



Strategic Plan 2025 - 2030

of

The Academy "Evolucion"

Pristina, January 2026

The Strategic Plan was approved in December 2024 and updated in January 2026.

1. Contents

2. Mission and Objectives of the Academy "Evolucion"	3
2.1 Mission.....	3
2.2 Objectives	4
3. Strategy for Achieving the Mission and Objectives of the Academy "Evolucion"	4
A. Study Programs/Academic excellence.....	5
B. Research, Innovation & Creative Practice.....	5
C. Academic and Administrative Staff.....	6
D. Students.....	7
E. Adapting to Changes.....	9
F. Collaboration and Interaction	9
G. Social Responsibility	11

The Purpose of This Strategic Plan

This Strategic Plan (SP) outlines the high-level direction and priorities of the Academy (AE) for the period 2025-2030.

The SP also provides guidelines for departmental/unit planning to translate these directions into specific initiatives across AE.

The creation of this strategic plan involves several significant consultative steps, with all stakeholders at EA directly participating by contributing their knowledge and perspectives.

- **Spring 2024:** Academic and administrative leaders participated in a seminar to learn about the planning methodology offered by AE, providing a platform for a collaborative planning process.
- Based on stakeholder input, previous planning efforts and research, and external factors, the working group prepared a detailed situation assessment for AE. This assessment informed summarized trends, SWOT analysis, and strategic issues.
- Through engagement with the Governing Council and Academic Council, leaders of academic units and other EA stakeholders collaboratively developed and refined strategy concepts, including values, mission, vision, goals, strategies, and key performance indicators.
- Academic units, staff, and students reviewed and provided feedback on preliminary concepts.
- The Academic Council and designated committees finalized the components included in this plan.
- The Academic Council and designated committees held discussions on concrete steps to achieve objectives as part of the next planning phase.

1. Public Mission and Institutional Objectives

As a credible institution of higher education offering studies in the fields of applied art/design, AE is committed to providing quality professional studies developed in harmony with the Bologna Declaration and the Standards and Guidelines for Quality Assurance in Higher Education (ESG).

AE has successfully passed several cycles of external evaluation at the institutional and study program levels by the Kosovo Accreditation Agency (KAA), which is the assessment authority for the fulfillment of quality standards (ESG) in higher education in Kosovo. KAA is a full member of EQAR.

1.1 Mission

AE creates and cultivates a distinctive culture, fosters innovative teaching, learning, and applied artistic research processes, supports economic and cultural growth in the country and beyond, and meets the needs of a diverse/inclusive community by increasing and strengthening partnerships with businesses and higher education both domestically and internationally.

1.2 Vision:

To remain a leading higher education institution for the education and professional development of young creators in fashion design and related fields, recognized and respected nationally, regionally, and internationally.

To provide high-level education that instills a sense of humanity, creativity, and communication in younger generations for the development of values, systems, and diverse societies.

AE will be recognized for:

- Interdisciplinary, experimental, personalized, and innovative education focused on the personal and professional development of passionate, hardworking, ambitious, and creative students of all ages;
- Advocacy for art, design, and creative entrepreneurship;
- Diversity, accessibility, and equity in all activities;
- Service to the community locally, regionally, and globally.

1.3 Objectives

AE's primary objectives are:

- To affirm itself as a valued higher education institution in Kosovo and beyond, recognized for developing and advancing new creative and scientific ideas and comprehensive education.
- To continuously develop and expand its teaching activities in line with contemporary standards in the field of professional higher education.
- To achieve the highest professional education standards for specialists in applied arts, design, science, and culture through comprehensive teaching, research, artistic activities, and creative projects.
- To provide the local and regional market with qualified professionals in applied arts and design aligned with economic and industrial developments regionally and beyond.
- To engage in commercial activities within the fields of applied arts and design.
- To contribute to the advancement and empowerment of women and girls in society.
- To strengthen the social responsibility awareness of staff and students and continue being a significant contributor to community-interest activities.
- To be a strong voice advocating for causes, phenomena, and marginalized groups.

2. Strategy for Achieving the Mission and Objectives of the Academy "Evolution"

The Academy "Evolution" (AE) has defined its strategy for achieving its mission and objectives. The strategy is approved by the Governing Council in collaboration with management and departmental leaders at EA. It is reviewed and updated periodically in alignment with ongoing changes locally and internationally.

EA's development strategy focuses on the following key areas:

- **A) Academic Programs/Teaching excellence**
- **B) Research, Innovation & Creative Practice**
- **C) Academic and Administrative Staff**
- **D) Students**
- **E) Adapting to change**
- **F) Collaboration and Interaction**
- **G) Social Responsibility**

Each area consists of specific objectives and supporting actions to achieve them.

A. Academic Programs /Teaching excellence

In all our departments, we provide students with opportunities to acquire theoretical-critical knowledge in design and applied arts while gaining the necessary skills and valuable experience to become independent professionals ready to adapt to the ever-changing demands and dynamics of the market.

A.1 Strengthening Existing Programs and Developing New Ones to Meet Community and Business Needs

1. Investing financial and human resources to strengthen and support current programs.
2. Conducting research/surveys to identify the desires and needs of the community and businesses. Separate surveys are developed for community residents and the business sector.
3. Developing partnerships with relevant institutions (e.g., Ministry of Labor and Social Welfare, Ministry of Trade and Industry, Chambers of Commerce, NGOs) to study employment trends and economic development in the country.
4. Maintaining the institution's competitive position in the education environment and preparing students to become competitive professionals in the job market by incorporating current technological advancements into our programs.

A.2 Developing Programs and Recruiting Students Aligned with Current and Projected Market Trends

1. Increasing recruitment/enrollment of students, particularly in underserved fields identified through market research.
2. Training AE personnel to effectively communicate information about AE programs, market them within the community, and promote partnership opportunities.

3. Involving departments and relevant personnel in promotional activities in high schools to engage with students, school staff, and parents, presenting AE's programs.
4. Continuing coordinated marketing programs in high schools.
5. Expanding student activities and interest groups and providing greater support for them.
6. Creating preparatory courses to serve as orientation for credit-bearing courses for students.
7. Expanding new programs/courses at certificate and degree levels.
8. Continuing research on demographic trends and economic tendencies.
9. Developing and promoting a professionally designed academic brochure that showcases and explains current programs and student career pathways.

B. Research, Innovation & Creative Practice

Our research mission is to develop an advanced and sustainable research culture that will support our teaching and learning process, inspire creativity and critical thinking in our students, enable academic staff to achieve excellence, and enhance AE's national and regional standing through the contribution our research makes to the arts, culture, and community.

Over the next five years, we are committed to the realization of the strategic research objectives, action plans, and the development of the Key performance indicators to measure the implementation of the Strategic Plan:

B.1 Promote applied research through creative practice and experimentation.

1. Focus research activities on priority areas (fashion design, communication design);
2. Establishing and developing interdisciplinary research labs in design, fashion, and communication arts.
3. Encourage and supporting participation in regional and EU-funded creative research programs (e.g., Creative Europe, Erasmus +.etc.);
4. Recognize creative outputs (artworks, performances, prototypes, exhibitions) as valid research outcomes;
5. Develop clear evaluation criteria for practice-based research;
6. Integrating research outcomes into teaching, exhibitions and artistic events.

B.2 Strengthening the necessary support for academic staff and students to deliver high-impact research results

To support this strategic objective following actions are planned:

1. Increasing gradually the institutional budget for research funding;

2. Providing training for academic staff on conducting research in the fields of applied arts and design, including research methodologies and publishing of the results in internationally peer-reviewed journals;
3. Encouraging new research partnerships and funding opportunities (including partnerships in international projects and industry), that are responsive to community needs;
4. Increasing institutional research support for grant writing, project management and research administration;
5. Developing a Regulation on the Equivalence of Applied Artistic Research and Creative Practice with Academic Research to serve as a framework for staff promotion and evaluation ;
6. Developing and monitoring a set of Key performance indicators(KPIs) for Research activities and outcomes.

B.3 To enhance the profile and visibility of research achievements at local, national and international levels

1. Strengthening the institutional support for public presentations and dissemination of research results, such as exhibitions, conferences and other forms of dissemination of research results;
2. Presentation and promotion AE research achievements internally(within the AE) and externally (to partners and community);
3. Encouraging and supporting the development of more community-based and socially engaged research projects, with the aim of increasing the social impact of research;
4. Promoting applied research projects that generate innovative design solutions and entrepreneurial opportunities;
5. Deepening and expanding research collaborations with other institutions -academies, universities and colleges), both within Kosovo and internationally.

Through these actions, AE aims to foster a vibrant culture of Applied artistic research and innovation, where research and artistic practice are recognized as integral to teaching excellence and societal advancement.

C. Academic and Administrative Staff

AE is committed to continuously enriching its departments with competent and professional academic staff. The academy aims to establish the best balance between experienced educators with a strong background in artistic and creative projects, proven specialists in these fields, and young lecturers, educated both locally and internationally, who bring fresh knowledge and experiences from the institutions where they trained.

Excellence in professional services supporting academic staff and students is essential for their success. Skilled, technically capable, and personally dedicated professional staff, aligned with the institutional values of EA, are critical to our mission.

C.1 Ensuring New Opportunities for Academic Staff Development to Foster an Atmosphere of Excellence in Teaching Process

1. Identifying additional financial resources to support staff development by participation of academic staff in seminars, workshops, and conferences within their areas of expertise and scope.
2. Organizing workshops focused on classroom teaching and learning strategies, facilitated either by external experts or by lecturers and experts from EA's own staff.
3. Developing new programs focused on teaching and learning. Collaborating with other universities and colleges to organize disciplinary meetings and joint activities.
4. Supporting existing activities and developing new ones that focus on professional development centered around student support. Collaborating with other universities and colleges to organize broad-based student support meetings and professional development activities.
5. Encouraging and continuing to support academic staff in their educational goals, offering financial assistance and flexible schedules.
6. Supporting programs for teaching staff to help them achieve the objectives of EA.

C.2 Ensuring New Opportunities for Administrative Staff development to support the Teaching process and efficient Student services

1. Support and development of administrative staff that enables the efficient functioning of academic and administrative processes.
2. Support administrative staff to provide high-quality, student-centered and stakeholder-oriented services
3. Further encouragement of administrative staff to support the creative and project-based mission of applied education offered at AE

D. Students

At AE, students have the opportunity to achieve their educational goals through high-quality teaching, career-focused education, foundational skills development, and activities that promote personal growth and academic success.

We prioritize fostering supportive relationships between faculty/administrative staff and students, offering responsive support services and a curricular environment that contributes to students' personal growth and success.

Student Support Goals

1. Providing comprehensive and career-oriented education tailored to individual student needs and aspirations.
2. Promoting skill-building activities and extracurricular opportunities to enhance academic success and personal development.

3. Ensuring accessible, responsive, and effective support services that address student needs in a timely and impactful manner.
4. Creating a curriculum and institutional environment that fosters critical thinking, creativity, and leadership skills.
5. Encouraging and facilitating strong engagement between students and the academic/administrative staff to build a collaborative learning environment.

By investing in the development of both staff and students, EA aims to maintain a standard of excellence that aligns with its mission and long-term goals.

D.1 Enhancing Student Success, Retention, Persistence, and Transfer Rates

AE is committed to fostering an environment that supports student success, retention, persistence, and effective transfer pathways. The following objectives and actions aim to achieve these goals:

1. **Continuously Evaluate Program Effectiveness**
Regularly assess the effectiveness of our programs, including barriers to student success, retention, persistence, and transfer rates.
2. **Build Collaborative Support Systems**
Develop methods to connect academic staff, administrative staff, and student groups to work as part of a supportive team for students in need.
3. **Enhance Communication with Admitted Students**
Establish a communication system to engage students who pass entrance exams but do not enroll, encouraging them to join the institution.
4. **Strategize for Continued Enrollment**
Develop strategies to increase the likelihood of student enrollment from one semester/year to the next.
5. **Promote EA as a Successful Transfer Institution**
Strengthen and promote the image of EA as a leader in successful student transfer programs.
6. **Facilitate Timely Transfers**
Create opportunities that enable students to transition smoothly through transfer programs in a timely manner.
7. **Leverage Electronic Media**
Increase the use of electronic media to communicate with potential transfer students, ensuring accessibility and timely updates.
8. **Develop Internship and Mentorship Programs**
Expand professional internship opportunities and mentorship programs to enhance student experience and career readiness.
9. **Establish Employment Assistance Services**
Create a dedicated service to assist students in finding employment opportunities, both during their studies and post-graduation.
10. **Develop Career Pathways for Students**
Design structured career pathways tailored to students' fields of study, equipping them with clear goals and industry alignment.

These actions are designed to improve the overall student experience, support academic success, and prepare students for future opportunities, reinforcing EA's commitment to excellence and innovation.

D.2 Creating an Educational Environment that Fosters Passion for Education, Leadership, and Essential Personal Skills for Civic Engagement

AE is dedicated to building an educational atmosphere that inspires students to excel in their academic and personal pursuits while promoting civic engagement. The following initiatives support this commitment:

- 1. Develop Rigorous Academic Courses**
Design academic courses structured to support underprepared students, including study groups and peer support programs.
- 2. Foster Academic Relationships**
Provide opportunities for students to build academic relationships with lecturers outside the mandatory learning process, fostering mentorship and engagement.
- 3. Create a Vibrant, Idea-Filled Environment**
Establish an atmosphere rich with activities, ideas, and debates to stimulate intellectual curiosity and innovation.
- 4. Support Student Clubs**
Offer resources and encouragement for the development and sustainability of student-led clubs and organizations.
- 5. Provide Dedicated Student Spaces**
Designate physical spaces on campus exclusively for student use, fostering collaboration and community.
- 6. Develop a Welcoming Admissions and Registration Office**
Create a student-friendly and accessible office to facilitate smooth admissions and registration processes.
- 7. Offer Frequent Academic and Career Counseling**
Provide regular counseling sessions tailored to students' academic fields and career aspirations.
- 8. Encourage Diverse Interactions**
Promote opportunities for students to engage with peers from diverse backgrounds, enriching their cultural and social understanding.
- 9. Integrate Service Learning**
Create avenues for students to participate in service-learning opportunities that combine education with community service.
- 10. Secure External Funding for Student Engagement**
Seek grants and external funding to support activities and programs that enhance student engagement and promote diversity.

E. Adapting to Change

EA actively monitors developments, trends, and market demands in the fields covered by its programs. These changes are tracked through active participation in relevant events and are incorporated into academic programs and extracurricular activities, such as art projects, competitions, exhibitions, and more.

This approach ensures that EA remains dynamic and responsive, equipping students with the skills and knowledge to thrive in an evolving global landscape.

E.1 All Program and Curriculum Decisions are Data-Driven

EA ensures that decisions regarding programs and curricula are based on data-driven strategies. This approach helps the institution remain aligned with current trends, student needs, and market demands.

1. **Use Data to Inform Changes**
Utilize data to make adjustments in programs, curricula, schedules, and student services, incorporating cost-benefit analysis.
2. **Analyze Student Preferences and Market Trends**
Regularly assess changes in student preferences, attitudes, and socio-economic and technological shifts within the target market.
3. **Track Student Groups and Outcomes**
Identify student cohorts and monitor their progress within the institution and beyond. Use data on student progression and graduation rates to inform program reviews.
4. **Develop Partnerships for Data Collection**
Build collaborations with external entities to gather key data on potential student needs and trends.
5. **Seek Market Segments Actively**
Identify new market segments through competitor analysis and ongoing research.

F. Collaboration and Interaction

AE fosters communication and collaboration with educational institutions, businesses and creative individuals locally and internationally, benefiting from the exchange of ideas and insights into the latest developments in relevant fields of study. A single point of contact ensures efficient and effective connections with organizations seeking to partner with AE.

Beyond classroom learning, AE provides students and faculty direct access to specialized companies in relevant fields of research and commercial projects. This hands-on approach allows students to apply and refine their knowledge and skills in real-world contexts.

AE is also open to collaboration with creative individuals through its creative network, "**Evolart.**" This initiative invites guest lecturers from both local and international backgrounds to organize lectures and engage in open debates with students and faculty on contemporary topics.

F.1 Developing and Strengthening Collaborative Relationships and Partnerships with Educational Institutions

1. **Evaluate and Improve Existing Partnerships**
Assess current partnerships to determine how programs can be enhanced through collaboration.
2. **Create Partnerships Reflecting Market Needs**
Establish partnerships that address current economic demands and service field requirements.
3. **Engage with High Schools**
Encourage ongoing contact with high schools to identify and develop competencies essential for student success at EA.
4. **Align and Adapt Curricula**
Harmonize and adapt EA's curricula, develop joint assessments, and create programs that raise student awareness about career opportunities and academic possibilities at EA.
5. **Improve Communication Between Faculty**
Enhance communication and collaboration between EA faculty and high school educators to better align educational goals.

F.2 Supporting and Strengthening Industry Dialogue and Collaboration

EA continuously supports its programs through sustainable engagement with the business community to identify and address dynamic professional and market-specific needs.

- 1. Establish Relationships with Chambers of Commerce**
Build and maintain relationships with local and central government economic development departments and chambers of commerce.
- 2. Develop Partnerships with Local Industry**
Collaborate with local industries to strengthen ties and provide practical opportunities for students.
- 3. Facilitate Professional Practice and Employment**
Partner with industries to create internship opportunities and employment pathways for students.
- 4. Create Accelerated and Flexible Programs**
Develop programs tailored to meet the workforce community's specific and dynamic needs.
- 5. Collaborate with Corporations and Social Organizations**
Maintain partnerships with corporations and other organizations to identify current and emerging educational needs and training opportunities.

Through these strategies, EA aims to enhance its reputation as an innovative and adaptive educational institution that bridges academia, industry, and the community.

Aspirations and Outcomes

EA aims to enhance its institutional strength and reputation by focusing on the following aspirations and measurable outcomes:

- 1. Developing Recognized Research and Scholarship Programs**
Invest in internationally recognized research strategies and scholarship development programs to elevate EA's academic and research profile.
- 2. Expanding Academic Collaborations**
Strengthen partnerships with universities and colleges to foster interdisciplinary academic developments and collaborative research initiatives.
- 3. Building Efficient Research Infrastructure**
Establish supportive research infrastructure across EA, including technical staff and essential equipment, to facilitate high-quality research activities.
- 4. Promoting Liberal Arts in a Global Context**
Develop a liberal arts core curriculum aligned with 21st-century global contexts, focusing on research in arts and design, cultural diversity, and critical engagement with the complexities of the modern world.
- 5. Enhancing Institutional Diversity**
Strive to build and sustain a diverse higher education institution and workforce that aligns with national and international standards.

6. Maintaining High-Quality Degree Programs

Offer strong degree programs that contribute to a competitive academic environment and prepare students for future challenges.

7. Expanding Advisory Services

Increase advisory services to effectively support students' academic progress and prepare them for success in a wide range of professional careers.

8. Advancing Staff Development Opportunities

Enhance opportunities for professional development and career advancement to retain and strengthen a robust team of employees.

G. Social Responsibility

Our **Social Responsibility and Civic Engagement Plan** focuses on five priorities: social inclusion, thriving communities, improved health, environmental sustainability, and cultural engagement. In implementing our strategic plan, we will act ethically, transparently, sustainably, and for the broader public good at all times.

This broad commitment to social responsibility and sustainability will shape our policies, practices, and respect for our environment. We will actively involve our students, academic and administrative staff, councils, alumni, partners, and wider communities in developing and delivering the necessary actions and strategies to integrate this crucial aspect into our daily activities.

We believe that social responsibility is a deeply ingrained part of our foundation, already influencing much of what we do. However, we acknowledge that this is the first time AE is explicitly placing social responsibility at the heart of its strategic plan.

MONITORING CHANGES

The implementation of this Strategic Plan will be monitored annually by the Academic Council and the Office for Quality assurance. Progress will be measured through predefined KPIs and reported in the annual Institutional Review Report."