

APPROVED BY
 Šiaulių valstybinė kolegija Director's
 Order No. VD-8 on 6 March 2023

ŠIAULIŲ VALSTYBINĖ KOLEGIJA
PERFORMANCE IMPROVEMENT PLAN 2023-2029

Anticipated performance improvement taking into account the recommendations of the expert group presented in the conclusions of the institutional assessment of 2017–2022 (19/08/2022)

Recommendation	Planned actions to implement the recommendation	Implementation deadline / monitoring periodicity	Responsible executors
Management area			
1. Šiaulių valstybinė kolegija (hereinafter ŠVK) should better coordinate strategy, performance policy, their implementation and monitoring, i.e. strategic and performance results indicators should be consistently defined and coordinated.	1.1. Development and application of ŠVK system of balanced indicators	Till 2024 and continuously	Director Deputy Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans Quality Management Representative (hereinafter - QMR)
2. ŠVK should evaluate risk management more broadly and structurally (e.g. regarding the potential future number of students, changes in different target groups) using evolving scenario-oriented thinking to cover rather extreme scenarios and their consequences, e.g. for ŠVK physical infrastructure	2.1. Updating and continuous monitoring of the Risk Management Plan; 2.2. Organizing strategic, innovation creation sessions to implement changes	Till 2024 and yearly 1st quarter	Director Deputy Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans
3. The ŠVK could expand the analysis of the decline in the number of students and possible measures that could be taken to address this issue. Different types of students, their backgrounds, circumstances, needs, desires, etc. should be taken into account	3.1. Pilot implementation of studies based on the concept of self-directed teaching (learning); 3.2. Consistent application of student support means	Till 2027 Continuously	Head of Studies and Science Coordination Unit Deans Vice Deans
4. The ŠVK should look for further ways to optimize performance, for example, by reviewing the number of students in each study subject	4.1. Continuous monitoring of the number of students and optimal organization of studies while maintaining the sustainability of the study programmes	Continuously and annually until the beginning of the academic year	Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans Vice Deans

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5. The ŠVK should reflect in its strategic plans the current and future role of the NEOLAiA consortium and its priorities, as well as the necessary reciprocity of these relationships	5.1. Detailed breakdown of involvement in the activities of the NEOLAiA consortium by performance criteria and indicators in the strategic plans of the ŠVK and faculties	Till 2024 and yearly Ist quarter	Deputy Director Head of Studies and Science Coordination Unit
6. ŠVK should assess (or at least review) the impact of its activities with stakeholders and structurally analyse the resulting feedback	6.1. Using analysis of feedback from social stakeholders to develop strategic partnerships	Since 2024 and yearly Ist quarter	Director Deputy Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans QMR
7. The ŠVK should pay particular attention to attracting researchers in its HR policy	7.1. Development of ŠVK applied scientific research development strategy	Till 2024	Deputy Director Head of Studies and Science Coordination Unit
Quality Assurance Area			
8. To establish a clear quality policy and measurable quality objectives stemming from the strategy and use them for monitoring and communication	8.1. Development and application of ŠVK system of balanced indicators	Till 2024 and continuously	Director Deputy Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans QMR
9. To review and simplify the Quality Manual to reflect day-to-day activities practice or to agree on necessary processes changes with owners, participants and beneficiaries of the relevant processes. A smoothly functioning quality management system, used throughout the institution, would allow to prevent the related deficiencies, help to clarify the principles and elements of quality management, as well as to monitor its effectiveness	9.1. Structuring and optimising the Quality Manual regulations	Till 2024 and annually	Director Deputy Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans QMR
10. To establish, implement and promote an alternative complaint or appeal procedure that would allow for	10.1. Improvement and publicity of the complaints or appeals procedure	Till 2024 and continuously	Head of Activities Planning and Management Unit

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anonymous reporting of a problem with the teachers and/or the individual. While often fast and effective, current informal quality assurance practice can also be a serious obstacle for students			Deans QMR
Study and science (art) activities area			
11. The link between ŠVK strategic objectives, its delivery and scientific research could be monitored more systematically in the future	11.1. Analysis of the links between ŠVK implemented studies and scientific research and decision making	Since 2023 and annually	Director Deputy Director Head of Activities Planning and Management Unit Deans
12. The concept of distance learning should be further comprehensively developed, possibly including blended learning opportunities, and systematically implemented. The same could be applied to a complex and consistent strategy of possible digitisation	12.1. Development and implementation of guidelines for the digitization of studies	Till 2024 and continuously	Head of Studies and Science Coordination Unit Deans
13. It should not be expected that efforts to attract students from abroad will solve the problems of the institution, as the number of incoming students will probably always be small. For this reason, it is believed that the focus on local students, mainly from the surrounding region, is reasonable and, in the opinion of the group of experts, recommended. Among other things, it may be useful to more thoroughly identify and analyze the profile, needs and expectations of various target groups of potential students. ŠVK strategy could consider possible synergies between standard higher education programmes and planned flexible provisions such as short-cycle programmes as well as lifelong learning provisions	13.1. Creation and implementation of publicity campaigns for the targeted study programmes (value propositions, in cooperation with employers, alumni)	Till 2024 and continuously	Head of Studies and Science Coordination Unit Marketing group for studies
14. The ŠVK should monitor and take into account the number of students in all study subjects. It is recommended to use synergy opportunities, but they may not be sufficient if the	14.1. Continuous monitoring of the number of students and optimal organization of studies while maintaining the sustainability of the study programmes	Continuously and annually until the beginning of the academic year	Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans Vice Deans

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number of students in study subjects with a low number of students continues to decrease			
15. The efforts to promote internationality are realistic and visible, but they should be more integrated into a structured quality management plan	15.1. Development and application of ŠVK system of balanced indicators	Till 2024 and continuously	Director Deputy Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans QMR
16. The ŠVK is recommended to closely monitor policy developments in terms of scientific research requirements in order to be able to comply with set requirements. If a shift to more fundamental scientific research is required, academic and non-academic staff and students should be adequately informed	16.1. Participation in a pilot expert evaluation of college scientific research and experimental development (R&D); 16.2. Analysis and publicity of evaluation results	2023–2024	Director Deputy Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans
17. The relationship between the Knowledge and Technologies Transfer Centre and scientific activities should be clarified; it is currently unclear whether a common or joint strategy exists	17.1. Development of ŠVK applied scientific research development strategy	Till 2024	Deputy Director Head of Studies and Science Coordination Unit
18. A coherent strategy for scientific research activities should be developed. Following the example of NEOLAiA, the ŠVK should select 3 or 4 key areas (corresponding to internal practical experience) and strive to set related scientific research activity objectives. As knowledge is already accumulated, such a strategy would significantly strengthen these areas. If each teacher were to propose their own research areas, additional problems and risks might arise. Both businesses and municipalities should be involved in the development of these strategic scientific research areas	18.1. Development of ŠVK applied scientific research development strategy	Till 2024	Deputy Director Head of Studies and Science Coordination Unit
19. The ŠVK role in the NEOLAiA Alliance should be more clearly defined, reflected in the strategy and communicated to the entire ŠVK community. This partnership	19.1. Detailed breakdown of involvement in the activities of the NEOLAiA consortium by	Till 2024 and yearly 1st quarter	Deputy Director Head of Studies and Science Coordination Unit

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can provide new opportunities and inspiration, but it will also require some skills and potentially significant changes, not just a focus on technology and dissemination. It should be remembered that ŠVK also has a lot to offer for its partners, including strong relationships in the region, but the ŠVK will benefit more from the partnership when it is ready and knows what to expect	performance criteria and indicators in the strategic plans of the ŠVK and faculties		
20. Efforts should be made to train staff and students appropriately for international cooperation, in particular by improving their English language skills	20.1. Promoting community and enabling participation in international activities	Continuously	Deputy Director Head of Studies and Science Coordination Unit Deans
Impact on regional and nationwide development area			
21. To continue open cooperation and strong partnership with partners in education area and other regional partners in further pursuit of strategic development; further integrate the ŠVK experience in regional development planning and reflect regional priorities in the ŠVK strategy by setting priorities for learning, scientific research activities and development capacities. To allocate time for regular systematic reflection on the ŠVK role, position and, in particular, its impact on the regional community, based on the views and contributions of regional partners and the public, in order to set priorities and help the ŠVK establish an even stronger foundation in the region	21.1. Organizing strategic, innovation creation sessions to implement changes; 21.2. Development and application of ŠVK system of balanced indicators; 21.3. Development of ŠVK applied scientific research development strategy	Till 2024 and yearly 1st quarter	Director Deputy Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans QMR
22. Not only should ŠVK be analyzed as a regional institution, but also its place in the national "needs map" should be found. Brand development could help the ŠVK to shift people's perception of various regional economic issues and that studying in larger cities means better quality of studies	22.1. Continuous, consistent cooperation with other regional vocational and higher education institutions, ensuring the cyclical nature of education	Continuously	Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans

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23. The aim should be to be a key player in the discussions on higher value-added business, as well as to build and expand scientific research capacities	23.1. Strengthening the integration of studies, science and business; 23.2. Development of ŠVK applied scientific research development strategy	Till 2024 and continuously	Director Deputy Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans
24. A proper approach to the implementation of the lifelong learning plan should be taken, taking into account flexible learning opportunities and the offered standard study programmes, whether it consists of a separate lifelong learning policy and strategy, or whether it is an integral part of an overall strategy. Such a strategy requires an analysis of the training needs of various potential target groups in terms of qualification improvement and retraining, consideration of various forms of training, including micro-credentials and their delivery methods, recognition of previous qualifications and links to standard qualifications, as well as the ŠVK needs of abilities strengthening related to staff competence, technologies and changes in the procedures used	24.1. Systematic implementation of the analysis of the profile of the intending to study and the studying person; 24.2. Implementation of the concept of lifelong learning, which includes competence crediting services, offering short studies, the implementation of the philosophy of self-directed studies, individualization and digitization of studies	Continuously	Director Deputy Director Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans Marketing group for studies
25. Strengthen relationships with alumni, for example by establishing an alumni association, so they would be ŠVK (and region) ambassadors and potential new lifelong learners	25.1. Usage of graduates as ŠVK partners contributing to ŠVK promotion, innovation, knowledge creation and transfer; 25.2. Creating conditions for lifelong learning for graduates	Continuously	Head of Activities Planning and Management Unit Head of Studies and Science Coordination Unit Deans

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