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LITHUANIAN SPORTS UNIVERSITY

Quality Management System Manual

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 ABBREVIATIONS

Lithuanian Sports University
– the **University**

Quality Management System
- **QMS**

Integrated activity
development strategy - **IADS**

GENERAL PROVISIONS

- (1) **“Higher education is a value and a responsibility of the society“**
The Bologna Declaration (1999).
- (2) Lithuanian Sports University (hereinafter – the University) as an institution of higher education has an important essential mission to promote personal development, scientific progress, develop citizenship and help youth to integrate into the society.
- (3) Getting into a common European space for higher education has raised the University a challenge of competitiveness. Therefore, quality is an essential condition which guarantees trust, relevance, mobility and attractiveness of the University (Prague Communiqué, 2001). New challenges and opportunities allow improving and strive to be an open and one of the leading universities in sports and related areas (health promotion and physical therapy).
- (4) The University recognizes that the quality of higher education should be developed at European, national and institutional levels (Berlin Communiqué, 2003), thus it primarily focused on provision requirements of the Bologna Process documents and the provision requirements of the European Higher Education Quality Assurance, the National Education 2013 - 2022 m. Strategy project guidelines and other Lithuanian legal acts governing higher education, sports and related areas. At institutional level the University has used internal resources to create, develop and continuously improve the quality of learning, research and experimental development, sports, internationality, and impact on the country and region.
- (5) Changes in the environment form the concept of a quality University, so developing the University concept of quality, the account was primarily taken on the following influencing factors:
- (6) **The moral factor** emphasizes the obligation of the University to promote democratic values and citizenship; the University is entitled to provide moral, right and top-quality services expected by the

stakeholders (students / graduates, the University community, employers, social partners, public authorities and others).

- (7) **Social responsibility factor** highlights the responsibility of the University for its impact on the society, regions, Lithuania and Europe; social ideas directed to knowledge in sport and related areas (health promotion and physical therapy) are being implemented.
- (8) **Competition factor** reflects the University's rivalry with other higher education institutions at regional, national, European and global levels in the view of the number of entrants and students studying, scientific research and experimental development opportunities, funding planned and implemented projects, quality of service, university funding and so on.
- (9) **Competence factor** is associated with exceptional competencies, skills, creativity and wisdom of the university teachers, researchers and staff; the University intellectual superiority is used not only in ensuring smooth and productive functioning of the University, but also as the benefits to the society and the state.
- (10) **Accountability factor** reflects an image of an open, transparent, responsible and innovative development promoting University. The accountability is ensured at two levels: internal - aimed at assessing and summarize the performance of structural units and employees; exterior - aimed at ensuring commitment to provide information to interested parties on the University performance and progress.
- (11) Aware of its special mission in higher education, sports and related areas, the University declares that **the quality at the institutional level is an optimal achievement of strategic goals in the most efficient implementation of the University mission and constant promotion and development of academic values.** Therefore, each structural unit/ employee of the University organizes and carries out its activities in the best-performing and most productive manner in order to meet the indicators, and where possible to exceed expectations.

INTEGRATED ACTIVITY DEVELOPMENT STRATEGY

Vision, mission and values of the University

- (12) **LSU mission** – to promote the harmonious progress of the society, and be useful in exceptional international sports science research and studies.
- (13) **LSU vision** – to be one of the leading universities of Europe in sports and physical education, rehabilitation (physical therapy) and health sciences.
- (14) The University is guided by the following **values**:
- (15) **Respect for knowledge**: “Respect for the exclusive knowledge, ensuring the unity of science and education; development of ongoing improvement“.
- (16) **Fostering initiative**: “Thorough promotion of new ideas, initiatives, innovations, professionalism and leadership“.
- (17) **Openness of studies**: “Accessibility and quality assurance of academic services for Lithuanian and foreign schoolchildren and students, the community of employees and seniors as well as business and public sector institutions“.
- (18) **Cooperation**: “Promotion of active dialogue with national and foreign partners“.
- (19) **Sociality**: “Teamwork based on mutual respect, tolerance, competence and trust“.
- (20) **Exaltation of healthy lifestyle**: “Promotion, development and testimony of respect for healthy lifestyle and Olympic ideas“.
- (21) **Citizenship**: “Promotion of citizenship and patriotism“.
- (22) Mission, vision and values of the university are set and publicly available at the Statute of LSU¹ and Integrated Activity Development Strategy (hereinafter – IADS)².

¹The Statute of the Lithuanian Sports University (2013), available at: <http://www.lsu.lt/apie-lsu/dokumentai>

²Integrated activity development strategy, (2012 - 2017), available at: <http://www.lsu.lt/sites/default/files/dokumentai/lsu%20veiklos%20pletros%20strategija%202012-2017.pdf>

Strategic objectives of the University

- (23) **International leader in research** – to concentrate all resources for the development of quality research production and innovations.
- (24) *Objective 1:* concentrate the funds on fields of study where LSU could take a leadership position.
- (25) *Objective 2:* enhance the quality of research.
- (26) **Attractive study programmes** are focused on the implementation of the main objectives of the study area - modern and relevant curriculum delivery and talented and motivated student attraction.
- (27) *Objective 1:* enhance export of the experience in sports science and studies to ensure the internationalization of education.
- (28) *Objective 2:* contribute to the development of global world culture and public welfare through research in sports.
- (29) *Objective 3:* promote global dissemination of ideas in sports, healthy lifestyle and sports science; develop the systems of lifelong learning, competence recognition and social partnership.
- (30) **Development of the University identity** – the purpose is to position the University as a leader in sport science and physical education, physical therapy and health promotion through physical activity, which would be recognized by both the society and other communities of the higher education institutions.
- (31) *Objective 1:* shape the identity of LSU in the society.
- (32) *Objective 2:* prepare monitoring and evaluation mechanism of the impact of LSU on the country and the region, develop a social partners forum or a cluster.
- (33) **Effective management** – aim is to ensure organizational flexibility, ability to adapt to changes and to improve.
- (34) *Objective 1:* ensure employee motivation and competence.
- (35) *Objective 2:* improve the quality of management.
- (36) *Objective 3:* develop e. services.

- (37) *Objective 4*: develop monitoring and evaluation mechanism of strategy implementation.
- (38) LSU IADS is publicly available³.
- (39) Activities of the IADS are presented in procedure description PA – 01 “Develop, approve and disseminate Integrated Activity Development Strategy” (q.v. Annex 3).

University structure and its rationale

- (40) University activities are based on the degree of autonomy, so the academic, administrative, economic and financial management activities are managed and implemented independently. The University is accountable to the public, Seimas of the Republic of Lithuania, as well as to the authority implementing owner’s rights and duties. The formation of the structure was based on the Civil Code of the Republic of Lithuania⁴, the Law on Public Institutions⁵ and Higher Education and Research Act⁶.
- (41) The basic structural units of the University management consist of collegiate Council and the Senate, and the sole governing body - the Rector.
- (42) **The council** is composed of nine members: one member is appointed by the Student Representative Board, four – by teachers and researchers, and other four, not belonging to personnel or students, are elected through a public tender. Council member's term of office is 5 years. The Council, by a majority of its members votes, elect and recall the Council Chairman. The latter shall appoint the Secretary of the Council.
- (43) **The Senate** is a University body, governing academic affairs and elected for 5 years. Senate members may be members of the academic community of the University, its administration members

³LSU Integrated Activity Development Strategy (2012 – 2017), available at:

<http://www.lsu.lt/sites/default/files/dokumentai/LSU%20VEIKLOS%20PLETROS%20STRATEGIJA%202012-2017.pdf>

⁴Civil Code of the Republic of Lithuania. 18/ 7/ 2000 No VIII-1864 (Official Gazette, 2000, No 74-2262)

⁵Law on Public Institutions. 3/ 7/ 1996 No I-1428 (Official Gazette, 1996, No 68-1633)

⁶Higher Education and Research Act. 30/ 4/ 2009 No XI-242 (Official Gazette, 2009, No 54-2140, 61, 101)

joining the Senate ex officio, as well as researchers and lecturers of other academic institutions possessing an academic degree. Representatives appointed by students must comprise 20 percent of Senate members. The Senate by a simple majority of votes shall elect a Chairman and Vice Chairman of the Senate.

(44) **The Rector** represents the University and acts in its name. In an advisory capacity the Rector may attend Council meetings. According to the responsibilities the Rector is also a member of the Senate. The Rector delegates some of his/ her functions to Vice-Rectors for Studies, Science, Sports and Infrastructure and to Chancellor.

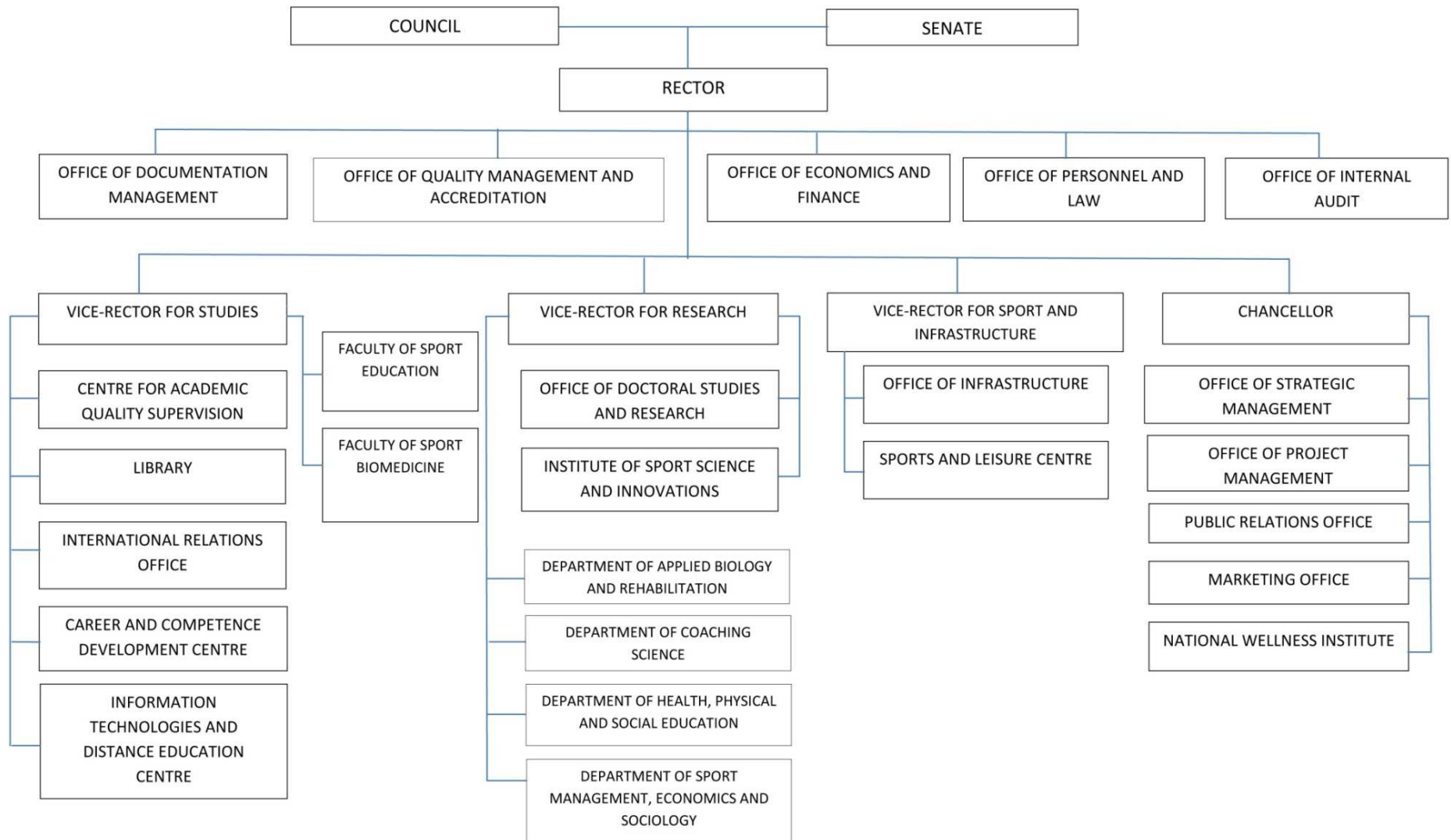
(45) The Rector's advisory body, considering the organizational, educational, scientific, economic and other issues, as well as facilitating the decision implementation of the Council and the Senate is the **Rectorate**. It consists of the Rector, Vice-Rectors, the Chancellor, a member delegated by the Student Union and persons approved by the Rector. The Rector may invite other persons to the meetings.

(46) The senate approves the Regulations of **Academic structural units** where their composition, competences, procedure of their conclusion and cancellation are indicated. The University has the following academic divisions: Faculty of Sport Education, Faculty of Sport Biomedicine, Department of Applied Biology and Rehabilitation, Department of Coaching Science, Department of Health, Physical and Social Education, Department of Sport Management, Economics and Sociology, Institute of Sport Science and Innovations.

(47) Objectives, goals, rights, management, property and liability of **non-academic units** are established in Regulations approved by the Rector. Non-academic units of the University consist of: Library, Information Technologies and Distance Education Centre, Career and Competence Development Centre, Centre for Academic Quality Supervision, Office of Doctoral Studies and Research, Office of

Documentation Management, Office of Quality Management and Accreditation, Office of Economics and Finance, Office of Personnel and Law, Office of Internal Audit, International Relations Office, Office of Strategic Management, Office of Project Management, Public Relations Office, Marketing Office, Office of Infrastructure, Sports and Leisure Centre. Organizational structure of the University (approved in LSU Council meeting of 16 August 2013, Minutes No 4) is displayed in Chart 1.

ORGANISATIONAL STRUCTURE OF LITHUANIAN SPORTS UNIVERSITY



(48) **Chart 1.** Organisational Structure of Lithuanian Sports University

QUALITY POLICY AND THE OBJECTIVES OF STRATEGIC QUALITY IMPROVEMENT

Quality policy of Lithuanian Sports University

Quality policy of Lithuanian Sports University

- (49) Lithuanian sports university is committed to meet the international and national requirements, providing high-quality higher education in sports and related areas; carrying out research and experimental development through effective and efficient quality assurance system based on activity planning, implementation and quality assurance, assessment and continuous improvement.
- (50) Permanent quality culture values of Lithuanian Sports University are employee sensation of autonomy, internal motivation, excellence, talent and loyalty.

The objectives of Strategic Quality Improvement

- (51) In view of the IADS, the University has established the following strategic objectives of quality improvement:
- a. **Studies:**
 - b. Competitiveness and internationality: the University will be one of the leading European universities in sports and related areas (physical therapy and health promotion).
 - c. Specialization of the University studies: existing and planned learning activities will be centered on sports and related areas (health promotion and physical therapy), thereby maximizing the quality of studies provided by the University.
 - d. Satisfaction with the studies provided: students and their future employers will be satisfied with educational content, and teachers – with equipped infrastructure and training facilities.
 - e. Lifelong learning: training content will meet the needs of targeted groups.

- f. **Study Process Optimization:** the study process will be optimized while maintaining the objective ratio between study quality assuring conditions and human and material resources, available at the University.
- g. **Science and experimental development:**
- h. **Competitiveness and internationality:** the University will be identified as a high-level scientific community in its areas of expertise not only in Lithuania, but also internationally.
- i. **Research specialization conducted at the University:** existing and planned research will be concentrated on sports and related areas (health promotion and physical therapy), thereby raising the maximum quality of the research conducted by the University.
- j. **High-level experimental activities:** the University will maintain high level academic research, which will reflect the practical applicability and relevance.
- k. **High-level third cycle studies:** attracting researchers will meet the academic criteria. Doctoral studies, thesis evaluation criteria will correspond to international standards.
- l. **Impact of the University on the country and regions:**
- m. **The University experts'role in the society:** the University researchers will enhance University identity; will help to shape the policy of sport and related areas (health promotion and physical therapy) in Lithuania and the region, posting relevant to the public sports research, providing consulting and expert services.
- n. **The University as a cooperative partner:** the University will seek a mutual dialogue in cooperation with the public, businesses and other public and private sector participants in sports and related areas (health promotion and physical therapy).
- o. **Mutual dialogue:** the University will not only present the results of experimental and applied activity development to

meet the needs of the surrounding environment, but also will take into account the different needs of the public in planning and implementation of its research.

p. **Supporting processes:**

q. Focus on strategic objectives: supporting processes and the results obtained will be directed towards the implementation of the IADSOBJECTIVES.

r. Focus on the needs of core processes: the goal of supporting processes is to meet the basic needs of the core processes, while striving to remain flexible and proactively adapt.

s. Transparency: the activities of supporting processes will be transparent, clearly defined; communication will be open and benevolent.

t. Meeting the needs of academic and non-academic communities, public authorities' and the society: the University will ensure that the latter are satisfied with the services provided by the University.

(52) The objective of Strategic Quality Improvement is an aspiration of the University in the field of Quality Management System. Quality Management System (hereinafter – QMS) is an integral part of IADS, as both systems correlate. While forming quality improvement objectives, it was taken into account that quality at an institutional level is an optimal achievement of strategic objectives. Therefore, additional quality measurement indicators have not been created. The latter have been linked to the strategic objectives; in this way, efficient and effective implementation of the goals and objectives of IADS ensures the achievement of the objectives of quality improvement.

(53) The activities of quality policy and objectives are indicated in the procedure description PA – 03 “Develop, validate and disseminate quality policy and the strategic objectives of quality improvement“(q.v. Annex 5).

QUALITY MANAGEMENT SYSTEM OF THE UNIVERSITY

(54) QMS bases itself on IADS, therefore the system comprises all the activities carried out by the University – studies, research and experimental development, impact on the country and regions, development of international relations, the activities of competence development and career monitoring, sports and leisure, the University management, administration and supporting activities. QMS is developed as an outcome of collegial decision, which includes all levels of University employees. In the development of the concept of QMS, the discussions highlighted the key issues:

(55) Does the quality management system focus on:

- a. The European economic, health and sports sector trends and changes?
- b. The European Higher Education Area trends and changes?

(56) Does the quality management system focus on the needs and expectations of the society and social partners?

(57) Does the University have an optimal activity quality assessment and improvement mechanism?

(58) Are employees' personal expectations consistent with the University expectations?

(59) In particular, it is important to determine which principles should be followed while forming QMS, so attention was drawn to the requirements stated in the documents governing the quality management system (European Higher Education Quality Assurance Regulations, the Bologna process documents, EN ISO 9000, The CAF, EFQM Excellence Model, and others):

- a. ***Focus on stakeholders.*** The University depends on students, the University community, social partners, civil society and other stakeholders, thus it is necessary to understand their current and future needs, to meet the requirements and strive to exceed their expectations.

- b. **Leadership / management and constancy of purpose.** This is a leadership with a clear vision of the future and its realization policy in order to respond proactively and immediately to the changes in sport and related areas.
- c. **Involvement.** Employees of all levels of management are the basis of the University, so it is necessary to involve them in the activity and management processes, exploiting the expertise, knowledge, creativity and wisdom for the sake of the University and the society.
- d. **Process approach.** The University, creating and implementing QMS, chooses a procedural approach, because the desired result is achieved much more efficiently when activities and related resources are managed as a process.
- e. **Systematic approach to management.** The University manages an integrated range of management systems: QMS, strategic management, human resource management and others.
- f. **Continuous improvement.** The University activity improvement is a steady and constant aim of the university, which promotes long-term growth.
- g. **Evidence-based decision making.** Useful solutions are based on reliable and meaningful information and data analysis.
- h. **Working with partners.** Social Partners' Forum enhances communication with the University, encouraging the processes of advancement.
- i. **Educational value creation.** It's about making sure that learners meet their obtained values.
- j. **Focus on social value.** The University can ensure its long-term growth only when a big part of the society assesses the graduates and researchers as capable to create the added value.
- k. **Independence.** It is based on an analysis of the circumstances and self-analysis. The university makes its

independent decisions and takes action, despite the established stereotypes.

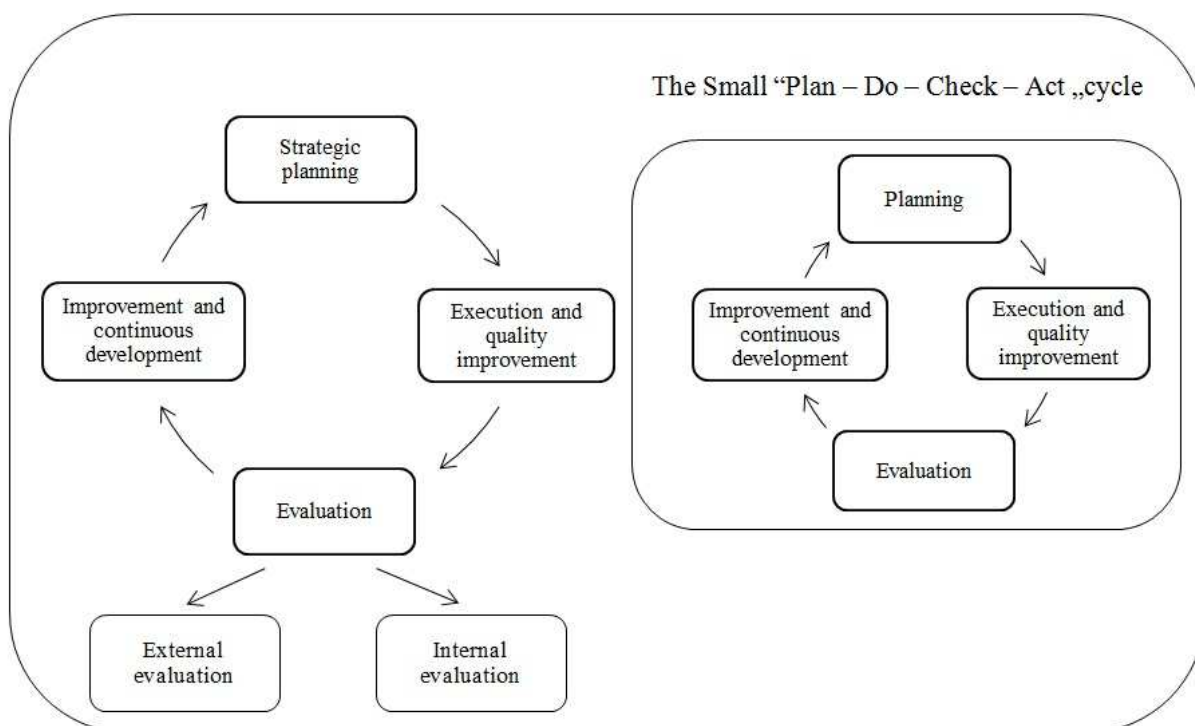
1. ***Fostering culture of quality.*** The University at all levels develops and promotes awareness and development of culture of quality.

(60) Responding to the European Higher Education Quality Assurance statement expressing the expectation that higher educational institutions follow quality assurance policies and procedures, the University was divided into key management, supporting, feedback, monitoring and controlling processes. Flowchart of the University processes is presented in Annex 1.

(61) Each process is regulated (see Annex 2 - 20) by procedure description, which refers to the process manager, the activities of a processes, a list of the documents. Procedure description is an integral part of the Quality Manual. Their updating is carried out by the heads of the processes, indicated in procedure a description, maintaining is carried out by Department of quality management.

(62) Splitting the University activities into processes enabled to structure QMS according to dynamic Deming quality cycle, “Plan – Do – Check – Act“. PDCA cycle is a way of continuous activity improvement, thus all the processes identified at the University are oriented in four directions - strategic management, execution and quality assurance, evaluation, development and continuous improvement (see Chart 2).

The Big “Plan – Do – Check – Act „cycle



(63) **Chart 2.** Quality Management System of the University

Strategic planning

(64) Strategic planning of the University involves IADS and a triennial strategic action plan (see Chart 3). The main document of the University strategic planning is IADS. The triennial strategic plan is based on the University mission and strategic directions listed in IADS.

(65) In accordance with the Statute of LSU, the Rector is responsible for the University strategic planning. IADS is a result of the collegial decision, so in the formation of strategic activity directions, the Rector is assisted by Vice Rectors, the Chancellor, department heads and advisory bodies. Stakeholders also participate in the process of the University strategic planning, as they can provide employees and department heads with suggestions, participate in the activities of the advisory bodies (the Rector, the Social Partners’ Forum, Quality Council, the Faculty Academic

Quality Supervision Committees of the Faculties, etc.), as well as in the activities of decision-making bodies (Senate and Council).

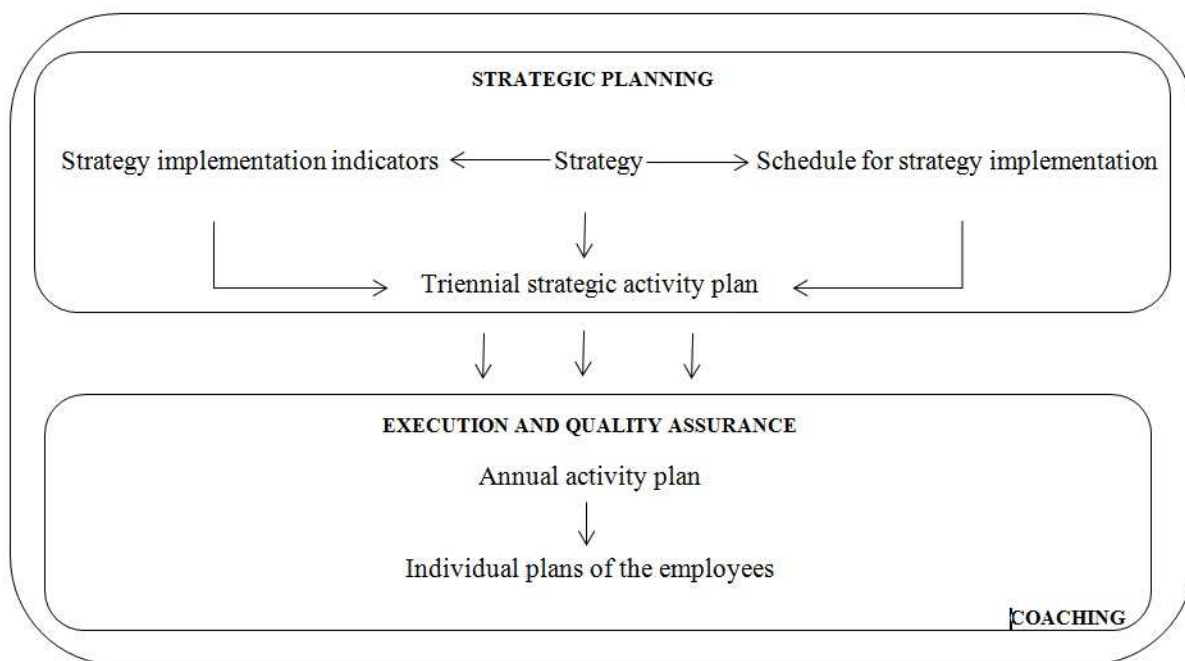
(66) The Office of Strategic Management also helps to develop strategic documents; it carries out a comprehensive analysis of economic, sporting and related (health promotion and physical therapy) sectors, trends in European Higher Education Area, and best practices in foreign and Lithuanian universities; provides suggestions and conclusions of the previous strategy implementation assessment.

(67) The prepared IADS project is primarily considered at the Rectorate. Taking into account the suggestions and comments, IADS project is submitted for consideration to the Senate. At last, it is approved by the Council, taking into account the proposals of the Senate. The approved IADS is presented to the University community.

(68) The triennial strategic plan is developed and approved in a similar way. IADS implementation schedule and performance are reflected in it.

(69) The ratio between IADS, triennial strategic activity plan, annual activity plan and individual plans of the employees is presented in Chart 3.

(70) Detailed activities of strategic management are presented in PA – 01 “Develop, approve and disseminate Integrated activity development strategy” (Annex 3)



(71) **Chart 3.** Interrelationship of Strategic Planning Documents.

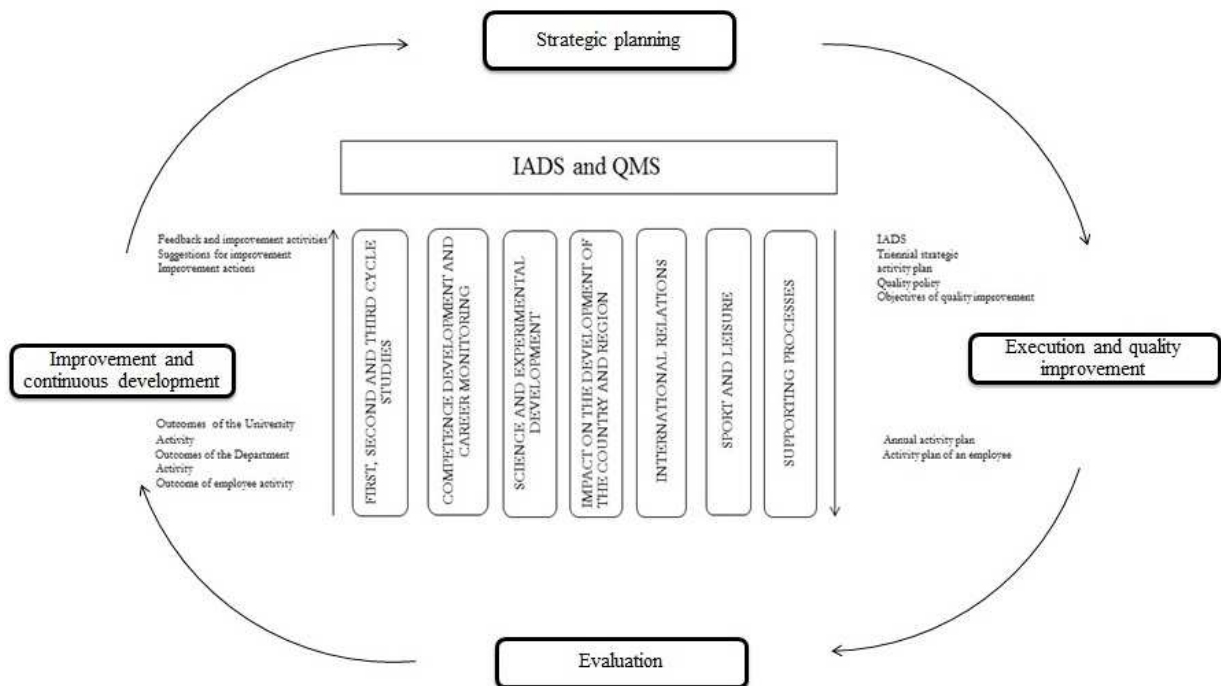
(72) The University has defined the quality policy and quality improvement objectives. Positioning itself as an expert in sports and related areas (health promotion and physical therapy) in Lithuanian and European Higher Education Area, the University ensures that its activities are carried out in compliance with the requirements which are publicly available in Quality Policy. The quality improvement objectives have been formed to implement the Policy (see Chapter 3 of this document).

(73) Quality Council and Office of Quality Management submit proposals on quality policy and strategic objectives to the Rector. The proposals are considered at the Rectorate. Taking into account the comments and recommendations expressed, the quality policy and objectives are submitted for consideration to the Senate and approved by a majority of votes.

(74) Quality policy and quality improvement objectives management processes are presented in procedure description PA – 03 “Develop, validate and disseminate quality policy and strategic objectives of quality improvement“(q.v. Annex 5).

Execution and quality improvement

(75) The key processes of the University are implemented applying the approach of the University Quality Management System (see Chart 2). Each year, the Rector, assisted by the Rectorate members, forms an annual activity plan for the departments according to the key processes. The plan is formed in compliance with IADS, triennial strategic plan and quality improvement objectives (see Chart 4).



(76) **Chart 4.** Quality Assurance System of the University Processes

(77) The annual plan raises the detailed tasks; responsibilities assigned, and present the indicators revealing performance and /or productivity.

(78) In the context of the objectives given in the annual activity plans, the heads plan the activities of their departments.

(79) Each employee works under the individual activity plan, so the head constantly communicates with the employees - management relies on coaching. The head advises employees, discusses the achieved /unachieved results and encourages.

- (80) All of the University activities are carried out in accordance with specified operational plans (annual activity plan, individual employee plans) at various management levels, at the same time ensuring its quality.
- (81) In the implementation of the strategic and quality improving objectives, each process acts in compliance with its internal legal acts according to the field – in the implementation of the Bachelor's and Master's degree, competency development and career monitoring activities, the process is guided by LSU Study Regulation (approved at the Senate meeting of 26 July 2013, Minutes No 10) and internal legal acts related to it. Doctorate activities are carried out under the General Education Science PhD Regulation (approved at the Senate meeting of 28 March 2013, Minutes No 9) and the Joint Biological Sciences PhD Regulation (approved at the Senate meeting of 5 December 2013, Minutes No 3) and related derivative internal legal acts. Research and Experimental development activities are carried out in accordance with the Regulations of the LSU Research Activity (approved at meeting of the Senate of 1 March 2012, Minutes No 5) and related derivative internal legal acts. International communication activities are carried out in accordance with the Procedures of Lithuanian Sports University student mobility for partial studies and practice organization and implementation (approved at LSU Senate meeting of 2 May 2013, Minutes No 10) and Lifelong Learning/ Erasmus staff mobility organization and award Procedures (approved on 30 August 2012, Rector's order No. 126/ B) and related derivative internal legal acts. The University social, cultural and economic contribution to the society is measured by means of analysis methodology of the impact of Lithuanian Sports University on region and country and related to it derivative internal legal acts (draft).

Internal and external evaluation of the University

- (82) The University activity is assessed at two levels - internal and external evaluation:
- (83) ***Internal evaluation of the University activity.*** The University continuously monitors and controls its activities. In order to manage this process, IADS has been divided into smaller parts (IADS, triennial strategic activity plan, annual activity plan, the individual employee plans), thus simplifying the reporting process (see Chart 3).
- (84) The evaluation of the University performance is carried out cyclically - every 5 years, every 3 years, every year, or every 2 - 6 months.
- (85) 2 - 6 – month evaluation. Internal performance evaluation starts at the lowest management level - the employees discuss their performance, development or promotion opportunities with the department head at set intervals (coaching).
- (86) Annual evaluation. The Office of Strategic Management sends requests at relevant periods for annual activity plan implementation results of the departments (IADS monitoring). The data are collected no less than once per calendar year. The Office of Strategic Management summarizes the reports of all departments and submits them to the Rector.
- (87) Based on the results of the Office of Strategic Management, other departments, Vice-Rector and Chancellor, the Rector annually presents an annual report on the activities of the Rector to the Council. The Council, after hearing the proposals of the Senate, approves or does not approve the report. If interested parties propose improvements or the results obtained do not meet the objectives /indicators for objective reasons, IADS can be adjusted (*IADS control*).

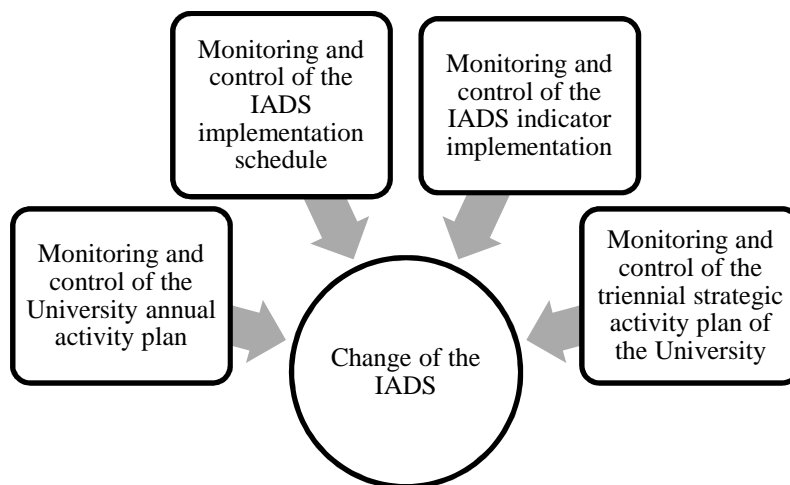
(88) Three-year evaluation. The Office of Strategic Management collects the data from departments about the results of the triennial strategic activity plan and provides to the Rector for approval.

(89) Five-year evaluation. Every five years, the Office of Strategic Management collects information about the results achieved by IADS strategic trends. Having summarized all the reports submitted by the departments, the Office of Strategic Management provides the results to the Rector, who, in turn, considers in conjunction with the members of the Rectorate, presents the report to the Senate and submits to the Council for approval.

(90) Stages of strategic documentation monitoring and control are illustrated in Chart 5.

(91) The University also conducts activity quality assessment. The Quality Council, at the intervals approved by the Rector (at least every 2 years), carries out activity quality analysis based on the Common Assessment Framework criteria and sub criteria. Based on the results, The Quality Council forms and submits to the Rector the University activity improvement plan. More detailed information is provided in section 7 of this document.

(92) The processes of internal University activity assessment are provided in procedure description PA – 18 “Carry out the monitoring and control of the Integrated Activity Development Strategy of the University and ensure feedback” (q.v. Annex 18).



(93) **Chart 5.** Monitoring and control phases of strategic documents

- (94) *External evaluation of the University activity.* At predetermined intervals, the University carries out a self-evaluation based on the Higher Education Institution Activity Assessment Methodology⁷ for the primary purpose - to reveal the University's ability to analyze and critically evaluate its own activity and provide opportunities for improvement. Self-evaluation report presents the data on the university activity of the recent 6 years according to the established evaluative areas. The data are based on quantitative and qualitative information.
- (95) The external evaluation of the University activities is organized by the Study Quality Assessment Center. It appoints independent valuation experts who visit the University. The experts examine self-evaluation carried out during internal evaluation, look through the results of the evaluation presented, the quality of activities and provide recommendations on how to improve University activities.
- (96) The main goal of the external evaluation is to create preconditions for improving the University activities, promote the culture of quality, taking into account the efficiency of funding needs, inform the founders (legal person), the academic community and the public about the quality of the University activities, make recommendations for activity development⁸. External evaluation of the University activities is carried out at least every 6 years.
- (97) The external evaluation also includes real resources and conformity assessment, which is carried out by the Research and Higher Education Monitoring and Analysis Center. Based on the assessment of both conclusions, the University applies to the Centre for Quality Assessment for accreditation with the main goal - to approve University compliance with legal requirements⁹.

⁷Higher Education Institution Activity Assessment Methodology, available at: http://www3.lrs.lt/pls/inter3/dokpaieska.showdoc_l?p_id=384688&p_query=auk%F0t%F8j%F8%20mokykl%F8%20vertinimo&p_tr2=2

⁸Procedure on Higher Education Institution External Evaluation (approved by Government Resolution of 22 September 2010, No 1317):

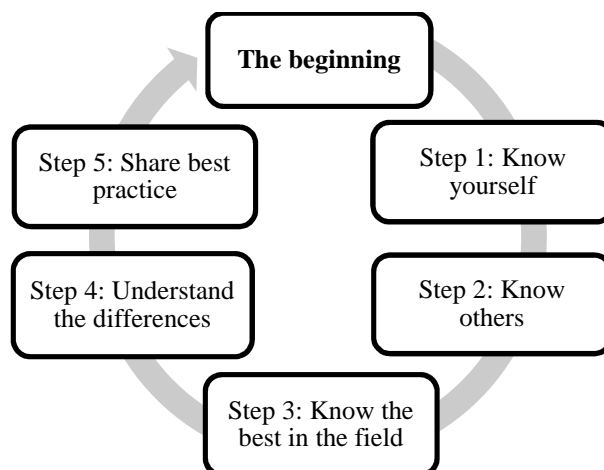
⁹Procedure on Higher Education Institution Accreditation Procedure (approved by Government Resolution of 22 September 2010, No 1317).

(98) At established terms the State Control of the Republic of Lithuania carries out the University financial (regularity) and performance audits.

Improvement and continuous development

(99) The expectations of the surrounding environment on the quality of study and research as well as emerging inter-university competition encourage the University to recognize its level of performance. It is absolutely necessary to evaluate the activities in order to identify discrepancies between what is ideal and what is the reality. For a University, seeking an efficient and productive work, it is important to know where it is now and choose the right activity improvement strategy, corresponding environmental conditions.

(100) The University activity improvement cycle (see Chart 6) primarily begins from its activity analysis - analyzing the activities the University seeks not only to identify its main strengths, but also weaknesses that would predict further growth and development trajectories.



(101) **Chart 6.** Cycle of the University activity improvement

(102) *Step 1.* The University improves its activities on the grounds of the results of the external and internal evaluations.

(103) In view of the comments received during external evaluation, the University by the order of the Rector forms a working group

whose main goal is to develop the recommendation implementation plan of the University activity assessment. The improvement plan is submitted for consideration to the Rector.

(104) The approved plan is integrated into the annual work plans, operational plans and/ or the IADS. Monitoring and control of activity improvement plan implementation is carried out by the Rector or his authorized person/ unit.

(105) Revising IADS and quality policy and objectives, the University takes into account the feedback received, employee suggestions for improvement, needs and expectations of the economic, sports and related areas (health promotion and physiotherapy) sectors, requirements and proposals of public authorities for activity improvement, academic proposals, data obtained through self-assessment by the Centre for Quality Assessment and self-assessment requirements set by the Common Assessment Framework, best practices in European universities, etc.

(106) The University diligently promotes its culture of quality, from senior executives to the employee level, thus it invests in academic and non-academic intellectual community potential. The Rector's advisory body - the Quality Council has been established in the University to promote quality culture.

(107) **Step 2.** Having established its opportunities for activity improvement, the University tries to communicate and collaborate with other universities. Employees are in regular contact with Lithuanian and foreign universities – they conclude cooperation agreements, create joint degree programmes, establish consortia, implement joint projects, etc.

(108) **Step 3.** In order to know the best higher education institutions, the University maintains close relationship with foreign universities. The university is working to adapt the best practices of other universities not only in the fields of sports and related areas (health promotion and physical therapy), but also other areas, taking into account social, economic and cultural contexts.

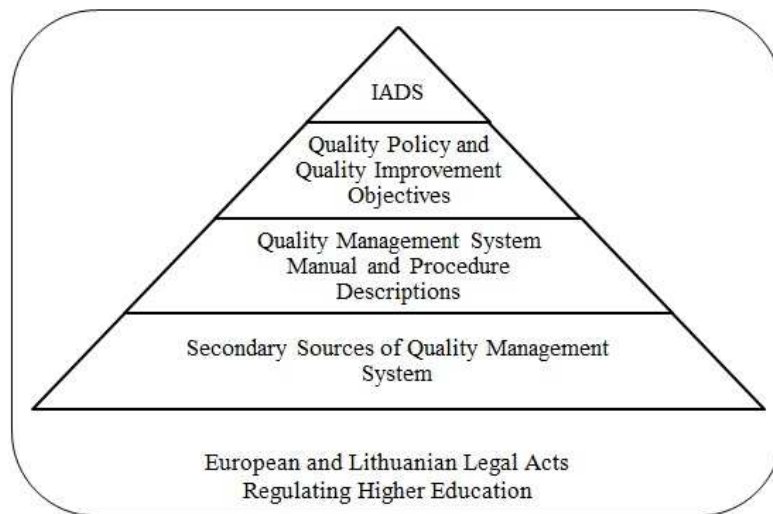
- (109) **Step 4.** The University constantly analyzes its performance. When improving study, research and experimental development, impact on the country and region, competency development and career monitoring, sports and leisure, and international relations processes it always compares itself with more advanced universities, watches their best practices, and draws ideas. The University adapts innovations evaluating its capabilities (*benchmarking*).
- (110) **Step 5.** After having reached good results, the University shares its best practices with other higher education institutions, thus contributing to the expectation expressed in Bologna Process documents on the a European Higher Education Area.
- (111) All the University activities are directed towards the continuous development, effectiveness and productivity. Each employee takes responsibility for his/ her functions, so he/ she is trying to achieve the objectives set, in this way making a contribution to improvement of the performance of the University.
- (112) QMS, implemented in the University, is decentralized; supervising managers are responsible for study, education, sports, leisure, and the University impact quality assurance systems. Responsibility for the overall quality assurance system is distributed in accordance with the basic requirements for the University structure set out in the Statute. The Council approves IADS submitted by the Rector. The Senate approves quality policy and objectives of the University as well as Quality Management System Manual.
- (113) The prime responsibility for internal study and academic quality lies to the Senate and the Rector. This responsibility is shared under relevant policies Vice-Rectors for Studies, Science, Sports and Infrastructure and the Chancellor.
- (114) The Office of Quality Management and Accreditation coordinates the activities ensuring quality; in conjunction with the Quality Council, it submits issues on quality improvement to the Rectorate, consults non-academic departments of the University and

coordinates their activities on quality assurance. The Centre for Academic Quality Supervision and Office of Doctoral Studies and Research coordinate and consult academic departments on issues concerning quality assurance.

Documentation system of QMS

- (115) At an institutional level, the University Quality Management System is based on IADS¹⁰ (Chart 7). The latter is one of the measures to ensure the University activity stability and rapid development in sports and related areas (health promotion and physical therapy). IADS provides the University development and growth directions, indicating the quality management system guidelines.
- (116) Taking into account the mission, vision and strategic trends presented by IADS, the quality policy is formed – it is the commitment of the University to meet the quality standards set for it. Each main direction of activity of the University is provided with quality improvement goals that contribute to the quality policy implementation.
- (117) Quality Management System Manual is a document which contains QMS of the University, basic quality assurance principles. Procedure Descriptions specify how the identified processes are managed.
- (118) Derivative QMS documentation is an operational system documentation. It includes reports, procedures, minutes, plans and other documents.

¹⁰LSUIntegratedActivityDevelopmentStrategy (2012 – 2017), available at: <http://www.lsu.lt/sites/default/files/dokumentai/LSU%20VEIKLOS%20PLETROS%20STRATEGIJA%202012-2017.pdf>



(119) **Chart 7.** Documents of Quality Management System

(120) Establishing the University Quality Management System influence was exerted by the Lithuanian and European legal acts regulating higher education. Because of its exclusivity in higher education area, the University also took into account legal acts regulating sports and related areas (health promotion and physical therapy).

(121) As the Bologna Process documents expressed the need for the European Higher Education Quality Assurance Association to create an agreed set of quality assurance standards, procedures and guidelines, the University has followed the **Standards and Guidelines for Quality Assurance in the European Higher Education Area** (Part 1):

(122) Quality assurance policy and procedures. The University, having expressed the need for ongoing commitment to quality, has developed and publicized the quality policy. For its implementation strategic objectives of quality improvement have been raised. The University is guided by process management, thus the processes have been identified and regulated by procedure descriptions.

(123) Validation, monitoring and periodic evaluation of study programmes and the qualifications conferred. Responding to the requirement to have the Procedures of validation, monitoring and periodic evaluation of study programmes and the qualifications

conferred, the University approved and operates in compliance with Study Regulation (approved at the Senate meeting of 26 June 2012, Minutes No 10), Provisions on Study Quality Supervision (approved at the Senate meeting of 2 May 2013, Minutes No 10), Senate Study Committee Provisions (amendments made at the Senate meeting of 1 March 2012, Minutes No 5), LSU Study Programme Committee Provisions (approved at the LSU Senate meeting of 22 June 2011, Minutes No 9), Regulations of Study Quality Assurance Committee of the Faculty (approved at the Senate meeting of 26 June 2013, Minutes No 11), Study Programme Alternation Plan (approved at the Senate meeting of 28 March 2013, Minutes No 9), General Requirements Description on General University Education, Foreign language, Reflection and Final Theses Concept Implementation (approved at the LSU Senate meeting of 30 April 2012, Minutes No 7), Procedures on Interdisciplinary Studies (approved at the LSU Senate meeting of 29 September 2011, Minutes No 1).

- (124) Assessment and inclusion of student achievement. Students academic achievement results are evaluated on the basis of public Study Regulation (approved at the Senate meeting of 26 June 2012, Minutes No 10)¹¹, Provisions on Study Quality Supervision (approved at the Senate meeting of 2 May 2013, Minutes No 10), Academic Achievement Assessment Procedure (approved at the Senate meeting of 26 June 2012, Minutes No 11), Regulation on Preparation and Defence of the First Cycle Course Papers and Final Thesis (approved at the LSU Senate meeting of 30 April 2012, Minutes No 7), Regulation on Preparation and Defence of the Second Cycle Final Thesis (approved at the LSU Senate meeting of 30 April 2012, Minutes No 7), Procedure on LSU Student Academic Achievement Averaging, Comparison and Student Rotation (approved at the LSU Senate meeting of 29 September 2011, Minutes No 1).

¹¹LSU Study Regulation (2012), available at:
http://www.lsu.lt/sites/default/files/paveikslesliai/studijos/studiju_reglamentas.pdf

(125) Teacher quality assurance. In order to prove that the University student learning staff are sufficiently trained and competent, the University carries out teaching and research staff certification and competitions for the positions which is governed by publicly presented Procedure on Teacher and Researcher Certification and Competition for Filling Vacancies¹² (approved at the LSU Senate meeting of 29 November 2012, Minutes No 4). It is also based on the following documents: Teachers' Workload Planning and Accounting Procedures (approved at the LSU Senate meeting of 4 October 2012, Minutes No 2), Procedure on LSU Teaching and Research Personnel Promotion for Scientific Production (amendments made at the LSU Senate meeting of 1 March 2012, Minutes No 5), Description of Qualification Requirements for Determining Teachers' Official Coefficient (amendments made at the LSU Senate meeting of 29 November 2012, Minutes No 4), LSU Regulation on Granting Pedagogical Titles (approved at the LSU Senate meeting of 1 March 2012, Minutes No 5).

(126) Learning resources and student support is ensured in accordance with the Study Programme Committee Regulations (approved at the LSU Senate meeting of 22 July 2011, Minutes No 9), Regulations of Study Quality Assurance Committee of the Faculty (approved at the Senate meeting of 26 June 2013, Minutes No 11), LSU Provisions on Scholarship Granting (approved at the LSU Senate meeting of 28 January 2010, Minutes No 5), LSU Regulations on Individual Study Programmes (approved at the LSU Senate meeting of 3 May 2007, Minutes No 9), LSU Regulations on Targeted Scholarships for Students in Teacher Training Programmes (approved at the Senate meeting of 20 January 2010, Minutes No 3), Conduct of LSU Student Selection for the State-funded Places (approved at the Senate meeting of 21 January 2012, Minutes No

¹²LSU Procedure on Teacher and Researcher Certification and Competition for Filling Vacancies (2012), available at: http://www.lsu.lt/sites/default/files/dokumentai/darbuotojams/atestavimo_ir_konkurso_organizavimo_aprasas.pdf

6),LSU Provisions on Granting Sports Scholarships (project discussed at the Rectorate meeting of 22 January 2013, Minutes No 19), Library Activity Regulations(approved at the Senate meeting of 28 March 2013, Rector's Order No 107-P), Regulations of Sports and Leisure Centre(approved by the Rector's Order of 2 February 2012, No 52K),Regulations of LSU Student Union (approved on 30 November 2012),Regulations on Dormitory Council Activities(approved by the Rector's Order of 19 April 2010, No 20), Procedure on Lithuanian Sports University Distance Education and Combined Studies(approved at the Senate meeting of 28 March 2013, Minutes No 9).

(127) Information systems. Student feedback is ensured in compliance with Organization and Assessment Procedures of Student Feedback on Study Quality (approved at the Senate meeting of 31 May 2012, Minutes No 8), General Regulations on Lithuanian Sports University Student Council Activities (approved on 13 December 2012 by Rector's Order No ISAK_14/S), Provisions on Study Quality Assurance (approved at the Senate meeting of 2 May 2013, Minutes No 10).

(128) Public Information. The university publishes and updates the information on the programmes carried out and qualifications awarded¹³.

(129) The activities of the University internal legal act management are described in PA - 15 "Manage documentation and records"(q.v. Annex 17).

Involvement of the University community and social partners into quality assurance

(130) **Students and external students.** Noting the Berlin Communiqué (2003) which set out the idea that students are full partners in higher education, the University has focused not only on

¹³Information on study programmes and qualifications conferred available at: <http://www.lsu.lt/studijos/studiju-programos>

their studies and related activity quality, but also included their representatives into the management bodies - according to the Statute of the University, 20% of the Senate members are student representatives elected by the Student Representative; also, one student is elected as a member of the Council. To discuss the matters related to studies, students are invited to join the Senate Study Committee, the Study Quality Supervision Committees of the Rectorate and the Faculty, Study Programme Committees, and Student Councils of the Faculty. Two student representatives on the provision of the Deans are included in the Quality Council. The University has a Students' Representative Council.

(131) **Teachers and researchers.** An important role in the quality assurance system lies to the teachers and researchers who are involved in the main University collegial bodies: 4 lecturers and researchers are elected for the Council, not less than 20% of the members of the Senate consist of professors and chief researchers, as well as at least 20% are Associate Professors in those positions; the majority of members of the Rectorate are the University academic staff. Teachers and researchers are also involved in the activities of the Senate Study and Research Committees, Study Quality Supervision Committees of the Faculties and Study Programme Committees. Two representatives of teachers and researchers are elected to the Quality Council.

(132) **Administration and service personnel.** Non-academic personnel participate in the University quality management system through involvement into the management and decision-making activities. They play the primary role in the activities of the Senate and the Council. All University employees are encouraged to express their views on the quality of overall activity and individual structural units - opinion polls are conducted, the results are presented to the University management office.

(133) **Social partners.** The University cooperates with other institutions of higher education and educational institutions, social

organizations, community centers, clubs, federations and institutions¹⁴. By signing a cooperation agreement with the social partners, the University carries out joint projects, takes into account the proposed recommendations and requirements. University has the social partners' forum, whose main goal is to bring together partners to discuss the trends of existing sports and health, higher education, research and experimental development, share good practices and discuss joint actions to improve higher education in the region and across the country, at the same time actively involving organizations concerned. The social partners are included in the main decision-making bodies of the University - the Senate and the Council. They actively participate in the activities of Academic Quality Supervision Committees of the Faculties and Study Programme Committees.

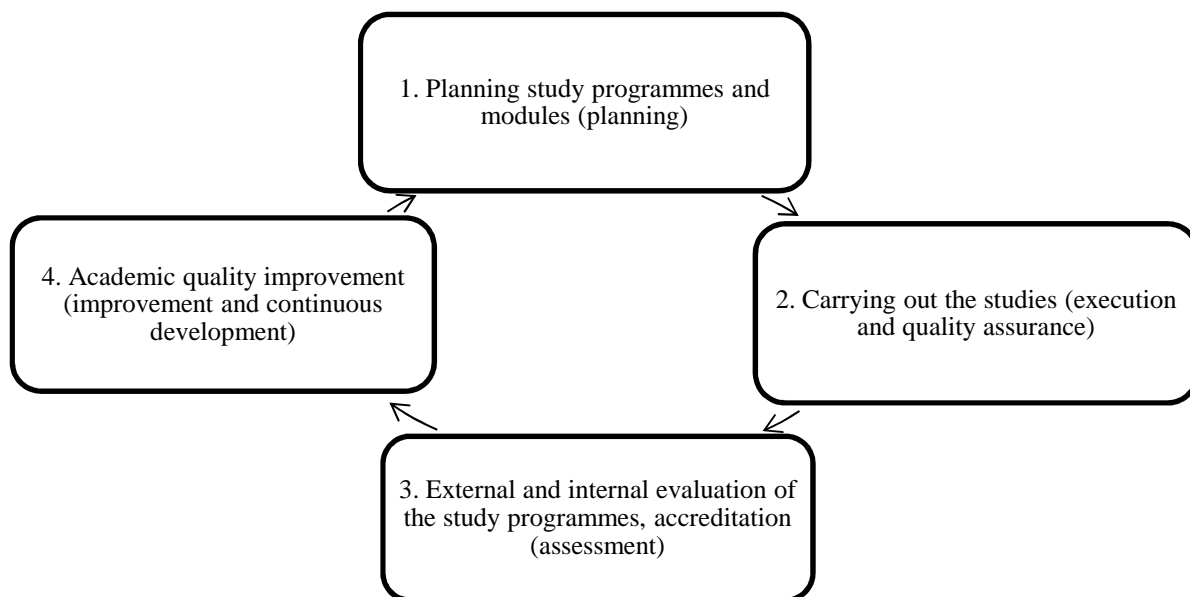
¹⁴List of LSU social partners, available at:
<http://www.lsu.lt/verslui-ir-visuomenei/socialiniai-partneriai/universiteto-turimi-partneriai>

QUALITY ASSURANCE SYSTEM FOR CORE PROCESSES

Quality assurance system for the first, second and third cycle of studies

(134) Studies at the University are carried out according to degree and non-degree study programmes. They are conducted in two directions – Sport Biomedicine and Social Sciences. Students are offered 19 study programmes conferring a degree: 8 undergraduate, 9 graduate and 2 doctoral.

(135) Study process and its quality assurance is regulated by the LSU Study Regulation (latest amendments made at the LSU Senate meeting of 19 December 2013, Minutes No 4) and Provision on Academic Quality Assurance (approved at the LSU Senate meeting of 2 May 2013, Minutes No 10).



(136) **Chart 8.** The Process of Academic Quality Assurance

(137) **Planning.** University degree programmes are developed in accordance with the fields of study and areas, approved by the Government of the Republic of Lithuania and the study area descriptors approved by the Ministry of Science and Education.

- (138) Educators, researcher work groups, students, alumni and social partners prepare study programmes in compliance with Quality assurance regulations approved by the Senate (approved at the meeting of the Senate of 2 May 2013, Minutes No 10). The programmes are considered by the Senate Study Committee and approved by the Senate. Prior to this the programme must be considered by the Study Programme Committee and Academic Quality Supervision Committee of the Faculty.
- (139) The study programmes intended to be carried out are developed in accordance with the Study Programme Alternation Plan, approved by the Senate, and the Regulations on Study Quality Assurance. Proposals may be provided by the University department representatives, educators, researchers, students and employers.
- (140) University studies are conducted in accordance with the study programmes, approved by the Senate of the University and registered according to the procedures of legal acts of the Republic of Lithuania. The University carries out joint study programmes, after completion of which the students are conferred a joint qualification degree and study programmes, after completion of which students are conferred a double qualification degree.
- (141) Study programmes are periodically updated and improved; they must comply with the general and specific requirements set in the descriptors of the cycle, field (group of fields, areas).
- (142) The monitoring, assessment and update of the programmes which have been approved by the Senate, accredited and registered in the national study programme register, is carried out by the study programme committee in compliance with the Procedure on study programme update, approved by the order of the Rector. Programme update may be initiated by the University units, deans, social partners, Vice Rectors, programme committee, students and others.
- (143) The study programme consists of modules. Only modules certified in compliance with the Procedure on Study Module

Attestation (approved at the meeting of the Senate of 19 December 2013, Minutes No 4), can be carried out.

(144) Students and external students can be enrolled to study programmes by the Rector on the provision of the Admission Committee or Dean of the faculty. Terms and conditions of admission to the first and second cycle study programmes are approved by the Senate considering the suggestions provided by the study programme committee. Student admission is organized and carried out by the Admission Committee. Admission of external students is conducted by the Deans of the faculties. Admission to doctoral studies is carried out in compliance with the Regulation of Doctoral Studies and Regulation of Joint Doctoral Studies. The Ministry of Science and Education annually designate quotas for doctoral degree students.

(145) **Execution and quality assurance.** Studies at the University are organized according to the study programmes, study plans-schedules and study timetable. Student workload consists of contact hours and individual study time.

(146) The academic year is divided into semesters and holiday periods. The academic year consists of two semesters - autumn and spring. The beginning and the end of a year of study, semester holiday periods for each year are approved by the Rector's order.

(147) Lectures, workshops, seminars and consultations take place according to the plan - schedule composed by the study programme director the responsible person appointed by the Dean. Plans – schedules are approved by the Rector. A specialist of the Academic Quality Supervision Centre composes a timetable according to the plan – schedule publishes it no later than 10 days before the beginning of the semester.

(148) In the first lecture the teacher introduces the audience to the module programme. It identifies the objectives pursued, the content of the subject, its scope, the forms of work, methods and reporting requirements; the forms, methods and requirements of individual

work are explained, evaluation criteria, references necessary for the study, methodical instructions, teacher consultation time are presented. Students must account for the entire study programme modules of a semester. Each semester, students participate in sports-related exercises.

(149) Accounting of the first, second and third cycle of studies is conducted at the University academic information system. Accounting of the first and second cycle of studies is carried out by faculty administrator; a third - by a specialist of the Office of Doctoral Studies and Research. Study records are filled by a teacher who evaluates study results.

(150) Student learning outcomes, achievement assessment during the semester is conducted periodically and systematically. Evaluation of study results consists of knowledge and understanding assessment and skill assessment. Weight of knowledge, understanding and skill assessment components is described in the description of modules. To ensure the active work of the students throughout the semester, the ability to apply theoretical knowledge in practice, objective evaluation of the results of studies and to avoid plagiarism cases, the University uses a cumulative assessment system. Student and external student academic achievement is evaluated according to the University Procedure on Academic Achievement Assessment (approved by the Senate on 6 March 2014, Minutes No 6) and Academic Achievement Assessment System approved by the Minister of Education and Science of the Republic of Lithuania (from 1 to 10 points) (24 July 2008, Decree No ISAK-2194 (Official Gazette, 2008, No 86-3437); each score is based on clear evaluation criteria linked to the programme and module (subject) results.

(151) The University students enrolled in state-funded and not funded positions may receive the following types of scholarships: incentive, a single target and nominal. The types of scholarships and procedure on granting them are regulated by the Provision on

Awarding a University Scholarship¹⁵ (approved at the LSU Senate meeting of 28 January 2010, Minutes No 5).

(152) A person is considered to have completed the University when he has fulfilled all programme requirements. Graduates of the University are issued a study completion confirming document - Diploma and its Appendix. The requirements of Final Thesis preparation and defence are set by Regulations of the first cycle course paper and thesis writing and defence¹⁶ (approved at the LSU Senate meeting on 28 March 2013, Minutes No 9) and Regulations of the second cycle degree programme thesis writing and defence¹⁷ (approved at the LSU Senate meeting on 30 April 2012, Minutes No 30). Final qualifying examination procedure and requirements are set by the Regulation on the First Cycle Study Final Examinations¹⁸ approved by the Senate (latest amendments made at the LSU Senate meeting on 6 March 2014, Minutes No 6).

(153) **Assessment.** Study programme quality assessment is carried out through:

- a. External study programme evaluation and accreditation;
- b. Internal study programme evaluation.

(154) ***Internal study programme evaluation.*** At institutional level, the body ensuring the quality of study is the Senate, which maintains an internal system of quality assurance. The latter also carries out its control function. The Senate is provided only the documents approved by the Senate Study Committee.

(155) At the faculty level it is supervised by the Faculty Committee for Quality Supervision. It is governed by the faculty Dean. The Committee activities are regulated by the Regulation of Academic Quality Supervision Committee of the Faculty.

¹⁵LSU Procedure on Awarding a University Scholarship, available at:
<http://www.lsu.lt/studentams/dokumentai>

¹⁶Regulations of the first cycle course paper and thesis writing and defence, available at:
<http://www.lsu.lt/studentams/dokumentai>

¹⁷Regulations of the second cycle degree programme thesis writing and defence, available at:
<http://www.lsu.lt/studentams/dokumentai>

¹⁸Regulation on Final Examinations, available at:
<http://www.lsu.lt/studentams/dokumentai>

- (156) At the study programme level study quality is ensured and supervised by the Study Programme Committee, governed by the study programme Director. The activities of the Committee are regulated by the Regulation of the Study Programme Committee.
- (157) Feedback is ensured through surveys of all the participants in the study process (students, faculty, graduates, employers). The surveys are conducted in compliance with the procedure approved by the Senate.
- (158) Surveys are carried out at an institutional, study programme and module levels by the Centre for Academic Quality Supervision. Incoming and outgoing students are questioned by the International Relations Office. The Career and Competence Development Centre carries out surveys of students going on internships according to the questionnaires approved by the Senate Study Committee. The Centre also performs surveys of graduates, analyses the data of labour market and provides it to the Study Quality Supervision Committee of the faculty.
- (159) For study module learning experience analysis each student group by consensus delegates two representatives to the module learning experience evaluation team at the beginning of the semester to the module coordinating teacher and the course programme coordinator.
- (160) Course programme coordinator 2 times per semester organizes the module assessment group meetings aimed to evaluate the module learning process. If issues are identified, course coordinator informs the director of the study programme who ensures that the solution is found.
- (161) The Dean, after having received the assessments and proposals of programme directors, organizes meetings of the Study Quality Supervision Committee of the faculty, which deals with the assessment of the study modules, and the study process. The main purpose of the meeting - to hear and discuss the students' and teachers' suggestions for the improvement of the study process.

- (162) The Programme Committee, in accordance with the information provided by the University departments, analyzes and evaluates the study programme: the relevance to the principle of unity of science and education, the compliance with market needs, the demand for the programme, necessary human and material resources, student progress and mobility according to the feedback received of the current school year till February 1.
- (163) Study modules are certified within no more than one year after the introduction of the module to the programme plan. The modules are certified in compliance with the study module attestation procedure approved by the Senate. A study module can be certified for 1 or 3 years, or not certified. Study module certification is executed till 1 June of the current year.
- (164) The Dean prepares a study quality assessment report, discusses it in the Academic Quality Supervision Committee of the faculty and submits for approval to the Rector until 20 February.
- (165) Centre for Academic Quality Supervision, library, Career and Competence Development Centre, Information Technologies and Distance Education Centre and the Departments develop activity reports of a set form and submit them to the Vice-rector for Studies. The Vice-rector for Studies prepares a study quality evaluation report and submits for approval to the Senate until March 1.
- (166) ***External study programme evaluation.*** Only the study programmes accredited in compliance with the procedures of legal acts are carried out at the University. They are accredited by the Quality Assessment Agency for Higher Education for 3 or 6 years.
- (167) Centre for Academic Quality Supervision conducts the monitoring of study programme reports and informs study programme directors on the deadlines of external evaluation procedures. At the end of the study programme accreditation period, Quality Supervision Committee of the Faculty shall decide on the further implementation of the programme. Self-evaluation of the

study programme for external evaluation is carried out by the Study Programme Committee. The Dean of the Faculty is responsible for the delivery of self-evaluation report on time and smooth external evaluation. The self-evaluation report is discussed and approved by Academic Quality Supervision Committee of the faculty before delivering it to the evaluating institution.

(168) During the accreditation period of the study programme, the Senate Study Committee, Centre for Academic Quality Supervision or the Dean of the Faculty may initiate an interim evaluation of the programme. It is carried out by a working group composed by the order of the Rector. Interim self-evaluation of the study programme is carried out in compliance with the criteria set for the procedure of external evaluation.

(169) **Improvement and continuous development.** Study quality is improved:

- a. Ensuring monitoring and development of the study programmes and qualifications provided;
- b. Ensuring the appropriateness and sufficiency of material resources necessary for studies;
- c. Ensuring the quality of human resources, developing teachers' pedagogic and scientific qualifications;
- d. Acknowledging competencies, ensuring support for students and career counselling;
- e. Attracting highly performing and talented in sports graduates.

(170) Study Programme Committee submits the results and suggestions for study programme improvement to the Academic Quality Supervision Committee of the Faculty which considers the proposals and delivers to the rectorate, Centre for Academic Quality Supervision, library, Career and Competence Development Centre and other Departments.

(171) The Deans deliver the information on teaching quality and a list of teachers whose subject and/or pedagogic qualifications as well

as behaviour related to academic ethics should be changed to the Heads of the University Departments.

(172) Heads of the Departments no later than until October 1 initiate qualification improvement process for the teachers whose pedagogical competence should be improved. If the teachers are re-evaluated negatively in the next school year, an extraordinary certification is initiated. In case of termination of employment with the teacher, the information is transmitted to the Admissions Committee.

(173) The University regularly publishes detailed quantitative and qualitative information on the study programmes, qualifications conferred by higher education, education (sports) activities, self-evaluation results, opinion of students, alumni, and other interested parties on the the quality of studies, the University activity assessments carried out by recognized authorities, graduate career indicators, as well as other data necessary to inform the public on its website and other media.

(174) Study activities carried out by the University are presented in the following procedure descriptions:

(175) PA – 04 Manage the process of undergraduate studies (q.v. Annex 6);

(176) PA – 05 Manage the process of graduate studies (q.v. Annex 7);

(177) PA – 06 Manage the process of postgraduate studies (q.v. Annex 8).

Quality assurance system for competence development and career monitoring

(178) The Career and Competence Development Centre (hereinafter – the Centre) was established in 2013. The Activities of the Centre have been carried out more than 10 years. The Centre offers flexible qualification improvement programmes for sports coaches, physical education teachers, physical activity and public health professionals, pre-school and primary education teachers, physical therapists, professionals working with people with disabilities, vocational physical

education (soldiers, police officers), massage therapists as well as courses to obtain a permit for physical education and sports activities for sports specialists not having education degree in physical education and sports.

(179) Qualification development courses and seminars are formed by the preferences of target groups or legal entities, the social partners of the University, study programme committees, and deans. Educated people and students working towards raising or improving professional qualifications may choose to study or professional development programmes (various courses, seminars, etc.).

(180) Qualification development activities are carried out for the LSU community as well. The training event participants are introduced to the latest and innovative methodologies, technologies, and the latest scientific achievements, they have the opportunity to improve their level of English.

(181) The center works closely with the Department of Physical Education and Sports under the Government of the Republic of Lithuania (hereinafter - DPES), sports federations, Lithuanian Teachers of Physical Education Association, Lithuanian education centers, and other social partners in order to ensure the quality of the professional development and to prepare competent professionals, meeting the needs of the market.

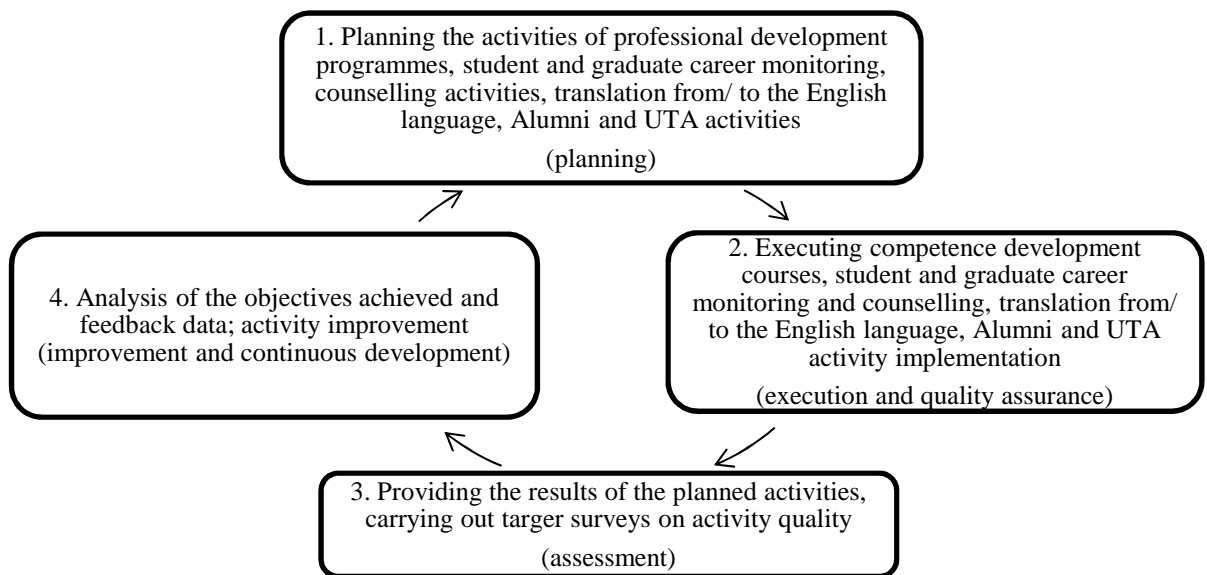
(182) In addition to professional development courses and training, the Center provides career counseling, career information, career education for students and graduates, organizes career management events, performs an analysis of labor market trends and career assessment services, and performs the University graduate career monitoring and analysis. The data obtained helps in adjusting the competencies offered by the study programme and in alternation of the programme content, as well as in discussing the new curriculum development opportunities.

(183) The University has the Alumni which helps to maintain the links between the University graduates. At the Alumni meetings informal

discussions take place which dispute how the Alumni can contribute to the welfare of the University and assist the students. Public lectures with the alumni are organized to share their experiences on how they were able to use the knowledge acquired at the University in developing their careers.

(184) In addition to the main operating activities of the University there is the Third Age University, whose primary goal - to ensure older people's better social integration into the society, promote their efficient, productive and meaningful life while maintaining their ability to work, physical activity, raising awareness of healthy lifestyles and the cultural level, carry out informal older people's education. The University tries to develop older people's knowledge on health-promoting physical activity and sport and related activities, organize lectures, conferences, seminars, tours and meetings with Lithuanian and foreign professionals, athletes, trainers, teachers, doctors, and other public figures.

(185) The Centre is also involved as a partner in the project "Establishing the formalization system for the competencies acquired in a non formal way in higher education institutions", which has been carried out in 2012-2014, together with the Vytautas Magnus University and other partners.



(186) **Chart 9.** Quality assurance process for career monitoring and professional development

- (187) **Planning.** Career and competence development activities are planned in compliance with the LSU activity plan of 2013 – 2014 according to which the Head of the Centre composes and introduces detailed activity plans to the employees. The objectives of the detailed plans have to be implemented till a certain time and corresponding indicators and results have to be achieved.
- (188) Qualification development programmes are planned according to the procedure established by the Department of Physical Education (courses of physical education and sports activity for a permit). Themes and content of other courses are set by analyzing the market demand, in accordance with the general education curricula, the social partners preferences (Physical Education Teachers Association, Physical Education teachers methodical circles, city, district Physical Education teacher associations, societies of physical therapists, clinical instructors, Health offices, sports federations, coaches associations) and the audience feedback rate, the study quality assurance findings.
- (189) In co-operation with the Labour Exchange and university graduates, the Center plans student, alumni survey deadlines and other student career monitoring activities under the work plan of 2013 - 2014 and the needs of LSU community.
- (190) Activities of cooperation, agreement signing, and organizing events with social partners are planned in accordance with the work plan of 2013 – 2014 and the needs of LSU community and social partners.
- (191) Translations from / into the English language are planned according to the work plan of 2013 - 2014, and needs of the LSU community.
- (192) **Execution and quality assurance.** After having decided to execute, a working group is composed by the order of Vice-Rector. It prepares an event plan, programme and content after having analysed the market demand and event execution rationality and expediency. Qualification development event curriculum is certified in accordance

with the LSU qualification development event attestation procedure (draft).

(193) Qualification development courses for obtaining a permit for physical education and sports activity, module content is coordinated and approved by the DPES¹⁹. According to the curriculum formed, registration for Qualification development courses to obtain a permit is published on the University website and social network account²⁰. Depending on the number of participants, training schedules are developed; faculty workload and pay are planned in cooperation with the Office of Personnel and Law and the Office of Economics and Finance. The price of Qualification development courses/ seminars is determined by the decision of the University Council.

(194) The participants must transfer a fixed amount of money to the University account before the start of each training; then they are recorded in the list of participants, which must be signed. The participants of the Courses to obtain a permit conclude an agreement. After the course the participants take an examination and obtain a certificate registered in the Centre Register and signed by the Rector of the University and the Head of the Centre. The certificate shows the qualification or competencies acquired. Participants who have attended Qualification development courses will be issued professional development certificates, registered in the Centre Register and signed by the head of the Centre. After each training a survey of participants is carried out in order to ascertain the quality of the training.

(195) During the graduate career monitoring, the data on the University graduate employment rates is collected and analysed. The information obtained is provided to the Centre for Academic Quality Supervision, the faculties and other units of the University.

(196) Career and Competence Development Centre is also responsible for coordination of the activities of the Alumni, University for the Third

¹⁹Department of Physical Education and Sports under the Government of the Republic of Lithuania, internet access:

<http://www.kksd.lt/index.php?2056459255>

²⁰Lithuanian Sports University social network account: <https://www.facebook.com/pages/Lietuvos-sporto-universitetas/471605476278339?ref=hl%C2%A0>

Age and social partners' forum, therefore the meetings are organized, place, time, programmes, etc. are planned.

- (197) Translations from / into the English language are made upon the request via e-mail by the person concerned. The request is sent to the translator, specifying a deadline for the work to be carried out. The resulting translation is checked by a competent person and the final version is sent via e-mail to the person concerned.
- (198) **Assessment.** Each employee is responsible for different areas and every month reports his/ her activities carried out to the head of the center. The report is discussed and evaluated according to the criteria (a term, performance/ result). The Head of the Centre submits the department activity reports to the Vice-Rector every two months, where it is evaluated according to established criteria (term, performance/ result).
- (199) The quality of the held professional development event is determined by the survey of the participants. The survey data is analyzed by the Head of the Centre.
- (200) To assess the quality of Career counseling activities students and graduates have the opportunity to express their views in the electronic LSU space (by filling in a survey/ writing a review). The data is analyzed by the Head of the Centre. Graduate career monitoring activity is evaluated according to the established criteria.
- (201) The University of the Third Age (hereinafter - UTA) activity is assessed by analyzing questionnaires filled by the audience after the completion of the course before receiving a diploma and obtaining the results. The data is analyzed by the UTA Council.
- (202) The Alumni members can bring opinion on current activities to the electronic LSU space (by filling in a survey/ writing a review). The results are analyzed by a responsible employee of the Centre. The received data is transferred to the Board of the UTA.
- (203) **Improvement and continuous development.** The employee of the Centre, after receiving feedback from the Center manager, discusses

the achieved/ unachieved results and problems and provides methods for their solution, adjusts working methods every month.

(204) The employees of the Center are encouraged to constantly improve their qualifications; they are sent to various training and internships in Lithuania and abroad.

(205) Efficiency surveys are conducted after each training to know learner needs, motivation, the methods and tools. After the analysis of the results if it is found that the vast majority of listeners at the professional development event evaluate it negatively, the Head of the Centre transmits the data to the working group to consider. The working group prepares recommendations for the improvement of the event quality (adjusts programme content, recommends another lecturer, etc.).

(206) The UTA Council, after having analyzed the research on the UTA performance, develops recommendations to improve the quality and performance of the UTA (adjusts the content of the modules, improves promotion system of the audience and the teachers, recommends another lecturer, etc.).

(207) The Alumni Board analyses the results on the Alumni performance and provides recommendations for improving the quality.

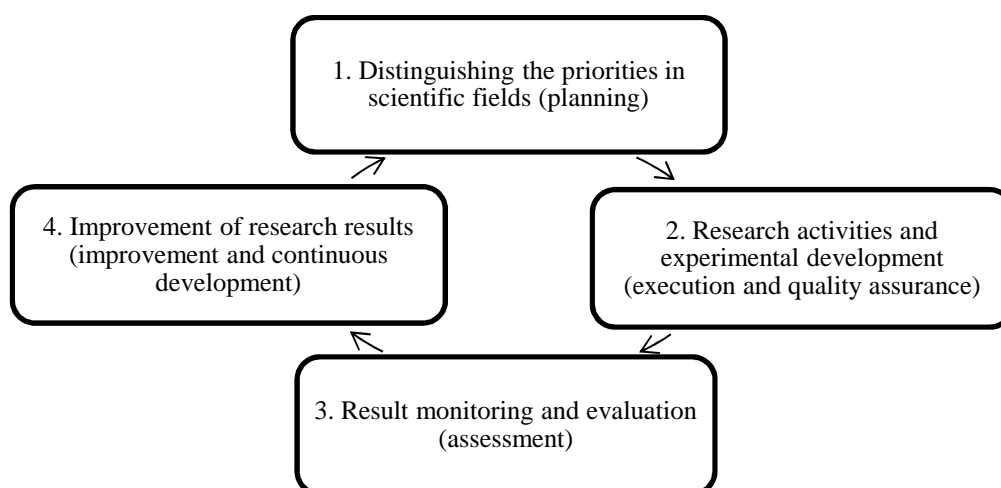
(208) The activities of competence development and career monitoring are provided in the procedure description PA - 07 "Manage the process of career and competence development" (q.v. Annex 9).

Quality assurance system for research and experimental development

(209) The University is famous for its research achievements in sports science and related areas (health promotion and physical therapy) not only in Lithuania, but also abroad. Researchers and teachers actively participate in national and international conferences; their articles are published in authoritative scientific journals which are read by sports scientists in the whole world. The

University is constantly organizing scientific seminars, symposia and conferences.

(210) Scientific activity and experimental development organization, administration, research planning, execution and settlement are regulated by the Research Activity Regulamina (approved at the Senate meeting of 1 March 2012, Minutes No 5). Scientific work is administered by the Rector, Vice Rector for Research, employees of the Office of Doctoral Studies and Research, heads of the Departments and the Institute, heads of strategic fields of science and research groups. The Rector is responsible for the University research activities, performance, looks for cooperation in the countries of partners and foreign scientific institutions.



(211) **Chart 10.** Research and Experimental Development Quality Assurance Process

(212) **Planning.** A work group is formed for the preparation of strategic field of science by the order of the Rector. It performs an analysis of research and experimental development carried out at the University; on the basis of it, the group prepares and submits to the Senate Research Committee a project on strategic field of science.

(213) The scientific works are planned through composing strategic and scientist group research programmes as well as annual research plans of lecturers and researchers (drawn up in the planning

of the school year workload). Research Programmes of researcher groups are concluded for 3 years.

(214) The University research policy priorities are distinguished according to:

- a. Compliance with the University vision and mission, the documents of the European Research Area;
- b. The winning research projects, signed experimental development agreements, collaboration, and evaluated ratio of the projects applied for and the ones which won;
- c. Number of ISI Web of Science publications and frequency of citation;
- d. Number of monographs and textbooks published;
- e. Sufficient number of researchers.
- f. In the view of the priority directions formed, requirements for each direction are displaced respectively:

(215) Currently, the University carries out the following **directions of scientific research:**

(216) Coaching science, sports physiology and genetics - research groups, investigating the genetic and molecular mechanisms, heart - cardiovascular and respiratory systems, integrated athlete status assessment methods and issues in sports games.

(217) Skeletal muscles, motor control and rehabilitation - research groups, investigating dependence of the human muscle adaptation, motor control and rehabilitation on physical loads, temperature, age and sex.

(218) Physiological and social aspects of empowerment of disabled – research groups, investigating measures to improve the disability of persons of different physical and psychosocial condition.

(219) Health, physical and social education in the society undergoing changes– research groups, investigating lack of personal social psychological preparedness, insufficient psychological and moral maturity, lack of internal consistency, lack of self-dependence

and exercise influence in developing these personality traits and behaviour.

- (220) Leisure management, economics and sociology – research groups, investigating leisure industry organization, business economics development, healthy lifestyle and means to promote public health.
- (221) **Execution and quality assurance.** Priority fields of science are funded through:
- (222) Funds for infrastructure improvement and equipment acquisition are divided by ratio 80/20 for the priority directions and other directions. Heads of strategic fields of science independently decide how to finance the research teams according to academic quality criteria;
- (223) Regardless the distinguished priorities, the basic funding remains for all directions;
- (224) Regardless the priorities, project co - funding is ensured, if more than 50% of the funds is received from other sources.
- (225) Scientific work is carried out in accordance with the University strategic research fields. To form a group of scientists and lead it can a scientist, conforming to not less than associate professor or senior researcher qualification requirements.
- (226) Scientific and applied research activities are implemented in the Institute of Sport Science and Innovations and the departments.
- (227) Every scientist is to conduct research and publish it on the theme of subjects taught or related courses.
- (228) The scientific and methodological information is stored in the library of the University, methodology offices of the Departments and the Institute.
- (229) LSU publishes four scientific journals: an international journal “Education. Physical Training. Sport / Baltic Journal of Sport and Health Sciences”; journal “Rehabilitation Sciences: Nursing, Physiotherapy, Occupational Therapy”; peer-reviewed scientific journal “Leisure Time Research”; together with the

Lithuanian University of Educational Sciences LSU publishes a scientific journal “Sports Science”. Not only articles by Lithuanian scholars, but also by foreign researchers are published in the journals. Research monographs and other scientific publications are published by the University. Publishing of the science journal is led by the Editorial Board. Publishing of a scientific monograph must be approved by the Senate by the provision of the Senate Study Committee. Organizational and academic journal publishing is managed by the Publishing Group.

- (230) Scientific conferences are organized in accordance with the "Procedure on Conference Organization at Lithuanian Sports University" approved by the Rector.
- (231) Internship is one of the main forms of professional development. It is conducted in accordance with the “Procedures on Lifelong Learning/ Erasmus staff mobility organization and award“approved by the Rector.
- (232) **Assessment.** Research activities of the Departments, the Institute, teachers and researchers are assessed in accordance with the LSU Assessment Methodology, developed in compliance with “Scientific Work Assessment Methodology of Science and Higher Education Institutions”²¹ approved by the Minister of Education and Science of the Republic of Lithuania (approved on 8 April 2011, Order No V-572 version).
- (233) Achieved scientific results are periodically monitored and evaluated at the University:
- a. at least 1 time per month the head of strategic field of science meets the heads of groups of scientists to discuss the results of research activity;
 - b. Director of the Institute/ Department at least once a month organizes the department or institute meetings to discuss the opportunities, organizational issues and problems of

²¹Scientific Work (Art) Assessment Methodology of Science and Higher Education Institutions, available at: <http://www.smm.lt/smt/docs/mdvm.pdf>

preparation and implementation of scientific projects of the organization, the research methodology, development, research resources, statistical methods, research product design and professional development of the scientific projects;

- c. The head of a group of scientists meets the group to discuss the results of research activity at least one time per month;
- d. at the end of the calendar year (no later than the 31 January of the next year) at the Department, laboratory (center) meetings and strategic direction of science seminars the department or research team programmes are considered;
- e. Strategic Sciences annual report of the strategic field of science is prepared by the head of the strategic field of science with active assistance of team leaders and the head of the department and is provided for approval to the Senate by January 31.

(234) **Improvement and continuous development.** The results obtained through monitoring and evaluations provide the information necessary to improve some areas and the ongoing research activities. Accordingly, under the results of directions of the research, it is found which directions in the coming year as part of the scientific activities fall into the list of priority areas. Also, according to these findings further funding is addressed. If the head of scientific field provides unsatisfactory results, it is considered to liquidate this direction. Similarly, groups of scientists can be eliminated.

- (235) After the evaluation of the results of scientific field, the researchers are motivated taking into account the achievements:
- a. Promotion for the achievements in scientific production quality indicators;
 - b. Promotion for the development and implementation of academic projects;

- c. Promotion for publicizing education and research achievements (events, public lectures, conferences, etc.);
- (236) The activities of research and experimental development are described in procedure description PA – 08 “Manage the process of research and experimental development” (q.v. Annex 10).

Quality assurance system for impact on regions and development of the country

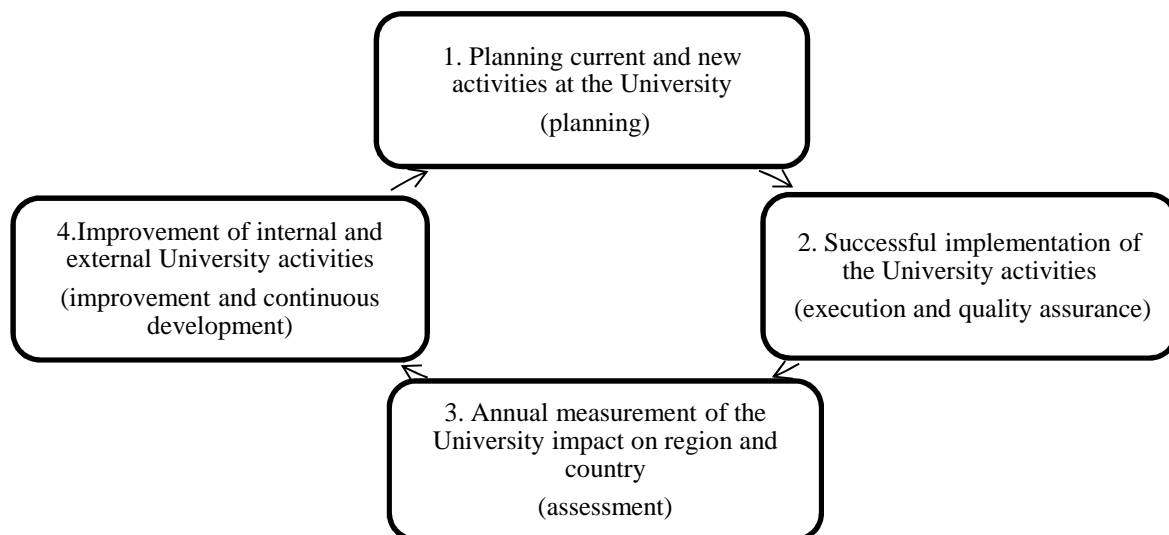
- (237) Role of Universities in the life of the country is important in many aspects. The most important of them - provision of the social, cultural and economic benefits to local communities and the country.
- (238) Analysts cite five key areas where higher education institutions have an impact on regional development:
- a. Direct role of higher education institutions. Universities and colleges are some of the major employers in the region, as well as product and service providers;
 - b. Higher education institutions have an impact on the region, providing the intellectual capital to the labor market;
 - c. Research results (publications, innovation and patent objects) are available for the users in the regions in which they are created, thus they can be further evaluated in other regions by the users who do not have such products;
 - d. regions with a higher education institution often have the opportunity to engage in international standard-based activities and make effective public policy decisions;
 - e. Institutions of higher education are closely related to the regional economy, contributing to the development of entrepreneurship.
- (239) University interaction with the regional development takes place within the economic, social, scientific and other activities that are taking place at regional, national and international level. LSU regional impact activities are carried out in the University

departments and divisions (academic, study, sports, projects offices, etc.); the main coordination belongs to the Rector and the heads of the departments.

(240) Framework documents that define the LSU impact on the region and the country development quality standards are:

- a. LSU Statute;
- b. IADS;
- c. APLU-CICEP UserGuide:
InstitutionalAssessmentToolforExternalStakeholders;
- d. EuropeanUnionRegionalPolicy: ConnectingUniversities to RegionalGrowth: A PracticalGuide. September, 2011.

(241) **Planning.** Planning of the impact process is understood as the plan development of one of strategic activity trends which is realised through IADS and which aims at setting the objectives and development trends of the University and selecting means to achieve these objectives.



(242) **Chart 11.** Quality assurance system for impact on region and country

(243) Objectives of impact on region and country process planning:

- a. Develop a clearer understanding of the impact process effectiveness and the development direction of the University.

- b. Form an integral and effective realization plan of the impact process.
 - c. Unite the efforts of the staff in order to effectively exploit the potential of the University in the implementation of the impact process objectives.
 - d. Rationally allocate the resources for effective implementation of the impact process.
- (244) The University activities are planned for the implementation of short-term (a year), and long-term (three to five years) objectives. Planning takes place through discussions of the University Heads, operation of the Development Committee of Organization (DCO), examination of national and regional development priorities, the State Development Strategy, major documents of the country, consultation with the social partners, professional counselors, and communities.
- (245) Outcome of the planning is a formed effective way of the realization of the University impact process for a period of one, three and five years; values, short-term and long-term goals and an action plan to achieve them.
- (246) **Execution and quality assurance.** The impact process is implemented through IADS goals and objectives. Quantitative and qualitative indicators of the impact outcome assessment, the impact of the University activities on their alternation, deprtments and posts responsible for activity implementation are also provided.
- (247) Realization of the University impact process takes place within the core processes of the University: education, science, experimental development, social, sports and wellness educational and curricular activities, volunteering and projects.
- (248) IADS implementation provides targeted and effective continuous reinforcement and control of the University impact on region and country.
- (249) **Assessment.** Internal assessment of the impact process is conducted annually by the main management bodies of LSU - the

Council and the Senate, through the analysis of the annual Rector's report, and the reports of the heads of departments and offices. The effectiveness of the impact is ensured by individual components of the University activity control management system: continuous monitoring and control is carried out by the Rector, the Rectorate, Office of Strategic Management, Office of Quality Management and Accreditation.

(250) External evaluation is carried out by submitting annual LSU activity reports to the Ministry of Education and Science of the Republic of Lithuania, impact process assessment document to the Seimas of the Republic of Lithuania, the Government, social partners and other stakeholders.

(251) LSU impact on the region and the country enhancement sequence:

(252) *Stakeholder involvement and information gathering → information systematization and analysis → analysis report drafting and discussion → presentation and assessment of final analysis results and result alternation.*

(253) The results of the analysis are presented each year to the major national institutions, the media, the social partners and communities. The Chancellor, Marketing Office and Public Relations Office are responsible for publicizing the results. The analytical report is prepared in the Lithuanian and English languages.

(254) The purpose of the impact assessment:

- a. Analyze the institutional culture through innovation and economic growth;
- b. initiate a discussion about a positive impact of the University on internal and external factors;
- c. explore new factors and phenomena that are important to the University;
- d. constantly improve impact evaluation criteria and measurements.

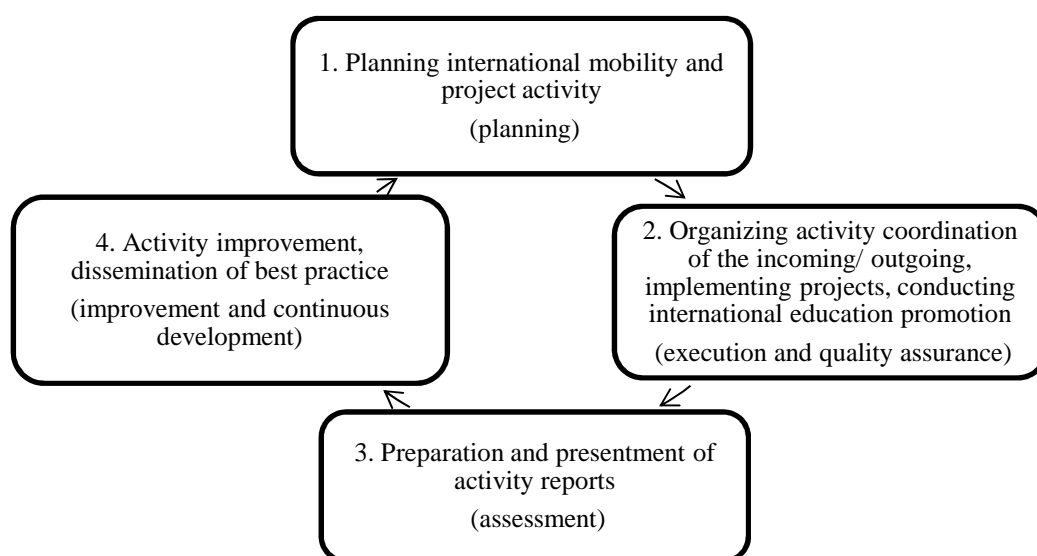
- (255) Annual change of the indicators shows the effectiveness of implementation of the University activity objectives and tasks, setting new development trends and greater efficiency.
- (256) **Improvement and continuous development.** While strengthening the University impact on the region and the country, university staff, students, social, and business partners, and communities are regularly consulted with; a wide range of information on the economic development of technologies in everyday activities, information development, academic activities, lifelong learning continuity, other activities, according to which the University activities are adjusted and their effectiveness is measured and the results changed annually, are analysed.
- (257) Activities of the Impact on the country and region process are presented in procedure description PA – 09 “Manage the process of impact on the country and region” (q.v. Annex 11).

Quality assurance system for internationalization development

- (258) The University establishes new and develops the existing cooperation relations with European universities. Because of its exclusivity in sports and related areas (health promotion and physical therapy) activities, for the University it is essential not only to keep in touch with the best universities in Lithuania, but also focus on partners in foreign higher education institutions..The University understands the need to collaborate, share and disseminate best practices, as well as create a common European higher education area.
- (259) The University carries out academic exchange with 63 higher education institutions, thus providing opportunities for students to leave and advance knowledge and experience in the best universities in Europe. Teachers, researchers and other employees are encouraged to participate in lifelong learning programmes, which help to improve, find new teaching, research, development, professional

development opportunities, as well as take over other good practices, disseminate achievements in sports science and studies.

(260) The University belongs to the following international organizations: the International Council of Sport Science and Physical Education; the European Network of Science, Education and Employment; the European Network of Physiotherapy in Higher Education; the European Network of Physical Education; the European Association for International Education; the European Network for the Promotion of Health-Enhancing Physical Activity; International Physical Education Association of Universities; the European Athlete Student Network; the European Observatoire of Sport and Employment. Each year, the University is trying to expand its relations participating in the network projects.



(261) **Chart 12.** Quality assurance system for international relations

(262) **Planning.** Planning for each year is conducted in cooperation with external parties - Education Exchange Support Foundation and the internal parties - Vice-Rector for Studies, Academic Quality Supervision Center, faculties and other departments.

(263) International Relations Office having regard to the availability of funds, plans student, academic and non-academic

staff mobility, the number of visits of the academic year. In order to encourage the involvement of students and the University staff in the mobility programmes, the study, practice, and internship promotional events are organized. Subsequently requests for international internship for teachers, researchers and other staff members are provided to the departments and other units. Students undergo tendering procedure, which includes requirements for eligibility to apply for part-time studies or placements in universities under the LLP / Erasmus programme. Depending on requirements, selection of students, teachers, researchers and other employees to go to a foreign university is carried out. The tender and selection results are publicly available.

(264) Successful students must coordinate the programme of study with an international programme coordinator, practice programme with practice supervisor and PhD students - with their supervisors. Students also sign tripartite agreements with universities and foreign universities, where the studies or practice take place. International Relations Office coordinates student mobility to foreign universities. Teachers must provide the International Relations Office a teaching programme. Other staff provides a work plan.

(265) Every year the International Relations Office distributes its operations to the employees according to the approved annual work plan, submitted by the Vice-Rector for Studies. The activity plan generally includes the objectives to attract foreign students, form the University image at the international level, develop new relationships with foreign institutions of higher education, participate in international networks and other challenges developing internationality.

(266) **Execution and quality assurance.** The International Relations Office not only coordinates and advises the outgoing university students, teachers and other members of the staff, but also incoming. Department ensures smooth administration of the required documents, and organizes familiarization and information events.

(267) Students, after returning from partial studies or practice, provide to the International Relations Office a report of a determined form, which is forwarded to the Erasmus programme coordinating institution - the Education Exchange Support Foundation. Academic and non-academic staff are also required to submit their internship or secondment statement, which is also sent to the Fund.

(268) The University is constantly looking for new opportunities for partnerships. International Relations Office, in collaboration with the University departments organizes existing relationship development activities with foreign universities, communicates with other institutions of higher education, which aims to attract partners for joint projects, joint programme development and carrying out research.

(269) Each year, the university academic staff as experts are involved in international networks - go to conferences, seminars and training, related to sports and other areas (health promotion and physical therapy).

(270) The International Relations Office assists the faculties, Academic Quality Supervision Center, Office of Doctoral Studies and Research and other departments in developing international programmes with the main goal - to attract foreign students. The University tries to be competitive not only in the national, but also in foreign higher education area. International exhibitions are constantly attended, interaction with prospective students is carried out and international study opportunities at the University are made public through various channels of information, consultations are conducted for interested prospective students.

(271) **Assessment.** The International Relations Office performs surveys of students, teachers and other employees who have returned from study, practice, internships or trips abroad in order to improve and ensure the quality of the activities carried out. After analyzing the results of the survey the Office provides suggestions to the Rectorate and the Rector.

(272) At predetermined intervals, the Office reports on its activities to external parties - Education Exchange Support Foundation (quarterly or once per half a year for the European Commission funding). The Office also must report within the university: provide a quarterly report on the activities under an annual activity plan to the Vice-Rector of Studies, and once a year the Office provides indicators of activity results for the development of Rector's annual report.

(273) **Improvement and continuous development.** The University with a view to position itself as a higher-level sports science expert on the international stage constantly invests in the academic and non-academic staff. Foreign language training, various workshops, conferences, information week sare organized; the personnel is encouraged to develop professional skills and competencies through participation in lifelong learning programmes. Every year the International Relations Office provides suggestions on the new qualification requirements for teachers and researchers in order to attract only the best employees.

(274) In order to improve its international activities, the University examines incoming and outgoing students, academic and non-academic staff surveys, comments or complaints. The International Relations Office, in cooperation with international coordinators and deans, organizes events to encourage students to go to partial studies or practices.

(275) The activities of internationalization development are presented in procedure description PA – 10 “Manage the process of internationalization development” (q.v. Annex 12).

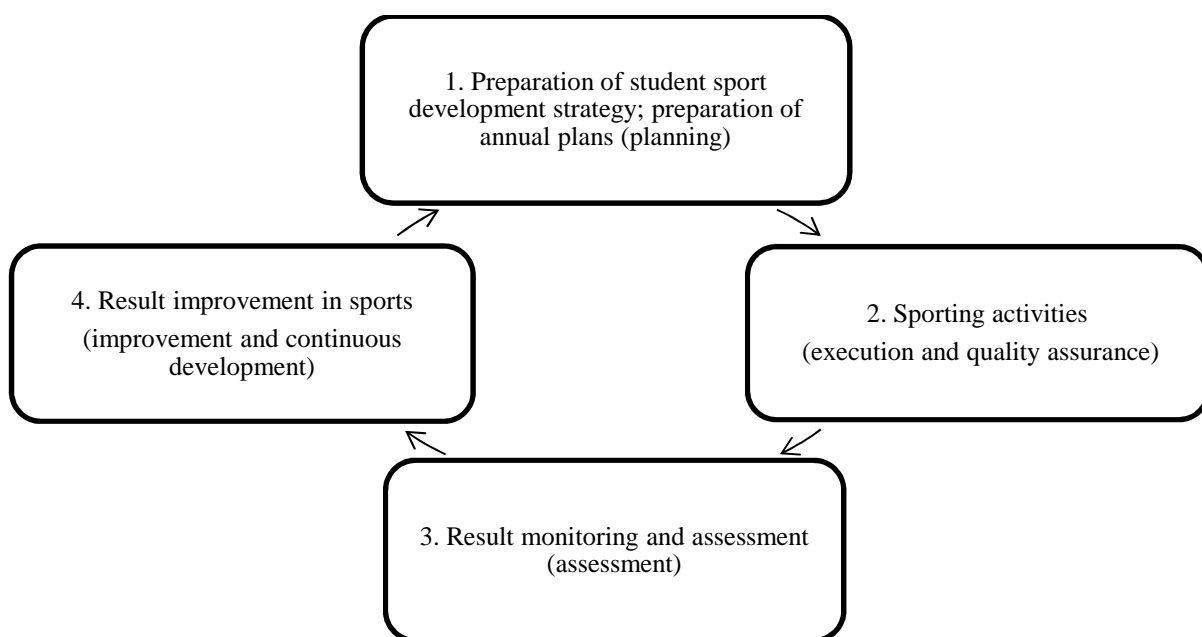
Quality assurance system for organization of student sport and leisure activities

(276) Almost all sports that are included in the Olympic programme are cultivated at the University. The most popular

among students are basketball, football, handball, volleyball, athletics, swimming, sports aerobics, judo and others.

(277) LSU is a major center of sports science, a promoter of values and traditions of physical education and sports. During all the years of operation, the university has developed about 15,000 physical education teachers and coaches in various sports, physical therapy specialists, tourism and sports managers and other specialists.

(278) Sports development organization, administration, planning, execution and reporting are governed by Provision of Sports and Leisure Center (approved on 2 February 2012, Rector’s Order No 52/ K).Sports and Leisure activities are administered by the Vice-Rector of Infrastructure and Sports, staff of Sports and Leisure Center and coaches of various sports.



(279) **Chart 13.** Quality assurance process for sports and leisure activities

(280) Sports and leisure quality assurance process includes key elements of quality assurance:

(281) **Planning.**Every year, Vice-Rector for Sport and Infrastructure along with the Head of the Sports and Leisure Center manages the University student sports development strategy and annual plans, providing a unified student sports and leisure organization.

- (282) Moreover, lists of elite athletes are drawn up and approved each year; the athletes are ranked according to the skills they demonstrate and in this way sports teams are concluded and coaches assigned.
- (283) **Execution and quality assurance.** The University student sports teams activities are coordinated and organized during sports and leisure execution and quality assurance. Interdepartmental, intercourse and intergroup competition and other sporting events are organized in compliance with annual activity plans.
- (284) **Assessment.** To ensure the quality of sports, selection and job evaluation criteria for university student team coaches are compiled and updated annually. Every year, the coaches provide Vice-Rector for Sports Infrastructure reports on athlete activity and the results achieved.
- (285) **Improvement and continuous development.** The data obtained through monitoring and assessment provides the information on the spheres where sports and leisure activities have to be improved.
- (286) Having evaluated the results of studies and sports and in accordance with LSU Sports Scholarship Regulations (approved on 22 January 2013, Rector's Order No 9), sports scholarships are awarded to encourage academically talented students and athletes.
- (287) The University athletes and coaches are encouraged for good sports performance every year; their achievements are publicized on the University website²².
- (288) Activities of student sport and leisure organization are presented in procedure description PA - 11 "Manage the process of sport and leisure development "(q.v. Annex 13).

²²<http://www.lsu.lt/sportas/naujienos>

UNIVERSITY RESOURCES AND SUPPORTING PROCESSES

Quality assurance system for human resources

- (289) The University employs talented scientists who glorify the name of Lithuania at international level, teachers purposefully and creatively convey knowledge during the lectures and practical exercises, auxiliary and support staff takes care of the welfare of the University. All the posts in the University are equally important and necessary for goal implementation.
- (290) Human Resource Development Strategy²³ highlights key priorities - academic and non-academic staff selection, adaptation, evaluation, motivation, development of competencies and skills. The University aims to develop suitable and acceptable conditions of work, continually investing in the development of professional knowledge, creating favorable mutual communication and cooperation atmosphere - the staff are involved in working groups that address the most important issues of improving the University activities; the University promotes interdisciplinary co-operation units. Outings, educational and informational seminars are arranged.
- (291) **Working environment.** The University is guided by Occupational Health and Safety and Fire Safety Training manuals and instructional procedures (approved on 19 December 2012, Rector's Order No ISAK 231/ B).
- (292) **Recruitment.** The University is constantly working to attract and retain talented, competent and loyal employees who are able to work effectively and efficiently for the university and the society. Demand for new employees is formed according to the academic and non-academic department needs. Each worker is

²³Human Resource Development Strategy, available at:

<http://www.lsu.lt/darbuotojams/zmogiskuju-istekliu-pletros-strategija>

guided by the job descriptors and the regulations of the structural unit.

- (293) The University invites competent and recognized in the scientific world talented scientists to teach and perform high-level research. Admission is carried out through a tendering process, in accordance with the Procedure on teacher and researcher certification and competition for filling vacancies²⁴ (approved at the Senate meeting of 29 November 2012, Minutes No 4), which defines the requirements to be met by all the candidates.
- (294) The visiting lecturers and researchers are recruited in accordance with the Procedure on recruiting visiting lecturers and researchers, approved by the Rector's Order No ISAK 16/ P on 15 January 2014.
- (295) Support and service personnel are selected in accordance with the Procedure on selection and recruitment of administration and service personnel, approved by the Rector's Order No ISAK 115/ P on 22 April 2014.
- (296) **Adaptation.** The new members of staff are given adaptation period according to newly recruited staff adaptation programme. During the adaptation period a direct supervisor or other person introduces the new employee to his office, the activity of the University, the department functions, and provides all the necessary information.
- (297) **Assessment.** The University continually assesses its workers. Teacher and researcher certification takes place every five years. Supporting and service personnel are assessed by direct superiors during annual interviews. The main purpose of these assessments is to identify staff efficiency and effectiveness, as well as the need to improve existing competencies. These interviews ensure a feedback between an employee and his/ her direct manager.

²⁴Procedure on teacher and researcher certification and competition for filling vacancies, available at:

<http://www.lsu.lt/darbuotojams/dokumentai-darbuotojams>

The results are used in considering the issues of payment and planning staff development needs. Evaluation takes place in accordance with the approved staff assessment procedure.

(298) **Motivation.** In promoting the employee productivity, the University has established formal and informal system of motivation that focuses on increasing employee job satisfaction and ensuring the quality of internal communication. The University has approved the salary payment principles and coefficient scales. Salaries depend on employee performance evaluation, training and professional career at the University.

(299) **Professional development.** The University aims to ensure each employee's professional development, career planning and implementation. Therefore, the office of Personnel and Law, together with the heads of the departments, prepares an annual training plan that ensures the dissemination of information on the planned training and coordinates the training process. Special attention is paid to the development of managerial skills.

(300) Activities of the human resource management are described in the procedure description PA - 12 "Manage human resources" (q.v. Annex 14).

Quality assurance system for finance

(301) The University is a State High School of the Republic of Lithuania, acting as a public body. The Rector is responsible for the University financial activities, the appropriate management, use and disposal of funds and property; the Rector submits to the Council for consideration the annual estimate of expenditure and income and makes public the University annual activity report approved by the Council.

(302) Financial resources of the University consist of:

- a. State budget funds in accordance with the approved programmes,
- b. Income from core and other activities,

- c. Targeted funding for the EU projects and other assignment implementation from the European Union and other international funds,
 - d. Support funds.
- (303) The University financial resources are accounted for and managed in accordance with:
- a. Public sector accounting and financial reporting standards (from 1 January 2010),
 - b. Law on the Principles of Accounting of the Republic of Lithuania,
 - c. Decrees and orders of the Government of the Republic of Lithuania, the Ministry of Finance of the Republic of Lithuania, and other relevant accounting and asset management and disposal legislation;
 - d. The University Statute approved Accounting Policies and other internal arrangements and rules compatible with the accounting policy and the abovementioned law.
- (304) Accounting for financial resources is dedicated to the University financial position disclosure to the internal and external users and composition of financial, budgetary and tax accounts. The University has only one balance sheet, based on the same original records, credited in accordance with the same chart of accounts approved by the University. From 1 January 2010, the University uses a unified accounting system LIEMISIS, where some indicators of a systemic approach control the others. Accountability is formed on the basis of the data of this system.
- (305) The University prepares a monthly budget execution reports, quarterly and annual budget implementation statements and quarterly and annual financial statements.
- (306) The budget implementation reports are submitted to the Ministry of Finance of the Republic of Lithuania, and the annual budget statements to the State Control of the Republic of Lithuania. Financial statements (quarterly and annual) are submitted to the

Ministry of Education and Science of the Republic of Lithuania, and integrated into the Public sector accounting and reporting consolidation information system, where the monthly publication of information about the University income and expenses is presented. The University manages its income and expenses in accordance with the annual estimate of income and expenditure approved by the Council. All received or earned funds are used for activities that ensure the satisfaction of the public interest.

(307) The University Council approves income and expenditure of the current financial year, which begins on 1 January and ends on 31 December, each year (no later than in March).

(308) The University Council approves the annual income and expenditure estimate report each year (no later than in March).

(309) The University publicly discloses the statements of the previous financial year (no later than on April 30 of the current year)²⁵.

(310) The University financial accounting and management legislation:

- a. LSU Order on the Estimate Conclusion (approved on 4 January 2010 by the Rector's Order No 9K);
- b. LSU Accounting Manual (approved on 30 December 2010 by the Rector's Order No 421 K);
- c. LSU Accounting Policies (approved on 31 December 2010 by the Rector's Order No 330 K);
- d. Lithuanian Sports University Remuneration Procedure (approved by the Council on 31 October 2012, Minutes No 5);
- e. LSU Scholarship Regulation (approved at the Senate meeting of 28 January 2010, Minutes No 5);

²⁵Financial reports of Lithuanian Sports University, available at: <http://www.lkka.lt/apie-akademija/dokumentai>

- f. Procedure on Exemption from Tuition Fees and Hostel Fees (approved by the Senate on 3 November 2009, Minutes No 2);
 - g. Lithuanian Sports University students - high-performance athletes exemption from tuition fee and fees for dormitory services (approved by the Rector's Order No ISAK 254/B of 25 October 2013);
 - h. LSU Order on Athletes participating in sports competitions in Lithuania catering costs payment (approved at the meeting of the Rectorate of 15 May 2012, Minutes No 20);
 - i. LSU Rules on car purchase and use for management personnel and other employees who are entitled to use the official and private leisure vehicles (approved at the Council meeting of 17 January 2012, Minutes No 1);
 - j. LSU Financial Control Rules (approved on 23 June 2006 by the Rector's order No 110 K);
 - k. Procedures on documentation and settlement of business trips (approved on 23 June 2006, by the Rector's order No 145 K);
 - l. LSU Rules on Giving Support (approved on 23 June 2006, by the Rector's order No 112 K);
 - m. LSU Rules of the use of funds for representation expenses (approved on 23 June 2006, by the Rector's order No 109 K);
- (311) The University employees, students and external students use the University property in accordance with the internal regulations of the University.

Internal and external communication

- (312) Constant communication is needed to ensure smooth operation. At the University, it is carried out on two levels:

- (313) Internal communication - sharing of information among the structural units of the University, personnel, management bodies; building mutual understanding and community.
- (314) External communication - presentation of the events at the University, academic and research achievements to the media, social partners, public authorities and other organizations; exchange of the information with external stakeholders (students, social partners, public authorities and others).
- (315) The University communication is characterized by transparency, timeliness, openness (to the extent permitted by legal acts), accuracy, and integrity. Information dissemination and accumulation is ensured by various technological means. The main goal of all instruments and tools - to ensure a simple and affordable information retrieval, distribution and remote communication options.
- (316) **Email.** This tool allows the University employees and community members to remotely interact with each other and with stakeholders. It ensures feedback; the most relevant information can be given and received.
- (317) **Correspondence, teleconferencing applications.** The latter allow the university employees to communicate remotely in real time. It helps to involve employees in the decision-making process, even if at the moment they can not participate in the meetings.
- (318) **Website.** Here the University places and publicizes relevant information on studies, research and experimental activities, sports achievements, the University performance evaluations, partnership and cooperation agreements, the most important documents of the University, reports on accomplishments and achievements of the University employees, researchers and students, as well as reports on the LSU Council and the Senate decisions, services offered, workshops, and the choice of bridging studies.
- (319) **Facebook.** It reaches a wide audience - students, community and society. This channel quickly provides information, two-way

communication, answers a variety of questions related to studies, research and other university-related issues. The University has its own Youtube account where it continually hosts video clips, news, interviews, and video lectures.

(320) **E - Education.** It is a virtual learning environment, which provides course materials for students; remote training is provided. Tools of communication and organization of the course, student involvement in the activities, sharing study material options are installed in the system. E - Education provides opportunities for students to keep in touch with teachers regardless of location and time.

(321) In the view of the student and staff observations on the complexity of the existing systems, procedures and weaknesses in the system, the University introduces LSU information system (hereinafter - IS) in 2013-2014, with the aim to optimize, facilitate, enhance, create, move to cyberspace daily functions performed at LSU for the users (students and staff).

(322) The main functions of IS:

- a. Employee contact information management, search, review;
- b. IS user rights management;
- c. Student schedules review (students are able to easily and comfortably view their schedule by using their LSU user login);
- d. Student assessment profile;
- e. Teachers schedule profile;
- f. Message management, sending and receiving (students, teachers are able to convey correspondence by IS messages);
- g. Application management (staff is able to create an electronic application, see its status and location);
- h. Employee awareness of new orders and other documentation management and review (employees receive information to their IS environment on new orders and other documents).

(323) LSU IS will continue to develop, so daily work at the University will be optimized, eased and improved.

(324) **Internal and external communication.** Public Relations Office is responsible for internal and external communication. Much attention is paid to the University website: the latest information on LSU work, study and scientific developments, events and celebrations is presented. Information reaches the community through the information published on the University website, via e-mail and during the meetings with the heads. The Office arranges University community celebrations, discussion clubs, inauguration and formal meetings, provides information about the decisions taken by LSU, and ensures publicity in the media. The employees of the Office advise the heads of the University and its Departments on the issues of public relations, ensure presentation of united information.

(325) Another important task of the Public Relations Office is external communication with the aim to form a positive image of the University in public. Regular information on the research, studies and sports achievements is provided; press conferences and meetings with the media are organized. The information is provided to the University partners, public authorities and other organizations. The Office continuously analyzes the media reports and maintains relationships with similar bodies of other higher education institutions, participates in the activities of Lithuanian High School Information employees.

(326) Internal and external communication activities are set in the procedure description PA - 17 "Manage the process of the University identity formation and public relations maintenance" (q.v. Annex 15).

Quality assurance system for study/ research infrastructure

(327) Study, research and development departments operate in the central building and classroom buildings. Auxiliary and support staff is also located in the central building. While implementing the

project of European Union Structural Fund “Renovation of LAPE central building to increase energy efficiency”, the central building infrastructure was updated in 2009.

(328) The university takes care of the quality of **study and research infrastructure**, so follows the procurement rules²⁶ in acquiring services or commodities. Each year, the procurement initiators together with a procurement specialist develop a procurement plan for the coming year. The initiators of procurement indicate the need of commodities and services filling out the long-term, short-term assets, materials, services and repairs (materials) purchase application. A procurement specialist according to the approved plan organizes procurements that are of two types: simplified and low value. If a simplified procurement is carried out, a public contest is declared, in accordance with which the vendors offer goods or services. The winner of the competition is declared and a contract is concluded in compliance with the Law on Public Procurement²⁷ and the chief jurisconsult. Services and commodities are supplied in accordance with the Law. Contracts are concluded in conducting low value procurements as well.

(329) The University has an advanced **library** with more than 121 thousand of publications. LAPE library infrastructure was substantially renovated in 2011 through the implementation of the project "Study infrastructure development and basic equipment renewal in LAPE adapting them to the special needs of students with severe physical disabilities“. In the library there are periodicals and the Internet rooms, general reading room and rooms for group work with 86 workplaces, 18 of which are paperless, Students can use library databases at the hostel and in other premises of the University, as a wireless internet connection is installed. Visitors lounge areas, group reading rooms and

²⁶LSU Simplified Procurement Rules (approved on 28 September 2012 by the Rector's Order No ISAK 151/B)

²⁷Law on Public Procurement of the Republic of Lithuania. 13/ 8/ 1996, No I-149, available at: http://www3.lrs.lt/pls/inter3/dokpaieska.showdoc_l?p_id=442231&p_query=&p_tr2=2

elevators for disabled people have been installed. Good conditions are ensured for student self-study.

(330) The main goal of the **Sports and Leisure Centre** is to promote a uniform university student sports development, ensuring its prestige, health-related physical activity of students and their self-expression. The University offers the following sports bases: academic rowing, kayak and canoe paddling pools, boxing, fencing, wrestling, strength fitness, the small and the large sports halls, fitness, the small and the large gyms, athletics training courts and athletics hall.

(331) Activities of the University infrastructure management are described in procedure description PA - 15 "Manage infrastructure" (q.v. Annex 16).

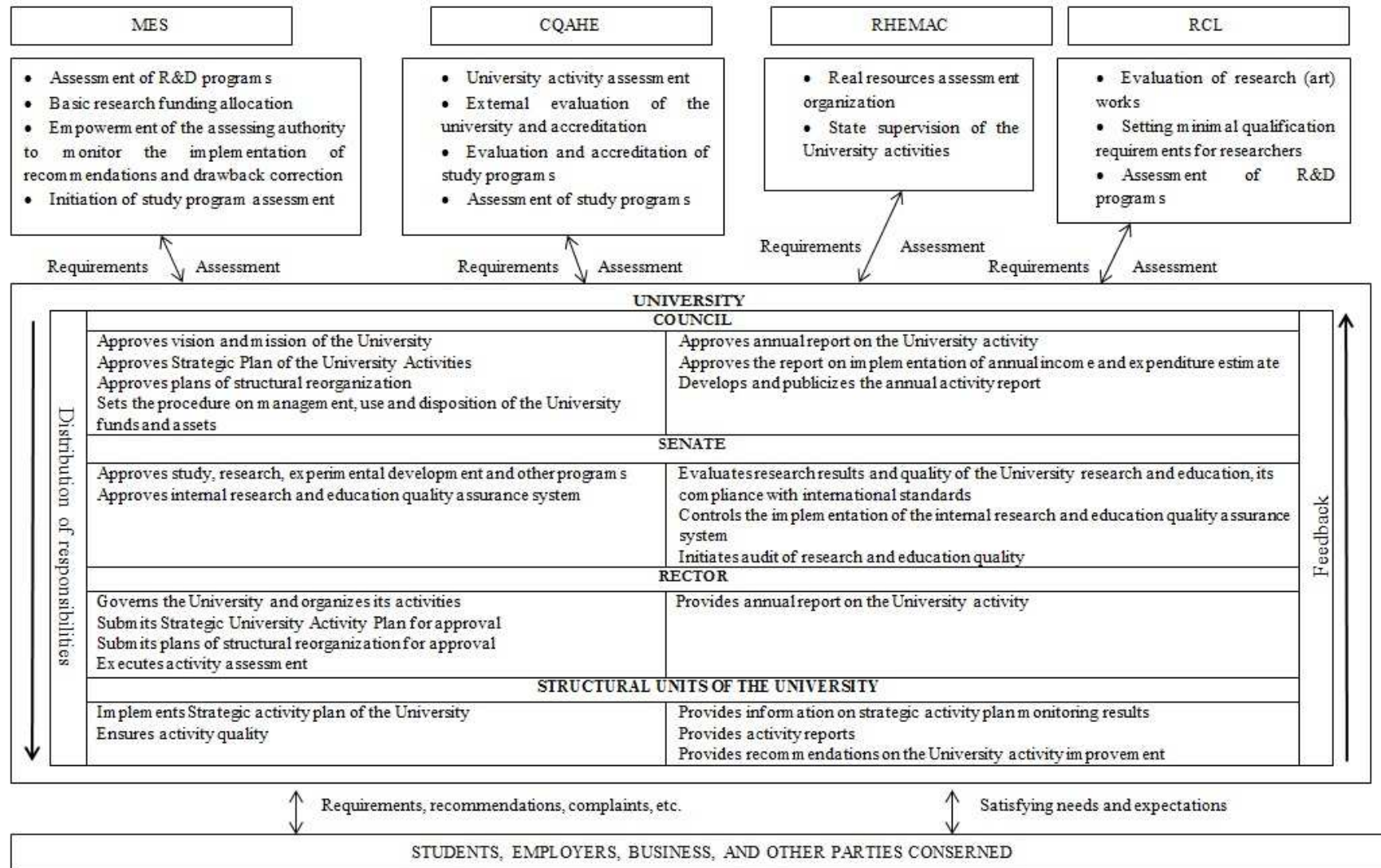
FEEDBACK ASSURANCE

- (332) The University is constantly developing communication with both internal and external stakeholders. Pursuit for quality is an integral part of continuous communication and cooperation, and the University provides comprehensive information about its activities in selected techniques and forms continually striving to improve it, taking into account the needs of stakeholders, while formulating the strategic direction of the University.
- (333) **Feedback from external parties** is assured through constant communication with the authorities by performing reports and receiving feedback while fulfilling the requirements set out as well as recommendations and suggestions for the improvement of the overall activity.
- (334) The University concludes cooperation agreements with partners that help to promote and maintain not only a high level research, experimental development, novelty and relevance of the study in the context of the labor market and the University internationalization development, but also contributes to social, economic and cultural development of regional, national and European area for higher education areas.
- (335) On receipt of the comments, suggestions and recommendations of the prospective employers, the University ensures that the proposed programme will develop appropriate and relevant skills and competencies in graduates who will be able to adapt to the labor market and create social - economic value.
- (336) The Career and Competence Development Centre in collaboration with the graduates of the University and the Labour Exchange, provides information on the development and improvement of study programmes. The Social Partners' Forum provides a better understanding of partners' expectations, requirements and needs.

(337) **Feedback within the university** is ensured through informing academic community on achievement indicators of strategic objectives, taking into account the suggestions for improvement, discussing and forming proposals at the working group meetings. Internal and external feedback is ensured involving stakeholders (students, social partners, etc.) into the governing bodies of the University, the processes of study, research and other activity development and improvement.

(338) When offering their suggestions, interested parties are included in the University governance, thus contributing to its activity improvement. First of all, interested parties may submit proposals directly to the University employees/ departments/ heads of the divisions. Second, interested parties are included in the activities of advisory bodies, such as the Rector's Quality Council, Academic Quality Supervision Committees of the Faculties and others. Third, they are included in decision-making process through the activities of the Council and the Senate.

(339) The University internal and external distribution of responsibilities and ensuring feedback is shown in Chart 8.

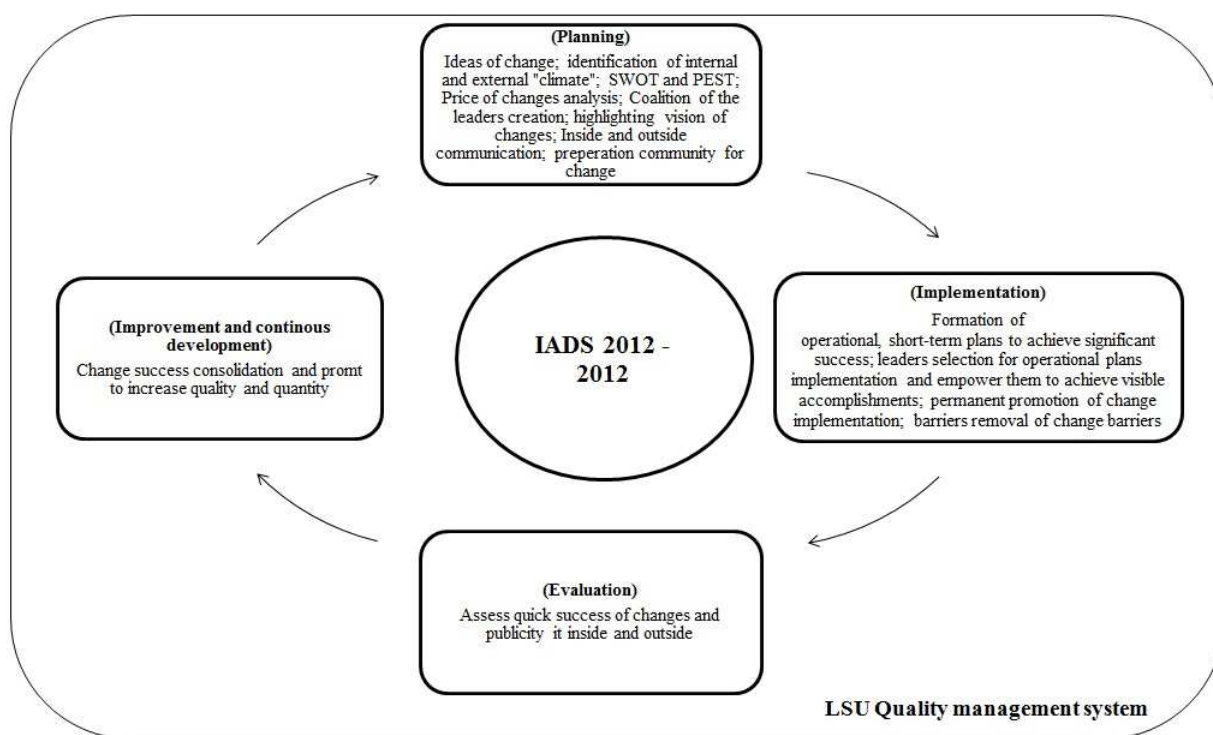


(340) **Chart 14.** Distribution of responsibilities and feedback

CHANGE MANAGEMENT OF UNIVERSITY

(341) Management of LSU changes is a planned and systematic set of actions aiming at smooth transition to the desired LSU better condition and the assurance of consolidation of those changes.

(342) The purpose of LSU change management plan is to ensure the efficiency of the implementation of structural and systemic changes through strategic management, the good experience of modern science and practice of quality and change management (q.v. Chart 15).



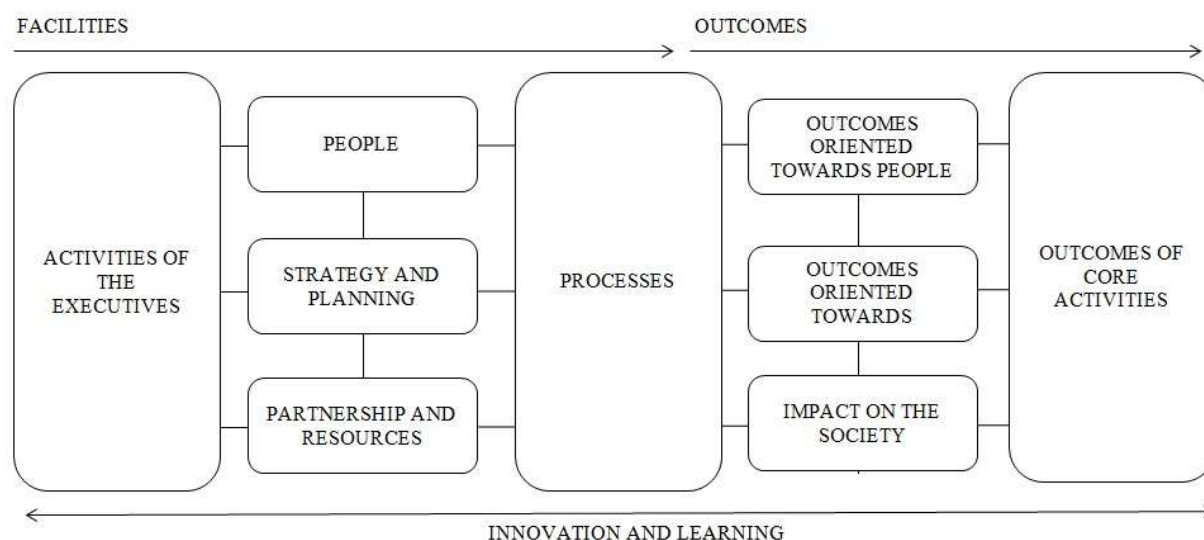
(343) **Chart 15.** University change management system

- (344) LSU structural and systemic change management principles:
- Systemacy and integrity: the implementation of change based on the IADS, quality and change management principles;
 - Innovation and dynamism: University's structural and systemic changes implementation strategy and tactics must be continuously modulated, according to IADS

- implementation success as well as social, political and economic challenges in Lithuania and the world;
- c. Continuity: LSU changes are not a single „project” but continuous change management implementation, while learning from the experience of others and their process;
 - d. Optimal communication: Changes can not be effectively managed without systematic, vertical and horizontal, internal and external communication, showing and discussing the changes in the implementation of the ideas, victories and defeats, and consulting on the removal of obstacles encountered;
 - e. Viability: the implementation of the changes will not be effective without people's empowerment, commitment, mobilization and promotion of an effective system. Implementation of the changes will also not be effective without a leader, and the empowerment to act.
 - f. Rational price of changes: rate of changes depends on relation between benefits and costs.

SELF-EVALUATION OF THE UNIVERSITY ACTIVITY QUALITY

(345) Common Assessment Framework (hereinafter - CAF) is a quality management approach, developed in accordance with the European Foundation for Quality Management Excellence Model and the Speyer model prepared by German University of Management Sciences. This is a method of self-assessment, conceptually similar to the majority of the total quality management models, in particular the European Foundation for Quality Management Excellence Model, but tailored specifically for public sector organizations, taking into account the essential differences between them. This model was chosen because it allows examining the University from different sides and making a holistic analysis of the activity.



(346) **Chart 16.** Common Assessment Framework

(347) The main purpose of the model is to show that organizational activity results, the results oriented towards the stakeholders, impact results on employee and public are achieved through the activities of the executives, managing the strategy and planning, people, partnerships, resources and processes.

(348) It is essential for the University to continually improve its performance; to achieve this objective, at specified intervals (every 2

year) the University carries out self-evaluation of its activities in accordance with the set 9 criteria and 30 partial criteria. Self-evaluation group is formed to carry out the self-evaluation procedure. It was formed in compliance with the following criteria:

- a. The self-evaluation group is headed by the Chair of the Quality Council;
- b. The self-evaluation group has to represent the entire University; therefore the attention is drawn to the representatives of different departments.
- c. In order to obtain high-quality, diverse and reliable data, two student representatives are included in the self-evaluation group;
- d. The Rector of the University is invited to join the self-evaluation group;
- e. Other representatives who would provide other important data are invited as well.

(349) All activity is conducted in accordance with a detailed plan for CAF deployment, approved by the order of the Rector. There is also a communication plan developed which determines communication activities with all interested parties.

(350) Based on the detailed plan, the members of self-evaluation group individually perform a detailed assessment of the University activities, based on the evidence and fill in a set form of the reports. The general consensus of the self-evaluation process results is held at the joint meetings in order to obtain accurate and comprehensive data. Carrying out the self-evaluation for the first time, the CAF classical scoring method was used. An improved CAF scoring method can be used in other self-evaluations in accordance with the needs and opportunities.

(351) The Head of the self-evaluation group develops a report on self-evaluation results, which reflects:

- a. Strengths and weaknesses according to each partial criterion, based on the relevant evidence;

b. Scores according to a selected scoring system;

c. Proposals for improvement actions.

(352) The report is presented to the Rectorate and approved by the order of the Rector.

(353) After the approval of the self-evaluation report, it is necessary to develop the University activity improvement action plan.

(354) Improvement Action Plan is developed by the self-evaluation group members, combined with the University senior management representatives. This plan reflects the identification of priority areas, proposals for improvement activities, the deadlines and the expected results.

(355) Improvement Action Plan will be presented to the Rectorate and submitted Rector for approval.

DEVELOPMENT OF QUALITY CULTURE

(356) Improving the quality of higher education is one of the most important goals of internationality and inter-university cooperation. Quality is a multidimensional phenomenon. Each higher education institution chooses a unique definition of quality not only due to the different resources, staff, and unique features of the university, but also because of the different perception of quality; therefore, even under the same conditions the concept of quality and its measurement criteria always vary.

(357) Quality of excellence is a part of the organizational culture; it defines the way in which quality is being developed at the University. Under the relevant dimensions each university's distinctive culture of excellence can be defined²⁸:

(358) **Criteria for Human resource management dimension.** One of the characteristics which define the development of the University quality of excellence is an ongoing investment in staff competencies and skills. The University as a higher education institution is constantly taking care of its employees' professional development. Recently, special attention has been focused on the development of competencies of the heads of management - trainings, meetings and activities have been oriented towards ensuring accountability and responsibility. Didactic and scientific seminars are organized for teachers and researchers.

(359) One of the objectives of human resource development strategy - implementing staff competency development system, which includes identification of the core competencies for every position, personal development mechanisms, management skills development, with a focus on development of managerial skills. It is equally important to educate employees on quality issues, so the university employees go on training organized by state institutions, conferences to other high schools, seminars in order to share their best practices. The university

²⁸G. Adomavičienė, R. Pukelytė (2010) „Culture of excellence in higher education institutions: dimensions and criteria// Vocational training: research and reality. No. 19.

also organizes internal training on quality issues; in 2013 leaders were invited to the Quality Management System training organized by the representatives of JSC “Civitta“; Office of Quality Management and Accreditation regularly organizes information seminars for the discussion and publicity of the University System of quality management. Meetings with the Rectorate of the University have been repeatedly organized to purify the concept of the quality and quality management system, quality policy and strategic objectives for quality improvement.

(360) **The leadership dimension criteria.** University leaders are open to innovation and change, as evidenced by the active participation of managers in the creation of the University strategy and quality management systems. The leaders are able to form clear, comprehensible and integrated performance tasks in accordance with the objectives of the development strategy, and leadership is not confined “from top to bottom“, but also “from the bottom up ”- employees can provide suggestions for quality improvement activity and initiate changes.

(361) **Criteria for quality implementation dimension.** An important feature of quality implementation dimension is the participation of social partners in the quality implementation processes. Stakeholder opinion and real participation in the University activities is extremely important to the University, so their representatives are involved in the management process, working group activities and social partners‘forum.

(362) **Criteria for alternation dimension.** The University tries to respond quickly and flexibly to the needs of stakeholders. The changes at the University are made in response to environmental conditions – findings of the internal and external evaluation of the University, the data obtained during surveys, trends in higher education, economic, cultural, social, sports and health sectors. The University is constantly going through an intensive cooperation between the units, as well as

within external parties while learning and sharing best practices with Lithuanian and foreign universities.

- (363) **Criteria for quality evaluation dimension.** The University activities are regularly evaluated by external experts; faculties, departments and employees are constantly rated. To assess the quality of its activity the University implements CAF procedures for the re-evaluation of the University activities, measuring progress and comparing itself with other institutions of higher education in Lithuania and Europe.
- (364) **Criteria for orientation to the consumer dimension.** So far, only the University research on external stakeholder satisfaction of quality of service has been carried out, but from 2013 onwards the University has been installing research methodology for the overall employee satisfaction with activity of the University, the data obtained during which gives a 360-degree look into activities of the University.
- (365) **Criteria for decision-making dimension.** The University realizes that the workers themselves know the best the existing problems in the workplace, so include them in problem-solving teams. An advisory body - the Quality Council was established by the university; its primary goal is to provide suggestions for the Rector on involving employees in the decision-making processes make recommendations for improving the quality of activity and help to develop culture of excellence at the University.
- (366) **Criteria for strategic quality planning dimension.** Quality creation and development is provided in the IADS, and quality planning is carried out according to the mission, vision and values of the University. The stakeholders are included in planning the quality - the Quality Council is composed of academic and non-academic community.
- (367) The University is aware that fostering a culture of quality is a constant and very important process; the Quality Council was set up to control it. This practice is widely used in foreign universities as well - University of Nottingham has Quality and Standards Committee, the

University of Edinburgh-Quality Assurance Committee, University of Birmingham - Quality Assurance Committee; and in Lithuanian universities - Vilnius University - Quality Committee; Kaunas University of Technology - Quality Committee; Mykolas Romeris University - Study Quality Assurance Committee; Vytautas Magnus University - Quality Control Committee; Lithuanian University of Health Sciences - Study Quality Monitoring and Assurance Commission.

(368) The Quality Council is responsible for providing suggestions and recommendations to the Rector on quality issues - on the quality policy, strategic objectives of quality improvement, activity quality improvement and development; the Council carries out the University self-evaluation in accordance with the CAF, organizes quality day events, develops and implements the idea of a "green" and socially responsible university.

(369) Activities of the University self-evaluation activities are presented in description procedure PA – 02 “Perform an assessment analysis of the activity quality” (q.v. Annex 4)