed according to standards	International Cooperation Office, Finance Office	✓	✓	✓	✓	✓
SP3.4. Promoting Innovation and Knowledge Transfer							
Development of partnerships with businesses for knowledge transfer	Joint projects with industry	Centre for Professional Research and Development	✓	✓	✓	✓	✓
Support for students and staff in developing innovative ideas	Increased number of innovative initiatives	Programme Coordinators, Centre for Professional Research and Development	✓	✓	✓	✓	✓
Organisation of forums, conferences, and knowledge-sharing activities	Increased cooperation between the College, industry, and community	Academic Council, Centre for Professional Research and Development	✓	✓	✓	✓	✓
SP3.5. Strengthening and Further Developing the Capacities of Academic Staff and Students for Scientific and Applied Research, Innovation, and Knowledge Transfer							
Organisation of research mentoring programmes for staff and students	Increased participation in research activities	Scientific Research Committee, Programme Coordinators	✓	✓	✓	✓	✓
Involvement of students in research and applied research projects	Increased number of students engaged in research	Programme Coordinators, Institute for Road Safety and Transport Research	✓	✓	✓	✓	✓
Support for staff and student participation in conferences, summer schools, and research mobility programmes	Increased participation in international scientific activities	International Cooperation Office, Scientific Research Committee	✓	✓	✓	✓	✓
Promotion and recognition of research and innovation achievements	Increased motivation for research and innovation	Director, Academic Council	✓	✓	✓	✓	✓
Planning and development of the academic, professional, and research capacities of staff in accordance with the profile and developmental needs of the study programs	Academic staff with developed capacities in the relevant fields, supporting the quality, development, and sustainability of the study programs	Director and Academic Council	✓	✓	✓	✓	✓
SO4. Internationalisation, Strategic Partnerships, and Institutional Cooperation							

SP4.1. Expanding and Strengthening Strategic Partnerships with the Academic, Public, Private, and Professional Sectors at Local and International Level							
Identification and development of new strategic partnerships with local and international institutions, supported by agreements and concrete action plans	Increased number of cooperation agreements with concrete activities planned	Director, International Cooperation Office	✓	✓	✓	✓	✓
Periodic review of agreements and monitoring of the implementation of activities defined within them	Functional and active partnerships with documented results	International Cooperation Office	✓	✓	✓	✓	✓
Organisation of joint meetings with institutional partners and industry	Increased institutional and professional cooperation	Director, International Cooperation Office, Centre for Professional Research and Development	✓	✓	✓	✓	✓
Involvement of partners in the development of academic and professional activities	Sustainable cooperation with the public, private, and academic sectors	Programme Coordinators, International Cooperation Office	✓	✓	✓	✓	✓
SP4.2. Increasing International Mobility of Students and Academic and Administrative Staff							
Promotion of Erasmus+ programmes and other mobility opportunities	Increased number of mobility applications	International Cooperation Office	✓	✓	✓	✓	✓
Organisation of information and counselling sessions for students and staff	Increased awareness and participation in mobility	International Cooperation Office, Career Office	✓	✓	✓	✓	✓
Provision of administrative support throughout the mobility application and implementation process	More efficient process and increased completed mobility	International Cooperation Office	✓	✓	✓	✓	✓
Evaluation and promotion of participants' mobility experiences	Dissemination of good practices and increased interest	Dissemination of good practices and increased interest	✓	✓	✓	✓	✓
SP4.3. Strengthening the Internationalisation of Academic and Institutional Activities							
Organisation of conferences, seminars, and workshops with international participation	Increased international dimension of academic activities	Academic Council, International Cooperation Office	✓	✓	✓	✓	✓
Engagement of international professors and experts in teaching and scientific activities	Increased international academic cooperation	Programme Coordinators, International Cooperation Office	✓	✓	✓	✓	✓
Development of joint activities with international partners	Increased academic and scientific cooperation	Programme Coordinators, International Cooperation Office	✓	✓	✓	✓	✓
Promotion of study programmes at international level	Increased visibility and attraction of international students	Marketing (PR) Office, International Cooperation Office	✓	✓	✓	✓	✓
Assessment of opportunities and development of partnerships for Joint	Identification of potential partners and assessment of feasibility for	Director, International Cooperation Office, Programme Coordinators	✓	✓	✓	✓	✓

Degree or Double Degree programmes, in accordance with institutional capacities and legal and accreditation requirements	developing joint international programmes						
SP4.4. Increasing the Visibility and Strengthening the National and International Reputation of Tempulli College							
Development and implementation of an institutional promotion plan	Implemented institutional promotion strategy	Director, Marketing (PR) Office	✓	✓	✓	✓	✓
Promotion of academic, research, and professional achievements in the media and international networks	Increased visibility of the College	Marketing (PR) Office	✓	✓	✓	✓	✓
Active participation in international networks, associations, and organisations	Increased international presence of the College	Director, International Cooperation Office	✓	✓	✓	✓	✓
Organisation of promotional activities with local and international partners	Increased institutional reputation and expanded cooperation	Director, Marketing (PR) Office, International Cooperation Office	✓	✓	✓	✓	✓
SO5. Students, Career Development, and Social Engagement							
SP5.1. Advancing the Student Experience, Well-Being, and Comprehensive Student Support							
Activity	**Expected results**	**Responsible structure**	**2026**	**2027**	**2028**	**2029**	**2030**
Development and continuous improvement of student support services	Increased quality of services and student satisfaction	Secretary General, Career Office	✓	✓	✓	✓	✓
Organisation of cultural, sports, educational, and social activities for students	Increased student well-being and engagement in university life	Career Office, Programme Coordinators	✓	✓	✓	✓	✓
Conducting periodic surveys to assess the student experience	Evidence for the continuous improvement of student services	Quality Assurance Office	✓	✓	✓	✓	✓
Strengthening academic and administrative counselling mechanisms for students	Increased student support and guidance	Programme Coordinators, Career Office	✓	✓	✓	✓	✓
SP5.2. Strengthening the Career Development, Skills, and Professional Competencies of Students and Graduates							
Organisation of training and workshops for the development of professional competencies and soft skills	Students better prepared for the labour market	Career Office, Centre for Professional Research and Development	✓	✓	✓	✓	✓
Organisation of career fairs and meetings with employers	Increased employment and professional internship opportunities	Career Office	✓	✓	✓	✓	✓
Monitoring graduate employability and using	Evidence for the development of career	Career Office, Quality Assurance Office	✓	✓	✓	✓	✓

the results for improvemen	programmes and services						
SP5.3. Strengthening the Role of the Centre for Professional Research and Development in Providing Lifelong Learning, Continuing Education, and Professional Development Programmes							
Design and development of new lifelong learning programmes	Expanded portfolio of professional programmes	Centre for Professional Research and Development	✓	✓	✓	✓	✓
Organisation of training courses, short courses, and professional certification programmes	Increased number of participants in professional development programmes	Centre for Professional Research and Development	✓	✓	✓	✓	✓
Periodic evaluation of the quality and impact of lifelong learning programmes	Continuous improvement of professional programmes	Centre for Professional Research and Development, Quality Assurance Office	✓	✓	✓	✓	✓
SP5.4. Strengthening Cooperation with Alumni, Employers, and Institutional Partners in Support of the Professional and Career Development of Students and Graduates							
Establishment and updating of the Alumni database	Functional Alumni network	Career Office	✓	✓	✓	✓	✓
Organisation of periodic meetings with Alumni and employers	Increased cooperation and exchange of experiences	Career Office, Programme Coordinators	✓	✓	✓	✓	✓
nvolvement of Alumni and employers in the development of study programmes and professional activities	Greater stakeholder contribution to institutional development	Academic Council, Programme Coordinators	✓	✓	✓	✓	✓
Development of joint activities with institutional partners to support career development	Increased opportunities for internships, employment, and mentoring	Career Office	✓	✓	✓	✓	✓
SP5.5. Increasing the Social Engagement and Social Responsibility of Tempulli College through Activities of Public Interest, Educational Programmes, Awareness-Raising Initiatives, and Contributions to Sustainable Development and Community Well-Being							
Organisation of educational activities and campaigns of public interest	Increased contribution of the College to the community	Director, Centre for Professional Research and Development	✓	✓	✓	✓	✓
Development of projects in cooperation with public institutions, businesses, and civil society organisations	Increased social impact of the College	Director, International Cooperation Office	✓	✓	✓	✓	✓
Promotion of initiatives for sustainable development, environmental protection, and social responsibility	Increased awareness and civic engagement	Centre for Professional Research and Development, Programme Coordinators	✓	✓	✓	✓	✓
Monitoring and promotion of the impact of community activities	Evidence of the institution's contribution to community development	Quality Assurance Office, Marketing (PR) Office	✓	✓	✓	✓	✓

MONITORING AND EVALUATION OF THE STRATEGIC PLAN

The successful implementation of the Strategic Plan 2026–2030 requires a structured monitoring and evaluation system that enables the tracking of progress, measurement of results, and implementation of measures for continuous improvement. Monitoring will ensure that the strategic objectives, priorities, indicators, and planned activities are implemented in accordance with the defined timelines and targets.

The monitoring process will be based on Key Performance Indicators (KPIs), annual targets, and the Action Plan, enabling an objective assessment of institutional progress. Periodic reporting will serve as a basis for decision-making, identification of challenges, implementation of corrective measures, and continuous improvement of institutional processes.

The structures responsible for implementing the Action Plan will monitor the implementation of activities within their respective areas of responsibility and will report periodically on progress, results achieved, and relevant evidence. The Quality Assurance Office will coordinate the monitoring process at the institutional level, collect and analyse data from the responsible structures, assess progress against the defined indicators and targets, and prepare consolidated monitoring reports.

On an annual basis, the Quality Assurance Office, based on the data, evidence, and reports provided by the responsible structures, will prepare the Annual Strategic Plan Monitoring Report. The Report will be submitted to the Governing Board for review, assessment of progress, and the adoption of appropriate measures.

In 2028, a Mid-Term Review of the Strategic Plan will be conducted. The Quality Assurance Office will coordinate the process and prepare the Mid-Term Review Report, with contributions from the responsible structures. The Report will assess the level of achievement of the objectives, priorities, indicators, and targets up to that point, identify challenges, and recommend, where necessary, corrective measures or adjustments to the Strategic Plan. The Report will be submitted to the Governing Board for review and decision-making.

At the end of the strategic period, in 2030, the Quality Assurance Office will prepare the Final Implementation Report of the Strategic Plan 2026–2030. The Report will analyse the level of achievement of the strategic objectives and targets, institutional results and impact, as well as lessons learned during the implementation period. The Final Report will be submitted to the Governing Board for review, while its findings and recommendations will serve as a basis for the next strategic planning cycle.

Any amendment or update to the Strategic Plan resulting from the monitoring or mid-term review process will be processed and approved by the Governing Board, in accordance with the Statute and internal acts of Tempulli College.

Monitoring	Indicator	Frequency	Responsible Structure	Source of Verification
Strategic Objectives	Level of achievement of indicators and targets	Annual	Director, Quality Assurance Office	Annual Report
Strategic Priorities	Percentage of priorities achieved	Annual	Responsible Structures	Progress Reports

Action Plan	Percentage of activities completed	Annual	Responsible Structures	Operational Reports
Performance Indicators (KPIs)	Achievement of annual targets	Annual	Quality Assurance Office	Monitoring Report
Recommendations for Improvement	Percentage of recommendations implemented	Annual	Quality Assurance Committee	Improvement Plan
Mid-Term Review	Overall progress of the Strategy	2028	Director, Quality Assurance Office, Academic Council	Review Report
Final Evaluation	Level of achievement of strategic objectives	2030	Director, Academic Council, Governing Board	Final Report

RISK MANAGEMENT AND MITIGATION MEASURES

The implementation of the Strategic Plan 2026–2030 may be affected by internal and external factors that could hinder or delay the achievement of its strategic objectives, priorities, and targets. Risk management constitutes an integral part of the implementation and monitoring process of the Strategic Plan and aims to ensure the timely identification of factors that may affect its implementation, assessment of their potential impact, and implementation of appropriate preventive and corrective measures.

The identified risks are based on the SWOT analysis and the key areas of institutional development. They will be monitored periodically throughout the implementation of the Strategic Plan, while mitigation measures will be adapted according to changes in institutional circumstances and the external environment.

Table. Key Risks and Mitigation Measures

Risk	Potential Impact	Risk Level	Risk Mitigation Measures	Responsible Structures
Changes in legislation, policies, criteria, and standards governing higher education and accreditation	Need to adapt institutional policies, regulations, programmes, and processes	Medium/High	Continuous monitoring of changes and timely alignment of institutional policies, acts, and processes	Director, Academic Council, Quality Assurance Office
Demographic trends, youth emigration, and potential decline in student numbers	Decline in student numbers and impact on institutional and financial sustainability	High	Diversification and adaptation of the academic and professional offer, strengthening promotion, and expanding cooperation and internationalisation	Director and Responsible Structures
Departure of qualified personnel and competition for academic and professional staff	Disruption of continuity and quality of academic and institutional processes	Medium/High	Human resource planning, continuous professional development, and establishment of mechanisms for attracting and retaining staff	Director, Human Resources

Increasing competition among higher education institutions	Impact on student recruitment, institutional positioning, and reputation	Medium/High	Strengthening quality, institutional profiling, practice-oriented programmes, partnerships, and the visibility of the College	Director and Responsible Structures
Constraints in securing sustainable financial resources	Delays or limitations in the implementation of investments, projects, and strategic activities	High	Diversification of funding sources, increased participation in projects, and development of professional services and partnerships	Director, Finance Office
Competition for national and international funds and projects	Failure to achieve targets for projects and external funding	Medium	Strengthening project development and management capacities, establishing teams, and expanding partnerships	International Cooperation Office
Rapid changes in labour market requirements	Mismatch between graduates' competencies and employers' requirements	Medium/High	Periodic labour market monitoring, consultation with employers, and integration of findings into programme reviews	Programme Coordinators, Centre for Professional Research and Development
Rapid technological changes	Obsolescence of technology, laboratories, and digital competencies	Medium/High	Planning technological investments, upgrading laboratories, and continuous development of the digital competencies of staff and students	IT and Operations, Programme Coordinators
Risks related to digital transformation, cybersecurity, data protection, and the use of AI	Compromising data security, academic integrity, and institutional operations	High	Development and implementation of policies and procedures for information security, data protection, and the ethical and responsible use of AI	IT and Operations, Quality Assurance Office

RISK MONITORING

The risks and their mitigation measures will be reviewed as part of the annual monitoring of the Strategic Plan. In the event that new risks are identified or the level of existing risks changes, the College will adjust the relevant measures and, where necessary, reflect them in the annual work plans and the Action Plan.

STRATEGIC PLAN IMPLEMENTATION AND CONTINUOUS IMPROVEMENT CYCLE

The Strategic Plan 2026–2030 is based on the principle of continuous institutional improvement. The process begins with an analysis of the current situation and the identification of development needs, continues with the definition of the vision, mission, and strategic objectives, while concrete implementation is carried out through strategic priorities, performance indicators, annual targets, and the Action Plan.

Periodic monitoring and evaluation of results ensure that progress is measured objectively, while the findings of this process serve as a basis for the continuous improvement of institutional policies, processes, and activities. In this way, a continuous development cycle is established, ensuring that Tempulli College remains responsive to changes in higher education, labour market requirements, and national and international standards.

STRATEGIC PLAN IMPLEMENTATION CYCLE



REVIEW OF THE STRATEGIC PLAN

The Strategic Plan 2026–2030 will be subject to continuous monitoring and periodic review. A comprehensive review of the Plan will be conducted at the midpoint of the implementation period (**Mid-Term Review**) in 2028, with the aim of assessing progress, identifying challenges, and, where necessary, adjusting priorities, indicators, or activities.

In addition to the periodic review, Tempulli College may undertake an extraordinary review of the Strategic Plan before 2028 in the event of significant changes in legislation, higher education standards, accreditation requirements, the organisational structure, or other circumstances affecting institutional development.

Any amendment or update to the Strategic Plan shall be approved by the Governing Board, in accordance with the procedures defined in the Statute and the internal acts of Tempulli College.