



QUALITY MANAGEMENT SYSTEM MANUAL

Lithuanian Sports University



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GENERAL PROVISIONS

Lithuanian Sports University (hereinafter referred to as the University or LSU) as a higher education institution performs an important and necessary mission, as it promotes personal development, scientific progress, develops citizenship and helps young people to integrate into society.

The integration into the European Higher Education Area has set the University a challenge to be competitive. The creation of a learning environment where the curricula, learning opportunities and resources meet the set goal would help to ensure academic quality (Yerevan Communiqué, 2015). New challenges and opportunities allow the University to improve, to be open and to be one of the leaders in sports and sports-related areas (health promotion, physical education, physiotherapy, management).

At present, the University is expected to provide studies and research in line with the European higher education quality trends, which would ensure the successful integration of graduates into society, promoting social, scientific, intellectual, technological, cultural, and economic development of the country. Therefore, the aim of the University is to become a competitive and well-managed university with a clear direction of development that responds to the processes and patterns in the environment.

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 Strategy for 2013 - 2022 and other Lithuanian legal acts governing higher education, sports and related areas (health promotion, physical education, physiotherapy, management). At the institutional level, the University has used internal resources to create, develop and continuously improve the quality of studies, research and experimental development, sports, internationality and impact on the country and the region.

Changes in the environment form the concept of a quality university, therefore, in developing the quality concept of the University, the following influencing factors were first considered:

- **The moral factor** emphasizes the obligation of the University to uphold democratic values, promote citizenship and the right to provide moral, fair services of the highest quality expected by stakeholders (graduates, students, other members of the University community, employers, social partners, public authorities, etc.).

- **The social responsibility factor** highlights the University's responsibility for its impact on society at the regional, national, and European level - implements social ideas focused on knowledge about sport and related areas (health promotion, physical education, physiotherapy, management).

- **The competition factor** shows the University's competition with other higher education institutions at regional, national, European, and global levels for the number of students entering and studying, research, experimental development opportunities, funding of planned and implemented projects, quality of services provided, funds allocated to the University, etc.

- **The competence factor** is related to the exceptional competencies, skills, creativity and wisdom of the University teachers, researchers, and other staff. This intellectual advantage allows the University not only to ensure smooth and productive activities but also to serve society and the state.

- **The accountability factor** reveals the image of an open, transparent, responsible University that promotes innovative change. The University ensures two levels of accountability: internal - by evaluating the performance of structural units and employees and summarizing them; external - fulfilling the obligation to provide information to stakeholders on the results and progress of the University activities.

Aware of its special mission in higher education, sports and related areas, the University declares that *the quality of activities at the institutional level is demonstrated by the achievement of strategic goals in an optimal way, effective implementation of the mission of the University and continuous promotion and development of academic values*. Therefore, each structural unit of the University organizes and carries out its activities using the most productive and effective methods that allow to achieve the set indicators and even exceed expectations.

STRATEGY OF LITHUANIAN SPORTS UNIVERSITY

Vision, mission, and values

Mission of the University is to promote the sustainable development of physical, mental, emotional and social well-being, help to train elite athletes, Olympians and Paralympians through the creative application of modern technologies and top-level knowledge in sports science, motor control, physical activity and nutrition, recreation and rehabilitation; to provide recommendations to politicians and all interested institutions on the development of Lithuanian social and economic well-being through sport, physical activity, recreation and rehabilitation.

Vision of the University is to become a university of comprehensive and happy life of all Lithuanians through sports and physical activity, whose cultural, scientific, and educational benefits of sports, physical activity, recreation, health promotion would be felt by every person of Lithuania, especially a student at Lithuanian Sports University.

The **values** guiding the University are as follows:

Respect for knowledge – respect for exclusive knowledge, guaranteeing the unity of higher education and research, as well as the development of constant progress.

Promotion of initiative – promotion of original ideas, innovations, exclusive professionalism and leadership, promotion of prosperity.

Openness of studies – ensurance of the availability and quality of academic services to Lithuanian and foreign schoolchildren, students, employees, and seniors, as well as business, public sector institutions and non-governmental organisations.

Cooperation – promotion of active dialogue with the most advanced national and foreign partners.

Communality – individual work or teamwork based on mutual respect, tolerance, competence, trust, and morality.

Promotion of a healthy lifestyle – promotion of respect for a healthy and harmonious way of life, the harmony of mind and body as well as for Olympic ideas, fostering morality, and the ideals of an honourable competition in sport.

Citizenship – promotion of citizenship and patriotism in isolation from any political ideology.

The University recognises the provisions set out in the Magna Charta Universitatum (Great Charter of Universities), European Higher Education Area and other advanced attitudes of the international scientific and academic community. Studies shall be carried out according to programmes of all cycles of studies, taking into consideration the needs of the state and the labour market, the needs of the person's continuous development and seeking to acquire the required qualification according to universally recognised standards. In accordance with the procedure established by law, the University informs the public, government, and administration institutions about its activities.

The mission, vision and values of the University are set out and publicly announced in the Statute of the Lithuanian Sports University¹, the Strategy of LSU (2018-2022)² and the Progress Strategy "Lithuania 2030"³.

Strategic Objectives of the University

World-class sports science means the development of scientific knowledge in various fields harmoniously, to conduct high-level international research and experimental development in sports, physical education, health, rehabilitation, recreation, tourism, adapted physical activity and other fields related to sport, to train scientists and cooperate with national and foreign partners in the field of science.

Objective 1: Develop and validate strategic research areas.

Objective 2: Carry out research and experimental development activities.

Objective 3: Develop a research culture.

Objective 4: Attract researchers from abroad and cooperate with the world's strongest sports science universities.

Objective 5: Create favourable conditions for young scientists.

Modern and high-quality studies means studies which are based on research (in sports, physical education, health, rehabilitation, recreation, tourism, adapted physical activity and other fields related to sports science), corresponding to the international level of knowledge and technologies, and a higher education qualification.

Objective 1: Attract students – develop talent consistently.

Objective 2: Update and develop new study programs in line with the challenges of today's world.

¹Statute of Lithuanian Sports University (2013). Internet access:<https://www.lsu.lt/wp-content/uploads/2017/11/statutas.pdf>

²LSU Strategy (2018-2022). Internet access:<https://www.lsu.lt/apie-lsu/dokumentai/strategija-2018-2022-m/>

³LSU Progress Strategy – 2030. Internet access:https://www.lsu.lt/wp-content/uploads/2017/11/lsu_strategija_2030_web.pdf

Objective 3: Ensure the quality of study management.

Objective 4: Introduce modern intelligent technologies into the study process.

Objective 5: Increase students' motivation to study.

Objective 6: Encourage teachers to initiate and coordinate international research projects.

Objective 7: Strengthen the academic and educational competences of teachers working with foreign students.

International University — to disseminate knowledge and cultural values of sports science, take on the experience of the European sports universities and discover its unique place in the European Higher Education Area.

Objective 1: Develop new joint or consortia-based study programs.

Objective 2: Promote new partnerships with recognised research, higher education, and business institutions abroad.

Objective 3: Develop and ensure the internationalisation of studies, attracting foreign students and creating lifelong learning qualification courses for foreign citizens.

Objective 4: Increase the international recognition of the University community.

Sport, leisure, and community — encourage community members to actively participate in sports activities in leisure and represent Lithuanian and LSU in world-class sports events, thus increasing the visibility of the University and Lithuania.

Objective 1: Create a system of incentives for students participating in international sports events.

Objective 2: Develop the involvement of students in volunteering activities.

Objective 3: Facilitate the process of studies for elite athletes.

Objective 4: Improve the conditions for sporting for members of the community.

Leadership —to cooperate with social partners and seek to be a leader in the creation of healthy and physically active society by conveying and implementing the latest achievements in sports science and health in Lithuania and abroad.

Objective 1: Develop recommendations for healthy lifestyle and elite athlete training specialists, physical education teachers and physiotherapists.

Objective 2: Develop good governance recommendations for sports organisations.

Objective 3: Develop non-formal education programmes for adults.

Objective 4: Organise educational activities for Lithuanian residents.

Objective 5: Raise the profile of the University.

Change Management— to use efficiently managed resources to implement the LSU vision.

Objective 1: Raise funds by diversifying external sources.

Objective 2: Optimise the management of buildings and other property owned by the right of trust.

Objective 3: Prepare and implement the procedure for the annual evaluation of staff.

Objective 4: Develop and implement a programme of staff involvement in the improvement of internal processes.

Objective 5: Promote the University's openness to the public.

Objective 6: Ensure a working environment that is as favourable as possible for researchers and scientists.

Objective 7: Improve the procedure of performance evaluation of teachers.

Objective 8: Create a fully-fledged environment for the community.

LSU Strategy is made publicly available³.

Structure of the University

The University activities are based on autonomy, so academic, administrative, economic, and financial management activities are implemented independently. The University is accountable to the public, the Seimas of the Republic of Lithuania, as well as the institution exercising the rights and duties of the owner. The formation of the University is governed by the Civil Code of the Republic of Lithuania⁴, the Law on Public Institutions⁵ and the Law on Higher Education and Research of the Republic of Lithuania⁶.

The main structural units of the University management are composed of collegial bodies – the Council and the Senate, and a one-person management body, the Rector.

The Council consists of 9 members: one member is appointed by the Student Union, four are appointed by teaching staff and research staff, the other four are not members of the University staff or students and are elected by public competition (one of which is appointed by the Student Union). The term of office of a member of the Council is 5 years. The Council elects and removes a

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

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

⁶Law of the Republic of Lithuania on Higher Education and Research. 30/ 4/ 2009 No XI-242 (Official Gazette, No 54-2140, 61, 101, 2009).

chairperson from among its members by a majority vote. The latter appoints the Secretary of the Council.

The Senate is the governing body of the University academic affairs, elected for 5 years. Members of the University academic community, members of the administration of the University, as well as scientists and teachers of other higher education and research institutions with a scientific degree may be members of the Senate. At least 20 % of the members of the Senate are appointed by the students. The Senate elects a chairperson and deputy Chairperson of the Senate by a simple majority vote.

The Rector represents the University and acts on its behalf. The Rector participates in meetings of the Council in an advisory capacity. He/ she is also a member of the Senate. The Rector delegates part of his/ her functions to the Vice-Rector for Studies, Vice-Rector for Research, and Vice-Rector for Sport and Partnership.

The Rector's Office is a consultative body, which considers organisational, higher education, research, economic and other issues and assists in implementing the decisions taken by the Council and the Senate. The Rector's Office consists of the Rector, Vice-Rectors, a member delegated by the Student Union and the persons approved by the order of the Rector. The Rector may invite other persons to attend the meetings of the Rector's Office.

The regulations of **academic structural units** specifying their composition, competences, as well as the procedure for formation and revocation is approved by the Senate. The University has the following academic units: Department of Sports and Tourism Management, Department of Physical and Social Education, Department of Coaching Science, Department of Health Promotion and Rehabilitation, Centre of Basketball Studies and Research, and Institute of Sport Science and Innovations.

The objectives, tasks, rights, management, assets, and liability of **non-academic structural units** are set out in the regulations of the units approved by the Rector.

The structure of Lithuanian Sports University (see Figure 1) was approved in the Council meeting of 22 March 2019, Minutes No 6.

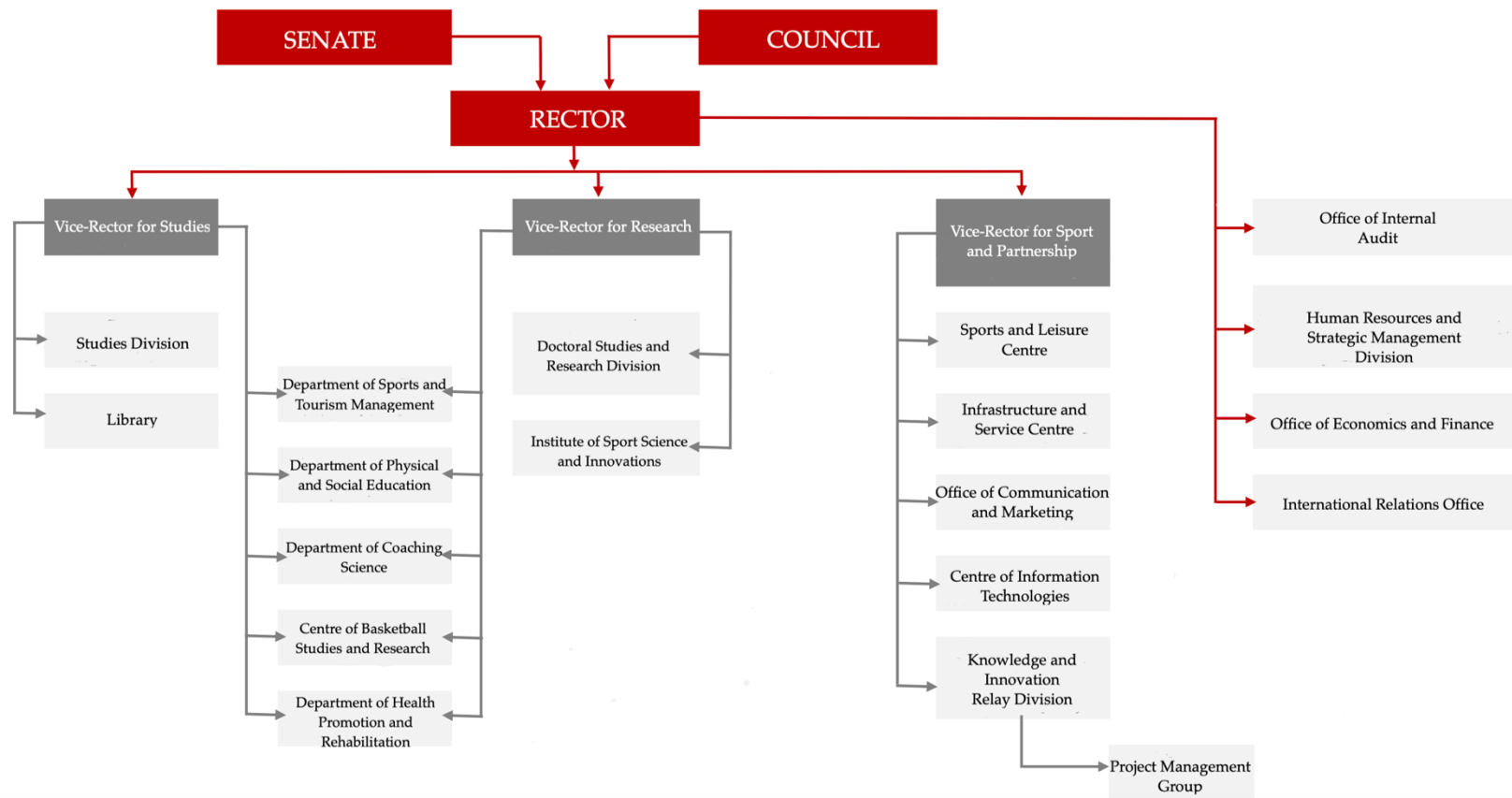


Figure 1: Structure of Lithuanian Sports University

QUALITY MANAGEMENT SYSTEM OF THE UNIVERSITY

Quality management system

The basis of the Quality Management System of Lithuanian Sport University (hereinafter referred to as QMS) is the University strategy (2018-2022). The QMS covers all activities carried out at the University: studies, research and experimental development, impact on the country and region, international relations development, sports and leisure activities, University change management and supportive processes (human resources, finances, communication, infrastructure). A map of the University operational processes is given in Annex 1.

The division of the University activities into processes enabled structuring QMS according to the dynamic Deming quality cycle *Plan-Do-Check-Act*. The PDCA cycle is a systematic method of continuous improvement, therefore all the processes identified at the University are oriented in four directions: (1) planning, (2) implementation and quality assurance, (3) assessment and (4) continuous improvement (see Figure 2).

Figure 2 shows the long and short cycles of QMS. The duration of the processes in the long cycle is 5 years, for the short one – 1 year.

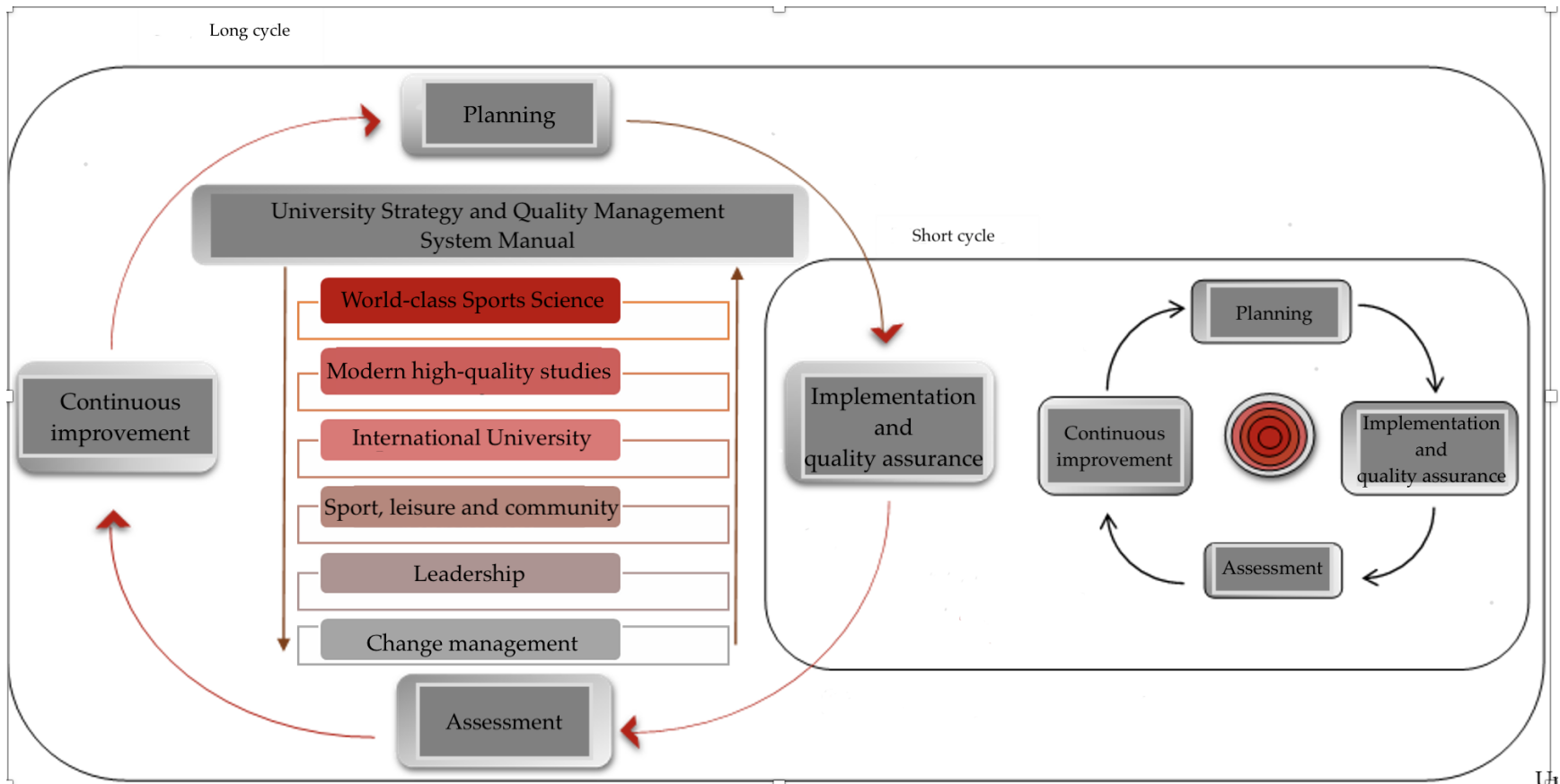


Figure 2: *Quality Management System of the University*

Principles of the quality management system

The quality management system shall be based on predefined principles:

- **Evidence-based management** (based on scientific, peer-reviewed data, impeccable logic, cost-effectiveness).
- **Leadership.** Leadership with a clear vision for the future, policy, and plan for its implementation so that it can respond immediately to changes in sport and related areas.
- **Striving for progress.** Continuous improvement of the results to ensure long-term progress of the University.
- **Universal participation.** The main strength of the University progress is staff at all levels of governance; therefore, they must be involved in the management processes by exploiting their existing competences, knowledge, and creativity for the benefit of the University and society.
- **Maximising social value.** The University must be visible to the public for its work.

QUALITY ASSURANCE SYSTEM FOR CORE PROCESSES

Quality assurance system for research and experimental development

The planning, organisation, administration of research and experimental development as well as responsibility and accountability of research and experimental development (R & D) are laid down in the Regulation on Research Activities (a new version of which was adopted by the Senate at its meeting of 9 March 2018, Minutes No 9).

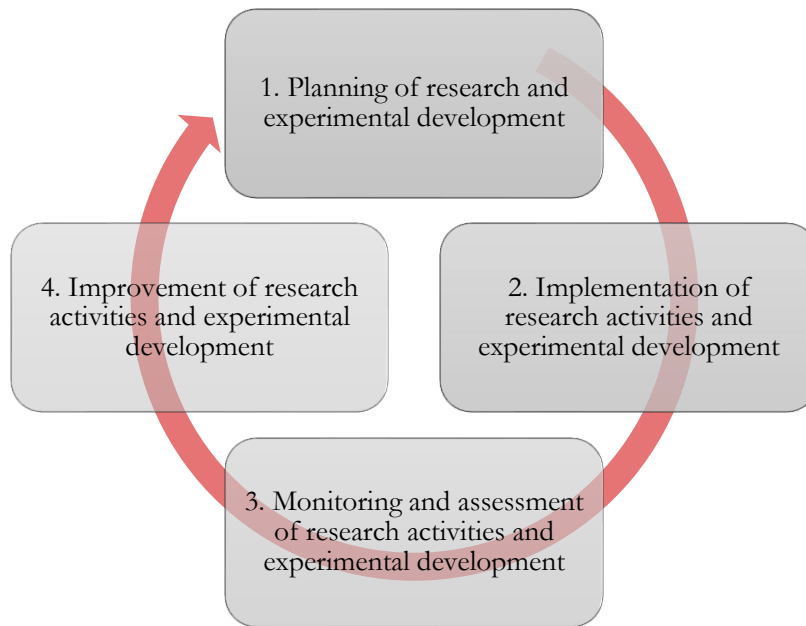


Figure 3: Quality assurance process for research and experimental development

The quality assurance process for research and experimental development covers the key elements of quality assurance and is implemented through 5 decision-making steps:

1. Raising a clear practical question (problem) to which an evidence-based response could be obtained.
2. Scrupulous collection of evidence that provides alternative answers.
3. Critical assessment of the relevance and reliability of the evidence collected.
4. Answer to the question based on the strongest evidence.
5. Assessment of the outcome of the decision/answer.

R & D planning. A working group shall be set up by order of the Rector to prepare strategic research areas (SRA) of the University. It conducts analysis of the research and experimental development carried out at the University, as well as analysis of EU and Lithuanian documents and,

based on these analyses, prepares, and submits the entitlements of the strategic research areas and potential leaders to the Committee for Research and Studies of the Senate.

The Senate approves SRA and their heads on the recommendation of the Committee for Research and Studies of the Senate. Either the Heads of the SRA are appointed, or the function of the Head is appointed to the Head of Unit responsible for the coordination of the SRA. The Heads of the SRA are responsible for the preparation and implementation of the SRA programmes, they are assisted by the heads of research teams in the development of the research programmes of these teams.

Scientific work shall be planned taking into account strategic research areas and research programmes of research teams as well as annual scientific work plans of teachers and scientists. The programmes of the strategic research areas and research programmes of research teams shall be established for a period not exceeding 5 years.

The following factors have been identified as very important for the SRA:

- consistency with the European Research Area documents, the University vision and mission.
- responding to public needs.
- scientific projects won; experimental development contracts signed.
- cooperation with other scientific institutions.
- researchers' work on the problem (up to 10 best articles and research teams).
- the sum of the Heads' H index in Clarivate Analytics Web of Science or Scopus (social sciences only).
- number of monographs published (social sciences only).
- the infrastructure available, the potential for cooperation.

Implementation of R & D activities. Strategic research areas, irrespective of results, receive basic funding, such as funding for research and excursions, seminars, and conferences. Additional funding is provided in accordance with the needs, potential, and financial capacities of the University. Financial possibilities depend on the University's internal funds and external funding sources (Sport Support Foundation, Lithuanian Ministry of Education, Science and Sport, Research Council of Lithuania, etc.). The head of an academic unit shall, upon co-ordination with the head of a strategic research area and heads of research teams, submit proposals on the allocation of funding required for scientific activities. The needs of academic units are submitted each year to the Vice-Rector for Research of the University, discussed in the Rector's Office and the Senate and forwarded to the Council for approval. Scientific and applied activities and research are carried out at the Institute of Sports Science

and Innovations, the Centre of Basketball Studies and Research and the Departments. Scientific and methodological information is stored at the University Library. The University publishes scientific journals “Baltic Journal of Sport & Health Science”, “Rehabilitation Sciences: Nursing, Physiotherapy, Occupational Therapy“, “Leisure Time Research” (online journal), monographs and other publications for the promotion of studies and science. Publishing of scientific journals is headed by the Editorial Board approved by the Senate. The Senate must approve the publication of scientific monographs on the recommendation of the Committee for Research and Studies. The Head of the Publishing Group addresses the organisational issues of publishing scientific journals and other publications.

Scientific conferences are organised according to the Lithuanian Sports University Description of the Procedure for Organising Scientific Conferences (Order No ISAK 236/B of 1 October 2013) approved by the Rector.

Monitoring and assessment of R & D. The scientific activities of academic staff members and researchers are assessed according to the Order of the Lithuanian Minister of Education, Science and Sport “On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes”⁷ (Version of Order No. V-747 of 4 October 2017).

The results of scientific activities carried out at the University are constantly monitored and periodically assessed:

- at least once a month, the head of the department, the head of the research unit and the head of the SRA organise meetings of the unit to discuss the possibilities of research methodology, experimental development, application of scientific resources, statistical methods, preparation of scientific production, improvement of qualification and other possibilities of scientific projects, as well as other organisational issues.
- the head of the research team meets with the members of the research team to discuss research results at least once every three months.
- after the end of a calendar year, the academic staff (professors, associate professors, lecturers, assistants), the research staff members discuss the implementation of plans of their research activities with the head of the department, scientific activities are discussed at meetings of higher education and research subdivisions.

⁷Methodology for assessment of research and experimental development, and artistic activities of universities and research institutes. Internet access: <https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/b519a500a93f11e7a65c90dfe4655c64?jfwid=-14oiz1qq3x>

- the heads of research teams present a report on scientific activities for the calendar year in the University Information System.
- the report on scientific activities of the SRA for the calendar year are drawn up in the University Information System based on reports submitted by research teams; the Heads of the SRA draw up a short qualitative report of the SRA and submit it to the Vice-Rector for Research.
- the head of the department prepares an annual report of the Department and submits it to the Vice-Rector for Research.
- the Vice-Rector for Research submits the report to the Senate for approval.

Reports are kept in the departments of higher education and research. Second copies of reports are submitted to the Doctoral Studies and Research Division. The Doctoral Studies and Research Division assesses scientific activities in accordance with the criteria of assessment of scientific activities approved by the Senate.

Improvement of R & D. The scientific results obtained are assessed by comparing them with the indicators provided for in LSU Strategy, SRA programme, research team programmes and individual plans. In the event of failure to achieve the planned result, the heads of the divisions shall submit proposals on the improvement of scientific activities to the Vice-Rector for Research.

Proposals to amend the SRA programme may be submitted by the Vice-Rector for Research, Heads of the SRA, the heads of research teams and academic departments after the analysis of the annual report. Amendments to the SRA programmes shall be considered by the Committee for Research and Studies of the Senate and submitted to the Senate for approval in accordance with the same procedure as the programme is approved.

Having evaluated the results of the research area, scientists are motivated and encouraged by carrying out certifications and planning their workload in accordance with the Procedure for Planning and Accounting of the Workload of Researchers (approved in the Senate meeting of 7 February 2019, Minutes No 7).

Research and experimental development activities are described in the Description of Procedures for Management of Research and Experimental Development Processes (see Annex 2).

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

The main goal is to ensure high quality and attractive studies by constantly improving the academic quality, considering the expectations of society and students, and providing the most advanced competences.

Studies at the University are carried out according to study programmes awarding a qualification degree and not awarding a degree. Studies of the first and second cycle are carried out according to 5 study fields: Scientific Management and Public Administration, Educational Sciences, Sports Sciences, Life Sciences and Health Sciences. Doctoral studies are carried out in two directions: Education and Biology. Students are offered 20 study programs which award a qualification degree: 7 Bachelor's, 11 Master's and 2 PhD study programs.

The study process and academic quality assurance are regulated by LSU Study Regulations (approved in the Senate meeting of 15 January 2015, Minutes No. 2) and the Regulations on Quality Assurance in Higher Education (approved in the Senate meeting of 26 January 2017, Minutes No. 7).

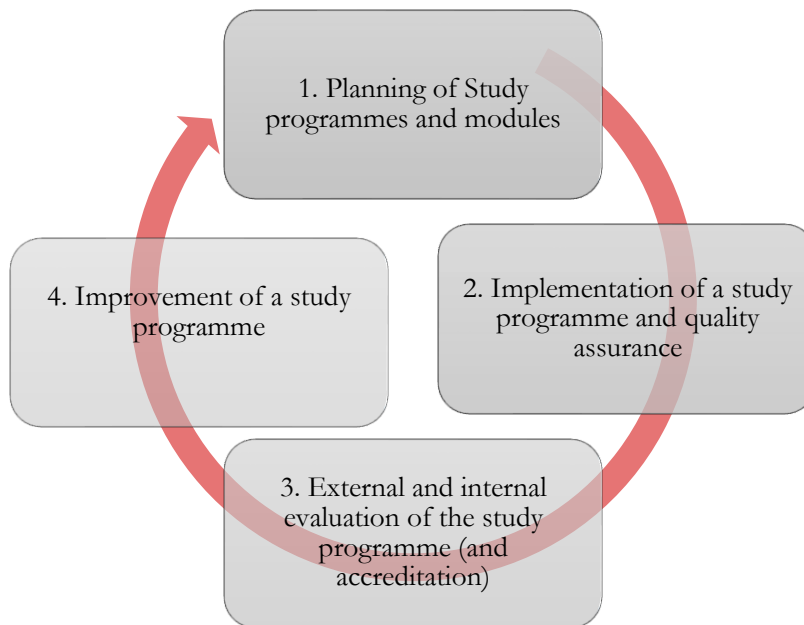


Figure 4: Process of Academic Quality Assurance

Planning. Study programmes at the University are developed according to study fields and their groups approved by the Government of the Republic of Lithuania, and the descriptions of the study field approved by the Ministry of Education, Science and Sport.

Study programs are initiated and developed by working groups of teachers and scientists, they are evaluated by the Committee for Research and Studies of the Senate and approved by the Senate in accordance with the regulations of the Department (approved in the Senate meeting of June 27, 2019, Minutes No. 11). Studies are carried out according to study programs approved by the University Senate and registered in accordance with the procedure laid down by legal acts of the Republic of Lithuania. The University may carry out joint study programs or study programs in two fields upon completion of which a qualification degree is awarded.

Study programmes are updated and improved considering the results of study monitoring, as well as general and special requirements set out in the descriptions of a study cycle and study fields' descriptors (group of fields). Updating and improving study programmes must be in line with the University Strategy. Study programmes to be carried out are prepared in accordance with the Guidelines for the Development of Study Programmes 2019-2022 (approved in the Senate meeting of 28 March 2019, Minutes No 9). Proposals can be made by the Heads of the University departments.

Supervision, assessment, and update of the study programme approved by the Senate and accredited by SKVC and registered and implemented in the State Register of Study Programmes is carried out by the Department and the Study Programme Committee in accordance with the procedure for updating study programmes approved by the Rector's order. The update of programmes can be initiated by the University academic departments, social partners, Vice-Rectors, study programme committees, or students.

Study programmes consist of modules. Only modules certified in accordance with the Procedure for Certification of Modules may be carried out at the University (approved in the Senate meeting of 7 April 2015, Minutes No 5; amendments made in the Senate meeting of 29 May 2019, Minutes No 10; amendments made in the Senate meeting of 30 April 2020, Minutes No 7).

Students and unclassified students are admitted to the University study programmes by Admission Committee set up by order of the Rector. The procedure and rules of admission to study programmes of the first and second cycle are approved by the Senate, taking into consideration the proposals submitted by the committees of study programmes and normative documents of the Ministry of Education, Science and Sport. The admission of foreign students is organised and carried out by the Admission Committee appointed by the order of the Rector. Lithuanian citizens are admitted following the general admission to Lithuanian higher education institutions (LAMA BPO). Admission of unclassified students is organised and carried out by the Studies Division.

Admission to doctoral studies takes place in accordance with the Regulations of Doctoral Studies and Joint Doctoral Studies approved by the Government; admission to the places of joint institutions of doctoral studies is carried out according to the quotas allocated each year by the Ministry of Education, Science and Sport.

Implementation and quality assurance. Studies at the University are organised according to study programmes, study plans and study schedule. The student's workload consists of contact hours and individual work.

Academic years are divided into semesters and holiday periods. The academic year consists of autumn and spring semesters. The beginning and end of academic years, semesters and holiday periods are annually approved by an order of the Rector.

Lectures, training sessions, seminars, and consultations are organised according to schedules provided by the module coordinator, administered by the Studies Division. The module coordinator draws up a timetable and publishes it no later than 5 days before the beginning of the autumn and no later than 10 days before the beginning of the spring semesters.

During the first lecture, the university teacher introduces students and unclassified students to the programme of the module. The programme specifies the objectives, expected learning outcomes, the content, scope of the module, study forms, methods and assessment criteria, the forms, and methods of tasks for individual work and the assessment requirements, a list of literature necessary for studies and necessary methodological instructions, as well as time of consultations of the teacher. Students must pass all module examinations provided for in the study programme during the semester.

The accounting of studies of the first, second and third cycle is presented in the University academic information system. Accounting of studies of the first and second cycle are carried out by experts of the Studies Division, and of the third cycle – by an expert of the Doctoral Studies and Research Division. Study accounting documents are filled in by a university teacher who assesses learning outcomes of the module.

The assessment of students' learning outcomes and achievements during the semester is carried out periodically and systematically. To ensure active student work throughout the semester of studies, the ability to apply theoretical knowledge in practice, objective evaluation of learning outcomes, and to avoid the cases of plagiarism, a cumulative evaluation system is applied at the University. The learning outcomes of university students and unclassified students are evaluated by preparing interim examinations according to Order No Isak-2194 of the Minister of Education and Science of the Republic of Lithuania of 24 July 2008 "On the Approval of Evaluation System of the Study Results"

(Official Gazette, No 86-3437, 2008), where each score is based on clear evaluation criteria linked to the learning outcomes of the study programme and module. The ten-point grading scheme is linked to the level of achievement of students as follows: 9 and 10 – excellent performance, 7 and 8 – average performance, 5 and 6 – sufficient performance.

University students who study in state-funded places and state non-funded places may receive the following types of scholarships: incentive, single targeted, nominal, and social scholarship. The types of scholarships and the procedure for awarding them are regulated by the Regulation on Granting Scholarships at Lithuanian Sports University (approved in the Senate meeting of 30 January 2020, Minutes No 4).

A person is considered to have graduated from the University when he/ she has fulfilled all the requirements of the chosen study programme. Graduates of the University are issued a document confirming their graduation – a diploma and its supplement. The requirements for preparing and defending the final thesis are laid down in the Regulation for the First Cycle (Bachelor's) Final Thesis Preparation and Defence (approved in the Senate meeting of 7 February 2019, Minutes No 7) and the Regulation for Final Master's Thesis Preparation and Defence (approved in the Senate meeting of 29 November 2018, Minutes No 4).

Evaluation. The quality of a study programme shall be evaluated by carrying out:

- external evaluation and accreditation of study programmes.
- internal evaluation of the study programme.

Internal evaluation of study programmes. At the level of the institution, the Senate is the body ensuring academic quality. It approves and supervises the internal system of academic quality assurance. The Senate is provided with the documents that have been considered by the Senate's Committee for Research and Studies.

At the level of a study programme, the quality of studies is ensured, and its supervision is carried out by the Department and the Study Programme Committee headed by the Director of the Study Programme Committee. The activities of the Department are regulated by the Regulations of the Department Activities (approved in the Senate meeting of 27 June 2019, Minutes No 11), and the activities of the Study Programme Committee are regulated by the Regulations of the Study Programme Committee (approved in the Senate meeting of 27 August 2020, Minutes No 11).

Feedback is ensured by conducting surveys of all participants in the study process (students, university teachers, graduates, and employers). Surveys are carried out at institutional level, study programme and module level. These surveys are conducted by an expert of the Studies Division

responsible for the supervision of the quality of studies and career monitoring. Tutors of groups of study programmes organise at least one meeting of the group per month to evaluate the course of modules and academic achievements. If problems are identified, the group tutor informs the Director of the Study Programme Committee, and he/ she addresses the problems. The activities of the tutors are regulated by the Regulations for the Activities of the Tutor (approved in the Senate meeting of 28 June 2018, Minutes No 14; amendments made in the Senate meeting of 30 January 2020, Minutes No 4).

Having received evaluations and proposals from the Directors of the Study Programme Committee, the Head of the Department organises a meeting of the Department during which the evaluations of the modules and the course of the study process are discussed. The main purpose of the meeting of the Department is to hear and discuss the proposals of students and university teachers regarding the improvement of the study process. Proposals are submitted to the Vice-Rector for Research.

Before February 1 of each academic year, the Study Programme Committee analyses and evaluates the study programme according to the information provided by the university departments: its compliance with the principle of unity of studies and research activities, matching the needs of the market, the demand for the programme, the necessary human and material resources, the excellence and mobility of students and the feedback obtained.

Modules are certified after the lapse of not more than one year from the introduction of a module into the plan of a study programme in accordance with the procedure for module certification approved by the Senate. A module may be certified for one, three or five years or not be certified. The certification of modules is carried out before June 1 of the current year.

The Studies Division, Library and Departments prepare activity reports of the established form and submit them to the Vice-Rector for Studies.

External evaluation of the study programme. Only study programmes accredited in accordance with the procedure laid down by legal acts of the Republic of Lithuania shall be carried out at the university. The programmes are accredited by the Centre for Quality Assessment in Higher Education for three or seven years. Since the entry into force of the procedure of evaluation and temporary accreditation of study fields on 1 March 2018, the entity of assessment and accreditation has changed from accreditation of study programmes to the accreditation of study fields.

External evaluation and accreditation of study fields shall be carried out in compliance with the Order No. V-835 of the Minister of Education, Science and Sport of the Republic of Lithuania “Order

on the Approval of the Procedure for the External Evaluation and Accreditation of Studies, Evaluation Areas and Indicators” approved on 17 July 2019 (the new version was adopted by the Minister of Education, Science and Sport of the Republic of Lithuania on December 20, 2019, by Order No V-1535)⁸ (hereinafter referred to as the “Description”). Before the external evaluation of study fields, study fields carried out by all higher education institutions shall be considered accredited until they have been assessed and accredited in accordance with the procedure laid down by the Description. The external evaluation shall be carried out at least every seven years.

Monitoring of summaries of study programmes is carried out by the Studies Division, which timely informs the Director of Study Programme Committees about the time limits of external evaluation procedures. At the end of the accreditation period of a study programme (study field), the head of the Department, the Director of the Study Programme Committee and the Vice-Rector for Studies take a decision on the further progress of the implementation of the study programme at a joint meeting. Self-evaluation of a study programme for the external evaluation of a study programme is carried out by the Study Programme Committee. Department heads and Directors of the Study Programme Committees are responsible for the timely submission of self-evaluation report and smooth implementation of the external evaluation. Prior to submitting self-evaluation report to the evaluating institution, it is considered and approved at a meeting of the Department and the Senate’s Committee for Research and Studies.

During the period of accreditation of a study programme, the Senate’s Committee for Research and Studies, Studies Division or Head of the Department may initiate interim evaluation of the programme. The evaluation is carried out by a working group set up by the order of the Rector. Interim self-evaluation of a study programme is carried out according to the criteria set for the procedure of external evaluation of the study programme.

Continuous improvement. The academic quality shall be improved by ensuring:

- continuous monitoring and improvement of study programmes and qualifications provided.
- the adequacy of the material resources required for the studies.
- quality of human resources, improvement of the University teaching staff’s pedagogical and scientific qualifications.

⁸Order No. V-835 of the Minister of Education, Science and Sport of the Republic of Lithuania approved on 17 July 2019 “Order on the Approval of the Procedure for the External Evaluation and Accreditation of Studies, Evaluation Areas and Indicators”
<https://e-scimas.lrs.lt/portal/legalAct/lt/TAD/69729d50a8ca11e9aab6d8dd69c6da66>

- recognition of competences acquired through non-formal education, support for students, and career counselling.
- attracting gifted graduates.

Each Study Programme Committee presents the results of the evaluation of the study programme and proposals for improvement to the head of the Department. The latter considers the submitted proposals and submits them to the Rector's Office, the Studies Division, the International Relations Office, the Library, the Knowledge and Innovation Relay Division and other units.

Department heads communicate information about the quality of teaching and a list of teaching staff members whose professional and/or pedagogical qualification as well as conduct related to academic ethics is to be changed to the Performance Evaluation Commission. The Department heads shall, not later than by 1 October, initiate the process of qualification improvement of university teachers whose pedagogical competence is to be improved. If these teaching staff members are reassessed negatively during the next academic year, an extraordinary evaluation shall be initiated or, upon the termination of employment relations with the teacher, the information shall be communicated to the University Performance Evaluation Commission.

The University regularly publishes on its website and other media accurate quantitative and qualitative information about study programmes, awarded higher education qualifications, scientific (sports) activities, results of evaluation/ self-evaluation, opinions of students, graduates and other interested parties about the quality of studies, assessments of University activities performed by recognised institutions, career indicators of graduates, as well as other data necessary to inform the public about studies.

Study activities are described in the Description of the Procedures for Study Process Management (see Annex 3).

Quality assurance system for internationalization development

The planning, implementation, assessment, and improvement of the internationalisation development strategy is based on the conclusions and recommendations of the study “Internationalisation of Higher Education”⁹ carried out by the European Parliament’s Committee on Culture and Education (2015) and the principles and guidelines of the Erasmus Charter for Higher Education¹⁰ (2016). The processes to ensure the quality of international cooperation are presented in Figure 5.

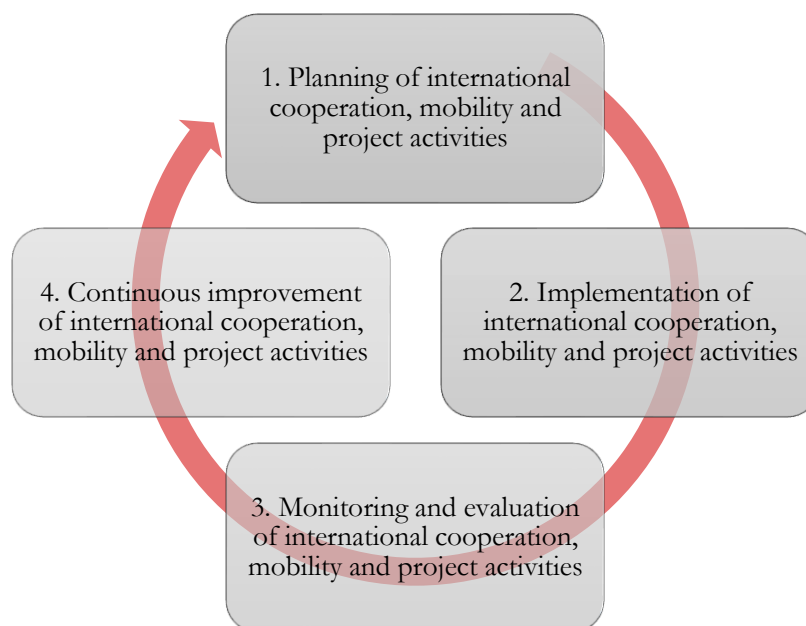


Figure 5: *Process of Quality Assurance for Internationalisation Development*

Internationalisation at the University is coordinated by the International Relations Office (TRS), subordinate to the Rector, in line with the University Strategy for 2018-2022 and the regulations of the TRS. The University internationalisation model is based on the prevailing European higher education paradigm: *Internationalisation at Home* and *Internationalisation Abroad*. The development and integration of internationalisation into the European Higher Education and European Research Area contributes significantly to the quality of studies and research at international level, to the introduction of innovations, to the competitiveness of trained professionals in the European and global labour market,

⁹International Studies in Higher Education (2015). Internet access:

[https://www.europarl.europa.eu/RegData/etudes/STUD/2015/540370/IPOL_STU\(2015\)540370_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2015/540370/IPOL_STU(2015)540370_EN.pdf)

¹⁰Principles and guidelines for the European Charter of Higher Education (2016). Internet access:

https://eacea.ec.europa.eu/sites/eacea-site/files/annotated_eche_guidelines_2016.pdf

to the development of academic competences and to fostering creativity. It is particularly important for the University to liaise with strategic partners in foreign higher education institutions whose achievements in the field of sport and health sciences are internationally recognised. The high-quality development of the University internationalisation is ensured by the following processes:

Planning. Internationalisation is planned according to the guidelines and indicators provided for in the University Strategy for 2018-2022, in cooperation and consultation with other departments of the University (Rector's Office, Doctoral Studies and Research Division, Office of Communication and Marketing, departments and other units), social partners of the University (e.g., the Education Exchange Support Foundation (ŠMPF), agencies managing the *Nordplus* programme of the Nordic Council of Ministers, international organisations (e.g., ECSS, ICCE, ENPHE), study agents, foreign embassies and cultural centres (e.g., Vilnius University Confucius Institute).

International activities – mobility of students and employees, international studies, research, and project activities – are planned in accordance with the internationalisation development objectives set out in the University Strategy and considering the financial, human, material and technical resources of the University and funds allocated to international programmes.

The main phases of planning for student and staff mobility activities are:

- an analysis of student mobility needs by field and cycle, and an analysis of the mobility needs of staff by field of activity.
- search, analysis, and selection of foreign partners (higher education institutions and organisations) eligible for mobility activities (establishing a list of foreign partners).
- preparation and updating of procedures for information and selection of mobility participants, procedures for implementing mobility and crediting of achievements.
- preparation and submission of proposals for mobility projects for funding.
- development of a plan of events and measures to promote mobility activities and their results and to disseminate information.

International studies are planned by the Office of Communication and Marketing together with department heads and study programme directors. The main stages of planning shall be as follows:

- drawing up, updating, and approving a list of international study programmes, including joint study programmes, and short-term courses.
- development of a plan for international study programmes and courses for marketing and publicising to attract foreign students and unclassified students.

- drawing up a plan for the selection and admission of foreign students.

Project activities are planned taking into account the relevance, necessity and usefulness of study, research and experimental development projects, as well as priorities, criteria and activities financed by international programmes. Project activities are planned by TRS in cooperation with the Project Management Group and academic and research units in accordance with the Procedure for Project Preparation, Implementation and Monitoring (Rector's order No 203/B of November 3, 2017).

The membership of the University in international organisations is planned taking into account the consistency of the goals and activities of international organisations with the University strategic goals and fields of activity. Special attention is paid to participation in the activities of the *Baltic Sport Science Society (BSSS)*, one of the founders of which is the University. The activities of membership and participation in the activities of international organisations are planned by considering the results of the annual monitoring of the University membership and appointing staff to represent the University in international organisations.

Planning of attracting visiting foreign scientists and guest teachers is carried out in cooperation with the Project Management Group, with the participation of the Directors of Study Programme Committees and Heads of Strategic Research Areas.

Implementation and quality assurance. The International Relations Office co-ordinates and, in conjunction with the Directors of Study Programmes, department heads, the Studies Division and the Doctoral Studies and Research Division, implement and supervise the following activities related to student and staff mobility:

- identifying the need for partnerships and signing new contracts to ensure the quality of research and study programmes, including joint and consortia-based programmes (the Potential Partnership Questionnaire in English is used).

- organisation of selection, information, and mobility implementation of departing mobility participants, financial administration, documentation management and recognition of academic achievements (the Procedure for Organisation and Implementation of LSU Student Mobility for Part-Time Studies and Internships, the Procedure for Organisation of Erasmus+ Teaching and Training Mobility for LSU staff).

- co-ordination and announcement of the provision of partial studies and internships for incoming foreign students during the academic year (decree of the LSU Vice-Rector for Studies).

- organisation of admission of incoming mobility participants from abroad, including information (e.g., during the introductory week), accommodation, mentoring and integration into the study process, preparation of a cultural programme, etc. (LSU Erasmus Charter for Higher Education).

- organisation of the annual International Week of teaching and training of staff.

Publicity of international studies and courses and attracting foreign students are carried out in conjunction with the Office of Communication and Marketing, the Studies Division, Doctoral Studies and Research Division, the Knowledge and Innovation Relay Division, department heads and directors of study programmes, carrying out the following activities:

- publicising international studies on LSU website, international study portals and social networks (e.g., studyin.lt, studyportals, LSU newsletter in English, etc.).

- publicising international studies through participation in international exhibitions and fairs, meetings with study agents.

- communication, information and consultation with potential foreign students and doctoral students.

- analysis of the needs of international intensive and qualification courses, preparation, organisation and publicizing of courses.

The Project Management Group coordinates the implementation of research and experimental development projects, International Relations Office is responsible for the implementation of study projects. To ensure the quality of the international projects, the following tasks are carried out:

- appointment of a project coordinator responsible for the implementation of the project activities and for the representation of the University, as well as setting up and approval of a working group by order of the Rector.

- presentation of the project and sharing of good practice with the community, dissemination of project activities and results on the University website.

- analysis of possibilities of project ideas and continuity of activities together with other project partners after completion of the project.

To promote more active involvement of the University in the activities of international organisations, international membership and participation in European and international networks or associations, activities are coordinated with the International Relations Office, the heads of Departments, Vice-Rectors, and the Rector. Information provided by international organisations about events, invitations to projects and other initiatives is disseminated to the University community through internal communication.

Study Programme Committees, Heads of Strategic Research Areas, Vice Rectors for Studies and Research and International Relations Office analyse and determine the need for visiting foreign researchers, considering the initiatives of study programmes, the need for joint scientific research and the strategic goals of the University. The Human Resources and Strategic Management Division is responsible for employment of visiting foreign researchers and ensuring good working conditions.

Evaluation. The following key measures are used for the implementation of internationalisation, monitoring and evaluation of results:

- ensuring feedback and dissemination of mobility activities through reports, electronic platforms, sharing of impressions and experiences in units and study programmes.
- analysis of surveys and discussions of incoming foreign students to increase the quality of study programmes, improve administration of the international study process.
- submission of interim and final mobility and project activities implementation and financial reports to external project managing bodies (European Commission, Education Exchange Support Foundation, agencies managing the *Nordplus* programme, etc.).
- evaluation of the quality of the University *Erasmus+* and *Nordplus* project implementation in the Quality competition organised by the Education Exchange Support Foundation.
- discussion of the results of international mobility and project activities in the annual meeting with heads of the Departments and directors of study programmes.
- reporting to the Rector on the activities of the International Relations Office in accordance with the Annual Activity Plan every three months.
- provision of results achieved in the development of internationalisation for the Rector's Annual Report once a year.
- evaluation of the University international events by carrying out questionnaire analysis and discussing the event in the group of the organising committee.

All project implementation and financial reports are kept in the International Relations Office, the Project Management Group and the Office of Economics and Finance.

Continuous improvement. To qualitatively implement the objectives, set in the University Strategy and achieve the set goals, the following measures are implemented at the University to continuously improve international cooperation, mobility, and project activities:

- the introduction and continuous updating of the digital system (*Erasmus without Paper* Internet Platform and the *European Student Card* initiative) to effectively administer and implement Erasmus mobility activities and increase the availability of information for mobility participants.
- continuous improvement of student and staff mobility process, improvement of study, integration (e.g., LSU ESN Erasmus student network mentoring, etc.) and enhancement of mobility opportunities and motivation, considering the results of surveys of incoming and outgoing students and employees.
- organisation of foreign language courses, seminars, study visits and internships to increase the competence of the University academic, scientific, and administrative staff.
- improvement of the system of publicity in international studies, working with study agents and attracting foreign students to improve and increase channels of communication and dissemination of information so that students from new countries can come to the University for part-time and full-time studies.
- increasing access to international studies by introducing distance and mixed studies and improvement of study programmes taking into account national and global innovation trends, and labour market needs.
- continuous improvement and updating of the admission system for foreign students (a digital application system has been introduced).
- improvement of the admission process, working conditions and integration into the University community of visiting foreign scientists and guest lecturers.
- improvement of the organisation of international scientific conferences in cooperation with international organisations and other foreign partners.
- encouraging university researchers to participate in international scientific conferences in order to raise the profile and prestige of the University and to disseminate the latest results of the University research and projects (e.g., through key presentations in international conferences).

Internationalisation activities are described in the Description of Procedures for Internationalisation Process Management (see Annex 4).

Quality assurance system for sport

Almost all sports included in the Olympics are cultivated at the University. The most popular among students are basketball, football, handball, volleyball, athletics, swimming, aerobics, judo, etc.

The University is an important centre for sports science, as well as a fosterer of physical education and sports values and traditions. During the course of its activities, the University has trained about 15 thousand physical education teachers, trainers in various sports fields, physiotherapy specialists, tourism and sports managers and other specialists.

Sport development organisation, administration, planning, execution, and settlement activities are regulated by the Regulations of Sports and Leisure Centre (approved by Order No. 52/K of the Rector of 2 February 2012; amendments made on 25 August 2015 by Rector's Order No. ISAK 142/B). Sports and leisure activities are administered by the Vice-Rector for Sport and Partnership, Sports and Leisure Centre employees, and coaches of various sports.

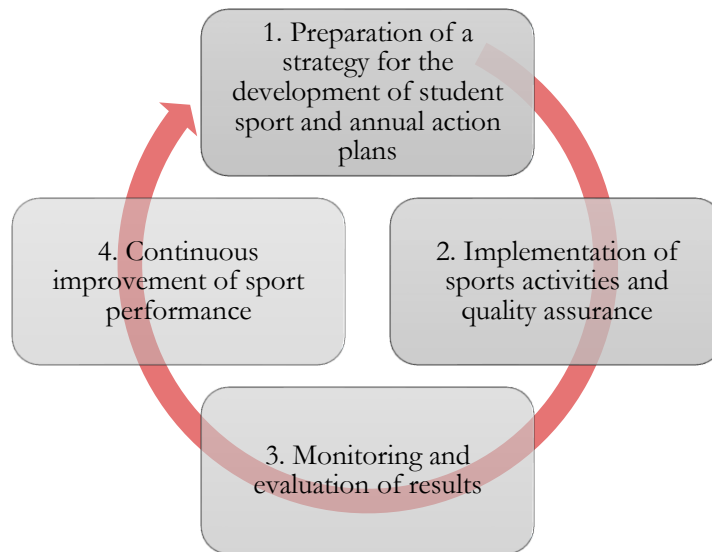


Figure 6: Process of Quality Assurance for sport and leisure activities

The process of quality assurance for sport and leisure activities includes the essential elements of quality assurance.

Planning. Every year, the Vice-Rector for Sport and Partnership, together with the experts of the Sports and Leisure Centre, prepares the University students' sport development strategy and annual plans to ensure a unified organisation of sport and leisure for students.

Every year, athletes are ranked according to their level of excellence and a list of high-profile athletes is drawn up, as well as individual sports teams.

Implementation and quality assurance. In order to ensure the quality of sports and leisure activities, the activities of the individual sports teams of the University students are organised and coordinated. Based on the prepared annual activity plans, intergroup competitions and other sports events are organised for students, the community of the University, the community of Kaunas city and various educational establishments of the city.

Evaluation. In order to ensure the quality of sports activities, criteria for evaluation of the work of the University team coaches are prepared and updated every year. Coaches provide annual reports on their activities for the Vice-Rector for Sport and Partnership.

Continuous improvement. The results of the monitoring and evaluation provide information in which areas it is necessary to improve the sports and leisure activities carried out at the University.

After evaluation of the results of sport and studies and in accordance with the Regulations for the Award of LSU Sports Scholarships (approved on 22 January 2013 by Rector's Order No. 9), sporty students showing good academic results can be encouraged by awarding sports scholarships, lowering fees for studies, accommodation (dormitory, hotel), and annually publicising the best achievements of coaches and athletes on the University website¹¹.

Student sports and leisure activities are described in the Description of the Procedures for Sport and Leisure Process Management (see Annex 5).

Quality assurance system for leadership

The role of higher education institutions in the life of the country is important in many respects. The most important of these are social, cultural, and economic benefits for local and national communities.

The interaction between the development of Lithuanian Sports University and the region takes place through economic, social, scientific, and other activities carried out at regional, national and international level, i.e., through the **third mission of the University**.

The third mission of the University (TM) includes all activities related to the creation of the University scientific knowledge, the targeted use of academic knowledge, the flexible and rapid dissemination of knowledge and results in a non-academic environment geared to meeting public needs: to addressing the social challenges of society in terms of health promotion; to developing values of healthy, free, happy and active lifestyle through education, sport, and physical activity.

The quality of the third mission is ensured by the Knowledge and Innovation Relay Division in four phases (see Figure 7):

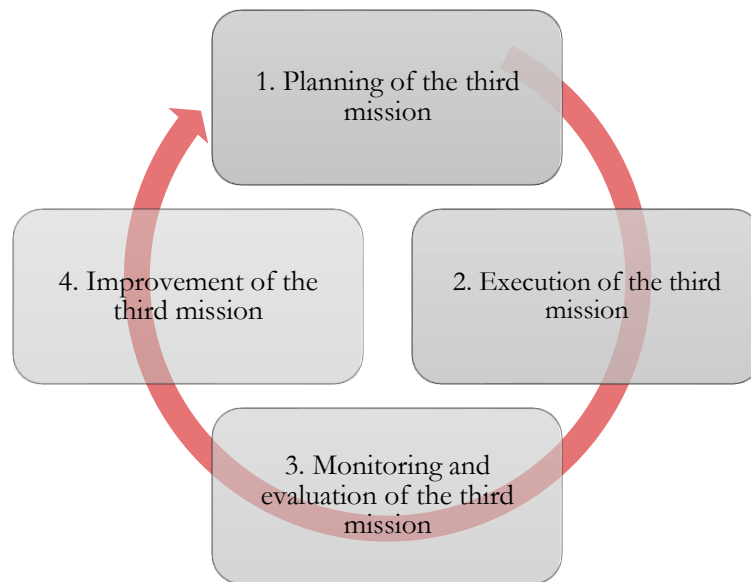


Figure 7: *Quality Assurance Process for the Third Mission*

Planning. TM activities are part of the University Strategy listed in the University Strategy 2018-2022 and LSU Progress Strategy 2030. TM activities are planned taking into account changes in society in the fields of sport, physical education and physical activity, health promotion, rehabilitation,

recreation, sports and tourism management, and adapted physical activity. TM activities are part of the permanent operational plan of all the University structural units and are included in the annual activity plans at the beginning of each year. At the beginning of the calendar year, each university teacher and staff member plans his/ her activities for the whole year. The funds necessary for the implementation of the TM are included in the needs of the Knowledge and Innovation Relay Division and made available to the Vice-Rector for Sport and Partnership for coordination and approval by the Council.

Implementation and quality assurance. The activities are carried out on the basis of performance indicators provided to the University unit under a specific TM category (see Annex 6) in accordance with the annual plan, informing the Head of unit and/or the Knowledge and Innovation Relay Division on the activities planned or already carried out and presenting the results of the activities recorded in the employee's report. At the end of the year, the annual report of the employee, university teacher, and unit is provided, which contains records of TM activities and supporting documents (brief activity description, internet link, certificate, photographs, etc.). If activities that had not been planned occur in addition to the planned ones (e.g., activities initiated by social partners or university employees, etc.), they are included in the annual plans and are carried out as usual and reported at the end of the year.

All the activities carried out are in line with the objectives set out in the University Strategy 2018-2022 (2. Modern and high-quality studies; 3. International University; 4. Sport, leisure and community; 5. Leadership) and their performance indicators.

Evaluation. Performance is assessed by focusing on the University TM activities carried out, ensuring the sustainability and the continuity of the results in order to determine how they respond to the University strategic goals and societal needs. The activities of the third mission are evaluated by the Knowledge and Innovation Relay Division.

1. In accordance with the third mission guidelines, once a year, each unit, university teacher, and staff member reports on the activities carried out to the Knowledge and Innovation Relay Division, which monitors TM activities and assesses the effectiveness of the activities according to the indicators provided. Not more than once every three months, the Knowledge and Innovation Relay Division may request interim reports on TM activities to be presented in the Rector's Office. This process makes it possible to check how well one is able to achieve the set goals, to find out what needs to be changed, i. e., to refine the objectives and/or select more appropriate measures (e.g., more frequent dissemination of results, etc.), to determine whether

the activities achieve the desired result, to identify the weaknesses and strengths of the activities, to improve them and to provide detailed reports.

2. At the end of the year, each unit, university teacher, and staff member of the University assesses the planned and performed TM activities according to the evaluation indicators assigned to the TM category (see Annex 6) and reports to the Knowledge and Innovation Relay Division.
3. The Knowledge and Innovation Relay Division collects and processes the information provided by all the University structural units by indicator group (see Annex 6). The aim is to find out the results of the implementation of TM goals, their compliance with the University strategic goals, and the quality of activities. The final report on TM activities is approved by the Rector's Office and presented in the annual report of the University.
4. The requirements for accounting of the results of TM activities are set out in the university teacher's workload planning and accounting procedures.

Continuous improvement. After the interim evaluation of the University TM activities, the results of the evaluation and monitoring carried out by the Knowledge and Innovation Relay Division (at least once a year and not more often than every three months) are presented in the Rector's Office, and the Rector's Office provides recommendations for the improvement of TM activities.

After presenting the results of TM activities in the Annual Rector's Report, the Rector's Office provides recommendations on how to improve TM processes, what TM activities should be adjusted to respond to changes in society in the fields of sport, health promotion, physical activity, physical education, rehabilitation, recreation and tourism.

In this way, the direction of the University's third mission is adjusted, and the strategic objectives are set in accordance with the University values (LSU Progress Strategy 2030).

Leadership activities are described in the Description of the Procedures for Leadership Management (see Annex 6).

QUALITY ASSURANCE SYSTEM FOR SUPPORTING PROCESSES

Quality assurance system for human resources

Talented researchers and scientists working at the University promote its name on the Lithuanian and international level, university teachers share their knowledge in a purposeful and creative manner in lectures and practice sessions, and auxiliary and service staff take care of the welfare of the University. All positions at the University are equally important and necessary to achieve the goals.

The Human Resources Development Strategy emphasises the following key priorities: selection of academic and non-academic staff, adaptation, evaluation, motivation, and improvement of competences and skills. The University aims to create suitable working conditions, constantly invests in the improvement of professional knowledge of employees, creates a favourable atmosphere for communication and cooperation; employees are involved in working groups, where the most important issues of improvement of the University activities are addressed, interdisciplinary cooperation of divisions is encouraged, trips are organised, information and educational seminars as well as festive meetings are organised, etc.

Planning. The University constantly strives to attract and retain talented, competent and loyal staff who are able to work effectively and efficiently for the benefit of the University and society. The need for new staff is shaped taking into consideration the needs of both academic and non-academic units. Each employee is guided by job descriptions and the regulations of a structural unit.

The planning of academic staff takes place in the first quarter of each calendar year, when the need for it is forecasted taking into account the popularity of study programmes, the number of students, and changes in academic staff. The planning takes place on the “bottom- up” principle, i.e., the need for academic staff is provided by the heads of the academic units to the Vice-Rectors for Studies and Research. The Vice-Rectors consider, evaluate, and submit a final proposal to the Rector, who decides to launch a competition for certain positions. Admission to an academic position takes place through competition on the basis of the publicly announced Description of the Procedure for Organizing Lecturer and Research Fellow Attestation and Public Competition at Lithuanian Sports University (approved in the Senate meeting of 29 May 2019, Minutes No 10), which specifies the requirements to be met by all candidates.

The University invites qualified world-known scientists – guest lecturers and researchers to teach and carry out high-level research. The planning procedure for prospective guest lecturers and researchers is the same as when planning a call for competition.

The planning of administrative and service staff is usually carried out according to staff turnover, i.e., when a position is vacated, a new staff member is sought to fill it. Auxiliary and service staff are selected in accordance with job descriptions specifying the main requirements for workplaces. Job descriptions are compiled by the Human Resources and Strategic Management Division together with the heads of units taking into consideration the functions and objectives set by a structural unit.

New employees are granted an adaptation period in accordance with the adaptation programme for new employees. According to this programme, the immediate superior or any other person appointed introduces the new staff member to his/ her duties, general activities of the University, functions of the department, and provides all the necessary information during the adaptation period.

Remuneration planning is carried out separately for academic, service, and auxiliary staff. When planning the remuneration for academic staff, account is taken of the results of the competition and the decisions taken by the University Teacher and Researcher Recruitment Committee on the awarding of the basic pay coefficient. Academic staff has the possibility to submit an application once every year to increase the basic pay coefficient in the second quarter of the calendar year, however, a decision taken by the University Teacher and Researcher Recruitment Committee on the change of the basic pay coefficient becomes effective only from the next calendar year.

Changes in the remuneration of administrative and service staff is planned in December for the following calendar year and takes effect from the new calendar year.

Qualification improvement of LSU employees and business trips are planned on the “bottom-up” principle, i.e., the University units introduce the need for new employees and include it into the planned estimate. The University aims to ensure every employee’s professional development, career planning and implementation. Therefore, the Human Resources and Strategic Management Division together with the heads of units prepares an annual training plan, ensures the dissemination of information about the planned training and coordinates the process of the training. Particular attention is paid to improving managerial skills.

Implementation and quality assurance. The University follows the Procedures for Preparation and Instruction on Occupational Safety and Health and Fire Safety (approved by the Rector’s Order No ISAK 231/B of 19 December 2012).

To promote employee productivity, the University has implemented a formal and informal motivation system, the main goal of which is to increase employees' job satisfaction and ensure the quality of internal communication. The University has approved the principles and scales of remuneration. Salary depends on employee performance evaluation, qualification and professional career at the University.

Evaluation. The University evaluates the performance of its staff on a regular basis. The certification of teachers and researchers takes place every five years. Supporting and service staff is evaluated by their immediate superiors during the annual interviews. The main objective of these evaluations is to determine the efficiency and effectiveness of the staff's performance, as well as the need to improve existing competences. During the interview, feedback between the employee and the immediate superior is ensured. The results obtained are used when considering the issues of wages and planning the need for improvement of qualifications of employees. The evaluation is carried out in accordance with the approved employee evaluation procedure.

Continuous improvement. To ensure the quality of work, planning changes are implemented taking into account the evaluations carried out during the calendar year, staff turnover and internal and external legal acts: the requirements for academic staff to fill the positions are set, job descriptions are revised and additional material and human resources for acquisition of competences and improvement of qualification are introduced.

Human resources management activities are described in the Description of the Procedures for Human Resources Management (see Annex 7).

Quality assurance system for financial resources

The Rector is responsible for the financial activities of the University, proper management, use and disposal of funds and assets.

Financial resources accounting is intended to reveal the University financial position to internal and external users, as well as to compile financial, budgetary, tax and statistical reports.

Financial resources of the University are accounted for and managed in accordance with:

- Accounting and financial reporting standards for the public sector (as of 1 January 2010).
- The Accounting Law of the Republic of Lithuania.
- The Law on Public Sector Accountability.
- The Law on the Audit of the Republic of Lithuania.
- The Law on Public Establishments.

- Resolutions and orders of the Government of the Republic of Lithuania, the Ministry of Finance, the Ministry of Education, Science and Sport, other legal acts related to the management of accounting and management and disposal of assets.
- The University Statute, approved Accounting Policy and other internal procedures and rules consistent with accounting policies and the legal acts listed above.

Planning. Financial resources of the University consist of:

- state budget funds according to approved programmes.
- funds of municipal budgets.
- income from principal and other activities.
- target funds for carrying out state, EU projects and other assignments from legal persons of the Republic of Lithuania, the European Union, other foreign states and international funds.
- funds for support.

Every year, the departments of the University provide financial needs to the Office of Economics and Finance for the coming year. The needs are discussed by the Council in the light of the planned resources for the next year. When planning funds, the needs of the University units are proportionated with planned income.

Implementation and quality assurance. The University has only one balance sheet based on the same primary accounting documents, which are accounted for according to the same plan of accounts approved by the University. Since January 1, 2010, the University has a common financial accounting system EDINA LIEMIS, where some indicators control the others from a systematic point of view. Financial statements are drawn up on the basis of the data of this system.

The University prepares monthly reports on budget implementation, quarterly and annual budget implementation reports as well as quarterly and annual sets of financial statements and submits them to the Ministry of Education, Science and Sport, the Ministry of Finance, the National Audit Office, and the State Enterprise Centre of Registers.

The University manages its revenue and expenditure on the basis of the annual statement of revenue and expenditure approved by the Council. All funds received or earned are used for carrying out activities ensuring the fulfilment of the public interest.

The University Council approves the estimate of revenue and expenditure for the current financial year beginning on 1 January and ending on 31 December each year (not later than in March).

The University Council approves an annual report on the implementation of the statement of activities and the statement of revenue and expenditure – a set of financial statements and an audit report each year (not later than March).

The University publishes a set of financial statements for the previous year not later than by 30 April of the current year¹².

The Rector submits to the Council for consideration the annual statement of revenue and expenditure, its implementation report and publicly announces the University's annual activity report and financial statements approved by the Council.

Evaluation. Every quarter the Office of Economics and Finance provides information about the University's finances and publicly stores financial statements. The annual activity report of LSU also provides information about the University's income and expenses, which the Rector presents at the Council meeting.

Continuous improvement. Financial management is improved by developing the LSU information system, creating databases, and speeding up the provision of information.

The financial accounting and management of the University are regulated by the following internal legal acts:

- The Procedure for Drawing up LSU Estimates (approved by Rector's Order No 9K of 4 January 2010).
- LSU Accounting Manual (approved by Rector's Order No 421 K of 30 December 2010).
- The Description of LSU Accounting Procedures (approved by Rector's Order No 330 K of 31 December 2010).
- The Description of the Remuneration Procedure for Employees of Lithuanian Sports University (approved at the Council meeting of 31 October 2012, Minutes No 5, revised on 28 November 2013, Minutes No 5).
- The Procedure for Reducing Tuition Fees and Dormitory Fees at Lithuanian Sports University (approved in the Senate meeting of 8 December 2016, Minutes No 4, revised on 30 January 2020, Minutes No 4).

¹²Financial statements of Lithuanian Sports University. Internet access: https://www.lsu.lt/documents_category/finansines-ataskaitos/

- The Procedure for Covering Subsistence Costs for LSU Athletes Participating in Sports Competitions of Lithuanian Students (approved in the meeting of the Rector's Office on 15 May 2012, Minutes No 20).
- The Rules for Acquisition and Use of Cars of LSU Managing Staff and Other Employees Entitled to Use Official and Non-Service Cars (approved in the Council meeting of 17 January 2012, Minutes No 1).
- The Rules of Financial Control of LSU (approved by Rector's Order No 110 K of 23 June 2006).
- The Procedure for Clearance and Paying for Business Trips (approved by Rector's Order No 145 K of 23 June 2006).
- The Rules of Financial Support (approved by Rector's Order No. 112 K of 23 June 2006).
- The Rules on the Use of LSU Funds for Representation Purposes (approved by Rector's Order No 109 K of 23 June 2006).

University staff, students and unclassified students use the University assets in accordance with the internal rules of procedure of the University.

Quality assurance system for communication

The communication and marketing guidelines of Lithuanian Sports University are provided in the LSU Valorisation Plan and the LSU Activity Development Strategy for 2018-2022.

LSU Valorisation Plan is a document aimed at ensuring the implementation, application and communication of the LSU Strategy 2018-2022 in a way that best meets the University's vision, needs and expectations. The aim of the plan is to increase awareness of the activities that help ensure LSU accountability to the public and communication with the public, to raise interest in the benefits and importance of the results of the strategy to various interested parties (social and economic partners) and their target audiences, and "end users" of LSU. The more different target groups and "end users" are involved in the dissemination of results, the more valorisation is successful.

Communication and marketing objectives are also defined and their implementation is foreseen in the LSU Strategy for 2018-2022.

The Office of Communication and Marketing is responsible for the communication and marketing objectives set out in the LSU Valorisation Plan and LSU Strategy for 2018-2022. The activities of the Office are regulated by the regulations of the Office of Communication and Marketing, and the dissemination of information at the University is defined by the rules of dissemination of

official information of Lithuanian Sports University (approved by Rector's Order No 236/B of 1 October 2013).

Planning. Taking into account the guidelines provided for in the LSU Valorisation Plan and the LSU Strategy for 2018-2022, the communication and marketing development plan is prepared each year, the goals and actions are planned and discussed with the Vice-Rector Sport and Partnership; they are also presented to other members of the Rector's Office and representatives of the university divisions. The planning also includes those target groups whose activities are inseparable from communication and marketing – Knowledge and Innovation Relay Division and Studies Division, Institute of Sport Science and Innovations, LSU Student Union.

In order to plan communication and marketing activities in a more targeted manner, various first-year student surveys about LSU communication projects and motives of the choice to study at LSU are regularly carried out.

The Head of the Office of Communication and Marketing makes proposals for drawing up a plan of expenditure for communication and marketing. Together with the experts of the Office, the Vice-Rector for Sport and Partnership, the chief economist, and the senior accountant, he/ she monitors compliance with it on a regular basis.

Implementation and quality assurance. The results of the LSU Valorisation Plan will have an impact both at international, national and regional levels; they will be very important for the University itself and the University community. The results of LSU Valorisation Plan are disseminated through the media (television, radio, press, the Internet), social media, various original publications (leaflets, books, etc.), both published by LSU and third parties, as well as events organised by LSU and third parties.

There are two main target audiences: internal and external. Internal target audiences are best accessed through the communication channels and means available to LSU, external – through national and regional communication.

Communication channels for internal target audiences: newsletter; e-mail; meetings, community events; mobile application; indoor screens; printed publications; social networks; conferences, scientific seminars.

Communication channels for external target audiences: media (television, radio, press, the Internet); social networks; outdoor and indoor screens; brochures, flyers; e-mail; digital marketing; fairs, exhibitions; press conferences, round table discussions, scientific conferences, etc.

The Office of Communication and Marketing implements communication and marketing projects, prepares and stores a video archive – manages photos and videos and archives them on a regular basis.

Evaluation. The annual activity report of LSU is prepared once a year, which also includes communication and marketing indicators. The Office of Communication and Marketing provides a report on the performance of the Valorisation Plan to the quality and strategy monitoring expert. The Head of the Office presents interim results to the immediate superior – the Vice-Rector for Sport and Partnership, as well as in various working groups and weekly meetings (meetings) organised by the Office.

Continuous improvement. Communication and marketing activities as well as the activities of the Office are improved after discussing LSU annual activity report, results of the implementation of the Valorisation Plan, proposals presented during the interim meetings in the Council, Senate or Rector's Office meetings.

The Head of the Office regularly submits suggestions to the staff and the Vice-Rector for Sport and Partnership on the improvement of communication and marketing plans in the light of changes. Communication and marketing projects and their implementation are discussed with the staff of the Office during weekly meetings.

The staff of the Office constantly communicate with employees of other divisions whose activities are important for improving communication and marketing activities.

Employees are encouraged and involved in various seminars and trainings dedicated to communication and marketing innovations.

Communication and marketing activities are described in the Description of the Procedures for Communication Management (see Annex 8).

Quality assurance system for infrastructure

The University takes care of the quality of the study and research infrastructure. Purchasing goods, services or work is guided by LSU Public Procurement Procedure (approved by Rector's Order No. ISAK 133/B of 3 July 2017).

Planning. Each year, the initiators of procurement, together with a public procurement specialist, draw up a procurement plan for the following year. The initiators of procurement indicate

the need for supplies and services by filling in a request for procurement of long-term, short-term assets, materials, services and repair works/materials (Internet access: <https://is.lsu.lt/paraiskos>).

Implementation and quality assurance. A public procurement specialist organises public procurement according to an approved plan. In an open procurement procedure, a public tender is launched in which sellers offer goods, services or works according to detailed specifications. According to the Law on Public Procurement¹³, the winner of the tender is announced and the contract is awarded subject to prior agreement with the Chief Legal Adviser. Goods, services or works are provided under the contract. In the case of small value procurement, contracts may also be concluded with suppliers.

Evaluation. The activity report of LSU is prepared once a year, which also contains the indicators of the Infrastructure and Service Centre. Interim results are presented by the Head of the Infrastructure and Service Centre to the immediate superior – the Vice-Rector for Sport and Partnership, in various working groups and weekly meetings of the Centre.

Continuous improvement. The activities of the Infrastructure and Service Centre are improved after discussing the annual activity report of LSU. The Head of the Infrastructure and Service Centre offers employees and the Vice-Rector for Sport and Partnership proposals on how to improve LSU infrastructure according to needs and opportunities on a regular basis. The Infrastructure and Service Centre projects and their implementation are discussed with staff at weekly meetings and with the Vice-Rector for Sport and Partnership.

Infrastructure activities are described in the Description of the Procedures for Infrastructure Management (see Annex 9).

Law on Public Procurement of the Republic of Lithuania. Official Gazette 1996, No 84-2000, i.k. 0961010ISTA00I-1491. New version 2017-05-02, No XIII-327, published in TAR 2017-05-04, i. k. 2017-07550 (entered into force on 1 July 2017).