



Annex 10. Report on the Implementation of the Measures of Activity Improvement Plan of Klaipėda State University of Applied Sciences Taking into Account the Recommendations of the External Evaluations

APPROVED BY
Director

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REPORT ON THE IMPLEMENTATION OF THE MEASURES OF ACTIVITY IMPROVEMENT PLAN OF KLAIPĖDA STATE UNIVERSITY OF APPLIED SCIENCES TAKING INTO ACCOUNT THE RECOMMENDATIONS OF THE EXTERNAL EVALUATION

EXPERT GROUP RECOMMENDATIONS	MEASURES AND ACTIONS FOR ACTIVITY IMPROVEMENT	IMPLEMENTATION TIME	RESPONSIBLE PERSON	EXPECTED OUTCOMES	IMPLEMENTED (2017–2019)
Area: STRATEGIC MANAGEMENT					
1. Strategic activity plan shall be formed simpler and clearer, emphasising a “top-down” approach. All of the KVK’s priorities should be reflected in the strategic goals.	1.1. To develop a strategic activity plan emphasising a “top-down” approach and including all the KVK’s priorities into the strategic goals.	05/03/2017 – 31/12/2019	Director Gražina Markvaldiėnė	A simple and clear strategic activity plan emphasising a “top-down” approach and reflecting priorities in the strategic goals	The Strategic Activity Plan for 2017–2019, developed and approved by Resolution No V19-01 of the KVK Council of 22 March 2017. The Strategic Activity Plan for 2018–2020, developed and approved by Resolution No V19-02 of the KVK Council of 28 March 2018. The Strategic Activity Plan for 2019–2021, developed and approved by Resolution No V19-02 of the KVK Council of 20 March 2019.
2. The measures set out in the strategic activity plan shall be improved by simplifying them and thus providing more clarity. A simplified summary of the strategic activity plan shall be made publicly available.	2.1. To develop a strategic activity plan for KVK providing clear implementation measures.	05/03/2017 – 31/12/2019	Deputy Director for Strategic Development Nijolė Galdikiėnė	Simple and clear measures for the implementation of KVK’s strategic activity plan.	The Strategic Activity Plan for 2017–2019, developed and approved by Resolution No V19-01 of the KVK Council of 22 March 2017. (Internet access: https://www.kvk.lt/file/manual/2017-2019%20SVP.pdf) The Strategic Activity Plan for 2018–2020, developed and approved by Resolution No V19-02 of the KVK Council of 28 March 2018. (Internet access: https://www.kvk.lt/file/manual/VR/2018-2020%20METU%CC%A8%20STRATEGINIS%20VEIKLOS%20PLANAS.pdf) The Strategic Activity Plan for 2019–2021, developed and approved by Resolution No V19-02 of the KVK Council of 20 March 2019. (Internet access: https://www.kvk.lt/file/manual/KLAIP%C4%96DOS%20VALSTYBIN%C4%96S%20KOLEGIJOS%202019-2021%20MET%C5%B2%20STRATEGINIS%20VEIKLOS%20PLANAS.pdf)
	2.2. To develop and provide a publicly available summary of KVK’s strategic activity plan.	31/05/2017 – 31/12/2019	Deputy Director for Strategic Development Remigijus Kinderis	Developed and publicly available summary of KVK’s strategic activity plan.	Developed and publicly available summary of the Strategic Activity Plan for 2019–2021 (Internet access: http://www.kvk.lt/lt/visuomenei/).
3. The Council shall draw up an annual schedule of meetings.	3.1. To draw up an annual official schedule of meetings for the KVK Council.	01/05/2017 – 05/07/2018	President of the KVK Council Leonas Makūnas	An official annual schedule of meetings of the KVK Council drawn up.	The official annual schedule of meetings of the KVK Council was drawn up and was approved by Resolution No V19-02 of the KVK Council of 10 April 2017; Resolution No V19-04 of the KVK Council of 5 July 2018.
4. Properly used ISO system can help to ensure and demonstrate good practice but the use of ESG shall be also intensified.	4.1. To improve QMS (quality manual, procedures, processes) in accordance with version 2015 of ESG.	2018-06-30	Head of Quality Centre Gitana Tauraitė-Janušauskienė.	Improved QMS (quality manual, procedures, processes)	To ensure compliance of the Quality Management System (QMS) with the requirements of the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) 2015 and the requirements of the ISO 2015 standard, as well as to ensure the continuous improvement of the QMS and the development of a culture of quality, the QMS processes, procedures and the Quality Manual have been updated to include the involvement of stakeholders in the quality assurance processes. ESG are implemented by: -implementing the quality assurance policy of KVK; -meeting the requirements of study programme development and approval processes; the requirements of student-centred learning, teaching and assessment; the requirements for student admission, the course of study, the recognition of higher education qualification, partial studies and prior learning and awarding diplomas; -ensuring the correct and transparent conduct of recruitment procedures for teachers and their professional development; -providing adequate study resources and student support; -effectively managing and publishing relevant information on study programmes and other activities; -ensuring the monitoring and periodic evaluation of study programmes; -participating in external quality assurance procedures.
Area: STUDIES AND LIFELONG LEARNING					
5. Too many study programmes are offered in KVK. If there were fewer study programmes, the work would be more concentrated: teachers would be able to work more with students and focus more on research activities.	5.1. To systematically assess the effectiveness of study programmes.	2019-12-31	Deputy Director for Studies and Research Nijolė Galdikiėnė	A balanced portfolio of study programmes and strategic decisions taken on the development of study programmes.	The effectiveness of study programmes is evaluated annually. Study programme development plans are drawn up and student admission plans for the following academic year are established in accordance with the results of the evaluation of the study programmes. In 2017, the admission was carried out into 23 study programmes, in 2018 – into 22 study programmes and in 2019 – into 18 study programmes. In 2019, there were 25 study programmes (Decisions on the Evaluation of the Effectiveness of Study Programmes, Student Admission Plans, KVK Marketing and Communication Strategy).
6. More detailed examination procedures should be envisaged for the design and implementation of joint study programmes if they are to be developed in the future.	6.1. To develop, validate and implement study programmes (including joint study programmes) in accordance with the legislation.	2019-12-31	Deputy Director for Studies and Research Nijolė Galdikiėnė	Ensured proper and smooth development, validation and implementation of programmes (including joint study programmes).	Joint Wellness Service Management study programme has been withdrawn and students have been able to complete the newly accredited national Wellness Service Management study programme. All study programmes in KVK are developed, validated and implemented in accordance with legislation (Resolution No SVI-11 of the meeting of 5 December 2018 of the Academic Council).
7. To draw particular attention to the natural tensions that arise in defining broad learning outcomes in theoretical knowledge as well as specialised learning outcomes, ensuring that the strengths of practice-oriented education are maximised.	7.1. To improve learning outcomes of the study programme by mostly focusing on students and strengthening their practical preparation in the study programme.	Constantly	Deputy Director for Studies and Research Nijolė Galdikiėnė	Adjusted learning outcomes of study programmes – focused on students and their practical training.	Study programmes have been improved based on feedback from students and social partners. In 2018, all the ongoing study programmes were updated. The updating of study programmes was based on student-centred study principles ensuring a correlation between the learning outcomes of the study programme, the learning outcomes of the course unit, the teaching/learning methods and the assessment methods. The majority of the learning outcomes of the study programmes at KVK are directed toward the development of practical skills (Resolution No SVI-11 of the meeting of 5 December 2018 of the Academic Council).

8. International mobility is an area that requires more attention and improvement: to significantly increase the English language skills: to include additional language teaching specialisation (e.g. English, Russian, German) into specific study programmes.	8.1. To improve teachers' English language skills by organising proficiency courses in English.	2019-12-31	Deputy Director for Studies and Research Nijolė Galdikienė	Increased international mobility of KVK's staff - up to 30% of the total number of teachers.	English language courses organised for the KVK's staff in 2017 and 2018 were largely funded by the Erasmus projects. In addition to the Erasmus mobility programme for teaching and learning, international mobility of staff has also taken place in the form of good practice exchange visits (e.g. 12 staff members went to the Blekinge Institute of Technology in 2017), mobility projects for youth and youth workers (e.g. in 2017, 25 students and 6 staff members went to Poland, Romania and Turkey; in 2018, 21 student and 8 staff members went to Spain, Latvia, Poland, and Romania; in 2019, 11 students and 7 staff members went to France, Slovenia and Turkey, in the projects of the Lithuanian-Ukrainian Youth Exchange Council (in 2019, 19 students and 5 staff members went to Ukraine together with National Ostroh Academy).
	8.2. To increase the international mobility of staff not only through the Erasmus programme but also through other means (projects, placements, etc.).	2017-12-31	Deputy Director for Studies and Research Nijolė Galdikienė		
	8.3. To increase students' international mobility by strengthening their English and other foreign language skills in different study programmes.	2019-12-31	Deputy Director for Studies and Research Nijolė Galdikienė	Increased international mobility of students - up to 4.5% of the total number of students.	Mobility is not only for studies and internships under the Erasmus exchange programme but also under the projects of youth and youth workers: the total student mobility in 2017 was 4.3%, in 2018 – 6.5% (there was a project with non-EU Member States), in 2019 – 4.8%. To increase students' international mobility, in February-March and in September-October, the International Relations Office organises seminars for students to present their opportunities to study and have an internship abroad, the benefits of mobility, etc. KVK students are enrolled in the Erasmus Student Network (ESN) where they improve their English and other foreign language skills by mentoring foreign students. "Internationalisation Strategy for 2018–2020" has been prepared and is now implemented.
	8.4. To encourage incoming teachers to come to KVK by organising the International Teaching Week and other events.	2019-12-31	Deputy Director for Studies and Research Nijolė Galdikienė	Increased number of incoming teachers - up to 30% of the total number of teachers.	International weeks are organised twice a year and they attract foreign teachers and non-academic staff. Funding from the Ministry of Education, Science and Sport for visiting foreign professors is received annually: in 2017 – 2 teachers, in 2018 – 2 teachers, in 2019 – 2 teachers. Each year a teacher from the USA gives seminars for students of the Pre-school and Pre-primary School Pedagogy study programme. Each year teachers from Finland give lectures to students of the General Practice Nursing study programme. Representatives of foreign companies are invited to give lectures by awarding grants from Erasmus projects. The number of incoming teachers in 2017 – 20%, in 2018 – 41%, in 2019 – 31%.
	8.5. To increase the number of foreign language course units in the study programmes and also implement study programmes in a foreign language.	2019-12-31	Deputy Director for Studies and Research Nijolė Galdikienė	Increased number of foreign language course units in study programmes (in the list of optional course units). Study programmes or part of them implemented in a foreign language.	The KVK has 6 study programmes in English: Tourism Business, Physiotherapy, General Practice Nursing, Finance, Informatics Engineering, Dental Hygiene (in 2017/2019). Foreign language course units, including Russian, are integrated into the study programmes, the number of credits is increased and foreign language course units are also offered as optional course units (e.g. Basics of the Professional German for Nurses; English for Beginners; Non-pharmacological correction of Sleep Disorders, etc.). LCCT iQ English language centre operates in KVK.

Area: SCIENTIFIC ACTIVITIES

9. Knowledge (scientific, studies) transfer both inside and outside the KVK could be improved by identifying additional emphases: focus on links with industry and employer groups.	9.1. To develop knowledge transfer in applied research with an emphasis on the impact of applied research results on teaching and student learning experience and strengthening relations with social partners.	2019-12-31	Deputy Director for Studies and Research Nijolė Galdikienė	Dissemination of applied research results not only in Lithuanian but also in foreign scientific journals. The use of results of applied research in the study process and the involvement of students in these activities. Development of applied research with social partners: research commissioned by the social partners; research carried out with the social partners.	93 articles were published in 2017 and 49 of them were published in peer-reviewed journals in international databases. 67 studies were carried out, 6 of them with foreign partners and 28 with social partners in Lithuania. There were 18 ongoing research projects with students involved. 12 commissioned applied research projects were carried out. The results of the research were not only presented at conferences abroad (25 presentations) and in Lithuania (135 presentations) but first of all they were used in the study process. 88 articles were published in 2018 and 30 of them were published in peer-reviewed journals in international databases. 64 studies were carried out, 10 of them with foreign partners and 21 with social partners in Lithuania. There were 14 ongoing researches with students involved. 15 commissioned applied researches were carried out. The results of the research were not only presented at conferences abroad (21 presentations) and in Lithuania (155 presentations) but first of all they were used in the study process. 74 articles were published in 2019 and 39 of them were published in peer-reviewed journals in international databases. 56 studies were carried out, 9 of them with foreign partners and 16 with social partners in Lithuania. There were 13 ongoing researches with students involved. 20 commissioned applied researches were carried out. The results of the research were not only presented at conferences abroad (18 presentations) and in Lithuania (64 presentations) but first of all, they were used in the study process.
10. Social partners were impressed by some of the students' final theses. Some of the students' works can be further developed and published.	10.1. To increase activities encouraging students' initiative, critical thinking, creativity and entrepreneurship.	2019-12-31	Deputy Director for Studies and Research Nijolė Galdikienė	Intensified activities of the Students Scientific Society. Increased number of students, participating in applied research activities (competitions, conferences, publications, etc.).	Members of the Students Scientific Society went to Turkey and Romania to carry out applied research activities, improve their skills and disseminate their results. The participation of students in applied research activities has intensified – carrying out the research commissioned by the Ministry of Education, Science and Sport, students participate in different applied research activities (conferences, scientific events: in 2017 – 137 students, in 2018 – 130 students, in 2019 – 83 students), publish articles (in 2017 – 78, in 2018 – 61, in 2019 – 63), students participate in different competitions.

Area: IMPACT ON REGIONAL AND NATIONAL DEVELOPMENT

<p>11. The KVK could improve its cooperation with social partners who want to help the KVK. The KVK should explore new ways to cooperate with businesses and rely more on the commitment and interest of strategic partners.</p>	<p>11.1. To develop an effective strategic partnership management system (tool/mechanism).</p>	<p>2019-12-31</p>	<p>Deputy Director for Strategic Development Remigijus Kinderis.</p>	<p>Systematic, focused, diverse and mutually beneficial cooperation in accordance with KVK's strategic goals.</p>	<p>Strategic partnerships are guided by the priorities and programmes of the KVK strategic activity. Strategic partnerships are based on mutual commitment and interest. Types of partnership: Academic partnerships, Applied Research partnerships, Social partnerships, Fields of partnership: Teaching, defence and peer reviewing of FT, training centres and labs, student exchange and internship placements, teacher exchange and internship placements, development and improvement of study programmes, valuable internship placements, mentorship, applied research and dissemination of the results, conferences and other events, adult education and continuing learning, development of business, scientific and other projects, consultancy activities, KVK volunteering activities (mentoring), KVK participation in events and activities of associations, receiving support – equipping classrooms and laboratories, receiving support – upgrading software, support – improvement of the study environment, receiving support – strengthening the KVK brand, receiving support – financial resources (one-off incentive scholarships from social partners for students), receiving support – financial resources, placements for non-academic staff exchanges and internships, participation of partners in KVK events (volunteering), participation of KVK in the events of foreign partners. Access to the document of partnership management in Lithuania https://drive.google.com/file/d/1ZZ48p1fJjni5b4wCQEGuzN2-QrcW4WTR/view?usp=sharing. Access to the document of foreign partnership management: https://drive.google.com/file/d/1NGDP3IsBkLMPCO9x1pCN-idLSe_R28H5/view?usp=sharing</p>
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