

## IMPLEMENTATION OF IMPROVEMENT ACTIONS DETERMINED BY THE 2013 ŠVK SELF-ASSESSMENT UNTIL 2022

Activities improvement direction	Essential attributes that reflect the effectiveness of activities improvement
<p>Improve decision-making and management procedures to ensure coherence between high quality applied research and teaching</p>	<ul style="list-style-type: none"> <li>• Environmental analysis is carried out annually at the UAS. The UAS aims and priorities are enshrined in the strategic plans (2016–2018; 2019–2021; 2022–2024) and provided for in the strategic pillars of the 2020–2030 development strategy.</li> <li>• Organisational structure was discussed, updated and approved by the resolution of the UAS Council:               <ol style="list-style-type: none"> <li>a) In 2015 the units and departments were reorganised and the functions of internationality, support and communication were redistributed. Studies are organized by 11 departments.</li> <li>b) In 2016 and 2018 the departments implementing study programmes of the respective field were merged; in 2020 the number of them was 3 in the FSC and 5 in the FBT.</li> <li>c) In 2016-2018 in order to ensure the continuity of studies of Žemaitija College students, Teaching Services Centres are operating in Telšiai and Mažeikiai.</li> <li>d) In 2021 Reallocation of decision-making and responsibilities: studies are carried out by two faculties, other activities are carried out by the <i>Activities Planning and Management Unit</i> and <i>Study and Science Coordination Unit</i>.</li> </ol> </li> <li>• Quality objectives linked to the provisions and guidelines for quality assurance in the European Higher Education Area are implemented in accordance with the provisions of the QM (8th edition), in accordance with the established Operational Procedures (PR). An external audit of the Quality Management System implemented in accordance with the requirements of the ISO 9001:2015 standard and the EFQM principles has been carried out and it has been confirmed that quality management is effective in the field of activities: "Development and implementation of higher education college studies and other study programmes, implementation of applied research and projects" (according to LST EN ISO 9001:2015, certificate No. TIC 15 100 2010991 (till 07/12/2023)).</li> </ul>
<p>Participate in the ranking systems of higher education institutions in order to maintain a high level of applied research and student-focused teaching</p>	<ul style="list-style-type: none"> <li>• At international level: from 2014 onwards UAS is ranked in the U-Multirank ranking (about 1800 HS from 92 countries, including 16 from Lithuania) in the following areas: teaching and learning, scientific activities, knowledge transfer, internationality and regional impact assessments from A (very good) to E (weak); best rated in the areas of impact on the region and teaching (learning) (score A – very good). Nine international publications with an assignment to the UAS were included in the institution's scientific field ranking.</li> <li>• The regionality of student practices and international student mobility are highly appreciated (in 2021 according to the data of the public audit, it is 3 percent higher than the HS average).</li> <li>• At the national level: according to the evaluations of study fields carried out by the magazine "Reitingai" in 2021: Information Services – 1st place; Informatics Engineering – 2nd place (also 2nd place last year), Production Engineering – 2nd place.</li> </ul>
<p>Development of internationality of the College in a planned manner based on key performance indicators and impact analysis</p>	<ul style="list-style-type: none"> <li>• Planning and monitoring: a new International Development Plan 2021–2027 has been consistently implemented and developed.</li> <li>• The ERASMUS Charter for Higher Education was signed in 2021–2027.</li> <li>• Cooperation with 182 foreign institutions in 35 countries;</li> <li>• The number of subjects developed for teaching in a foreign language increased from 316 (2017) to 531 (2021);</li> <li>• The bi-directional balance of academic mobility has been reached and exceeded (1.9 times more incoming than outgoing).</li> <li>• Possibility of double diploma in Information Management study programme – UAS and Polytechnic Institute of Porto (Portugal, ISCAP);</li> <li>• In 2021, 3 international project applications were developed: "Development of Universal Work Environment-Based Virtual Internship Model and Its Support System for Higher Education", "Clinical Key for Electrical Stimulation in Physiotherapy and Rehabilitation" and NOBA HEALTHPRO/2021. Representatives of the UAS community participated in the implementation of 2 international project activities – "Virtual Advice, Nurturing, Guidance on Universal Action, Research and Development for Physical Activity and Sport Engagement: The Vanguard" and NOBA HEALTHPRO/2021.</li> </ul>

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	<ul style="list-style-type: none"> <li>• In 2021, Erasmus+ KA2 Strategic Partnership application together with Business Administration College (Latvia) “Development of Universal Work Environment-Based Virtual Internship Model and Its Support System for Higher Education” was submitted and we won competition.</li> <li>• Participation in the European University Network NEOLAiA together with the University of Bielefeld (Germany), the University of Jaen (Spain), the University of Ostrava (Czech Republic), the University of Suceava Ștefan cel Mare (Romania), the University of Örebro (Sweden), the University of Salerno (Italy), the University of Turiba (France).</li> <li>• An application is being prepared under “European University Networks Initiative” (2022). Consortium activities: including development of innovative teaching and learning centre, joint study programmes, quality assurance of studies, development of common policies on equal opportunities and diversity, creation of interactive maps of higher education institutions, improvement of mobility, research, entrepreneurial skills, etc.</li> </ul>
Apply effective prevention to address risk factors in achieving strategic objectives	<ul style="list-style-type: none"> <li>• Monitoring of the risk factors management plan is included in the process of strategic management and management analysis: strategic planning, internal audit, quality management procedures. For example, the Risk Factor Management Plan for 2015–2020 was updated in 2017, 2019, and the commitment was made to strengthen career development measures, to increase the correlation between studies and science, to encourage teachers conducting applied research and to increase teachers' scientific competences. In 2021, as a result of strengthened risk factor management at process level, the responsibility for decision making and implementation of risk management measures was implemented in the Risk Factor Management Plan 2021-2026.</li> <li>• UAS has been following the Financial Risk Management Policy since 2014, which has been updated and approved in 2021. The result of rational use of financial resources is timely payment of salaries to employees; scholarships to students; increase of material resources; infrastructure development and maintenance. Since 2018 the financial management control is subject to an external audit, which did not make any remarks, and the recommendations and their implementation increase the transparency and responsibility of the organisation's activities.</li> <li>• The Programme for the Prevention of Corruption and the Plan of Implementation of Its Measures are being consistently implemented (a new one has been developed: 2021–2023). According to the student survey, the statement that intolerance to corruption is promoted at the UAS was supported by 70 percent of the surveyed.</li> </ul>
To coordinate at institutional level the productivity of applied research activities, the impact on student performance and the social partners in the region	<ul style="list-style-type: none"> <li>• Planned coordination:</li> <li>• Consistent implementation of the Development Plan of Applied Scientific Activities for 2015–2020.; R&amp;D results commercialization and/or knowledge and technology transfer activities plan 2015–2020;</li> <li>• 14 applied research fields were approved by the UAS Academic Council, which are coordinated with the implemented field groups of informatics, engineering, social, health and business and public management sciences (<a href="https://svako.lt/lt/apie-mus/mokslo-taikomoji-veikla">https://svako.lt/lt/apie-mus/mokslo-taikomoji-veikla</a>).</li> <li>• Thanks to effective communication with the social partners, the income of R&amp;D has increased: the value of applied research carried out has risen from EUR 7.7 thousand Eur (2017) to 43 thousand Eur (2021)</li> <li>• During the 2017–2021 period, the UAS together with international, national and regional partners organized 16 international scientific and scientific-practical conferences with over 700 presentations. In 2021, 2 scientific conferences were held at the UAS. Students' scientific-practical conference “Business, New Technologies and Smart Society” (101 read papers). Publication of the conference: there were 31 articles published. The authors of 6 articles are foreign students and teachers. 11 papers were read at “Nursing Practice Based on Scientific Applied Research”. In total in 2021 101 UAS students gave 94 presentations at UAS and other HS conferences. Students' presentations were supervised by 42 teachers of the UAS.</li> <li>• Dissemination of applied research and consulting activities – each year teachers prepare several dozen publications in peer-reviewed journals, including those with a citation index in the Clarivate Analytics Web of Science or Scopus database. Scientific publications cover the discourse of almost all fields of science thematically. In 2017-</li> </ul>

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	2021 on average 43 percent of teachers' publications are published in peer-reviewed journals abroad. <ul style="list-style-type: none"> <li>• Application submitted for COST activities: Human-nature relations: Building environmental and economic sustainability post-COVID-19 (HNRbees)</li> </ul>
To develop the UAS recognition and cooperation with social partners, to expand the network of strategic partners of applied activities	<ul style="list-style-type: none"> <li>• More than 300 long-term social partnership agreements;</li> <li>• Within 5 years – more than 100 cooperation agreements have been signed and renewed;</li> <li>• Network of strategic partners: ŠPA, ŠPPAR; Baltic Furniture Cluster and Lithuanian Plastics Cluster (since 2015), LINPRA (since 2017), “Invest in Lithuania”; Šiauliai City Municipality;</li> <li>• Contracts with Lithuanian economic entities (including municipal institutions) and Lithuanian state institutions for applied research or consultations (91 contracts for 365.22 thousand EUR. including a contract with a foreign entity for applied research</li> <li>• At international level – participation in the European University Network NEOLAiA;</li> <li>• Funds attracted for the implementation of scientific and educational project ideas, from 123,56 thousand Eur (2018) to 180 thousand Eur (2021)</li> </ul>

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