



# STUDY QUALITY GUIDE





# STUDY QUALITY GUIDE



VILNIUS  
UNIVERSITY  
PRESS

2025

**The aim of the Vilnius University (VU) study quality management system** is to **ensure the quality** of studies and processes that affect them, and to **create the preconditions for the implementation of the study quality** assurance policy and the **formation** of a quality culture at the University.

**Documents regulating the VU study quality management system:** the **VU Statute**, the **VU Strategic Plan**, the VU Regulatory Framework for Research, Artistic Activity and Studies (Reguliaminas), the VU study quality policy, and other related legal acts.

**The Study Quality Guide** is the main document of the study part of the VU study quality management system.

**The aim of the Study Quality Guide** is to outline the following:

- 1) internal processes and procedures for study quality assurance;
- 2) responsibilities and obligations for ensuring and improving the study quality<sup>1</sup>;
- 3) indicators for assessing study quality.

The provisions and procedures defined in the Study Quality Guide are in line with the assessment areas identified in the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) and the concepts of the European Foundation for Quality Management Excellence Model, adapted to the needs of the University.

1 The Study Quality Guide describes a typical distribution of responsibilities and obligations. However, due to the specificities of the University's core academic units, the distribution of responsibilities within different core academic units may slightly vary.

## **INTRODUCTION TO THE VILNIUS UNIVERSITY STUDY QUALITY GUIDE ..... 2**

## **ABBREVIATIONS ..... 4**

### **1. VU STUDY QUALITY POLICY ..... 6**

### **2. VU MODEL OF STUDY QUALITY MANAGEMENT SYSTEM .... 11**

#### **2.1. STUDENT ADMISSION ..... 12**

#### **2.2. STUDY PROGRAMME MANAGEMENT (DEVELOPMENT, APPROVAL, EVALUATION, AND IMPROVEMENT) ..... 17**

##### **2.2.1. Development and approval of intended-to-be-implemented study programmes ..... 18**

##### **2.2.2. Evaluation and improvement of implemented study programmes ..... 21**

#### **2.3. STUDY ADMINISTRATION PROCESS ..... 29**

#### **2.4. STUDENT-CENTRED TEACHING, LEARNING, AND ASSESSMENT... 35**

#### **2.5. STUDENT SUPPORT AND SERVICES ..... 46**

#### **2.6. STUDY STAFF MANAGEMENT ..... 57**

#### **2.7. STUDY RESOURCES MANAGEMENT ..... 63**

##### **2.7.1. Physical resources management ..... 63**

##### **2.7.2. Financial resources management ..... 67**

##### **2.7.3. Information resources management ..... 70**

#### **2.8. STUDY INFORMATION MANAGEMENT AND PUBLICATION ..... 74**

##### **2.8.1. Statistical study data management and publication ..... 74**

##### **2.8.2. Feedback management and publication ..... 78**

### **3. EFFECTIVENESS ANALYSIS AND IMPROVEMENT OF THE STUDY QUALITY MANAGEMENT SYSTEM ..... 83**

- BC – the Dormitory Centre of Vilnius University
- BGS – the Community Well-Being Division of the Vilnius University Central Administration
- CA – Vilnius University Central Administration
- CAU – core academic unit
- EHEA – the European Higher Education Area
- ESG – the Standards and Guidelines for Quality Assurance in the European Higher Education Area
- FD – the Finance Department of the Vilnius University Central Administration
- ITPC – the Information Technology Service Center of Vilnius University
- KC – the Culture Centre of Vilnius University
- KRS – the Communication and Marketing Division of the Vilnius University Central Administration
- KVSP – intended-to-be-implemented study programme
- MF – the Faculty of Medicine of Vilnius University
- MID – the Research and Innovation Department of the Vilnius University Central Administration
- PS – the Human Resources Division of the Vilnius University Central Administration
- SAS – the Study Administration Division of the Vilnius University Central Administration
- SKK – the Study Quality Commission of Vilnius University
- SKPS – the Study Quality and Development Division of the Vilnius University Central Administration
- SKVC – the Centre for Quality Assessment in Higher Education
- SP – study programme
- SPK – Study Programme Committee

SPKS – the Student Affairs and Career Office of the Vilnius University Central Administration

SPS – the Strategic Planning Division of the Vilnius University Central Administration

SSC – the Health and Sport Center of Vilnius University

TKS – the Legislative Division of the Vilnius University Central Administration

TRS – the International Relations Office of the Vilnius University Central Administration

VSP – implemented study programme

TVPC – the Property Management and Service Centre of Vilnius University

VU or the University – Vilnius University

VUB – Vilnius University Library

VU SA – Vilnius University Students' Representation

VUSIS – Vilnius University Study Information System

**1.**

# **VU STUDY QUALITY POLICY**

## *Motto: “Creating and growing together”*

**The study quality** at VU encompasses the efforts and commitment of the University community to ensure the implementation of the **study quality principles** that allow educating responsible citizens who will build the future society and the State.

**The study quality principles** at VU are community agreements on the quality of studies, arising from the long-term strategic directions of the University activities:

- **Unity of science and studies** – the University provides flexible studies that integrate interdisciplinary approaches, address real-world challenges, and are based on research achievements and knowledge, as well as the application of research results. The University conducts high-level international research in fundamental and applied sciences, as well as promotes social, cultural, and technological development by encouraging the engagement of students of all study cycles.
- **Student-centred approach** – the University maintains and fosters a motivating teaching and learning environment that provides students with the incentives and necessary skills to become active participants in the study process, responsible for their own learning. Besides creating a learning environment that enables change in students’ thinking and acting and encourages responsibility, the University’s academic and non-academic staff also learn, in collaboration with students, how to continuously improve such an environment, taking into account students’ individual needs, their cultural diversity, different backgrounds, experience, and perspectives, and ensuring that everyone is treated respectfully, equally, and fairly.
- **Internationality** – the conscious integration of an international, intercultural, or global dimension into the objectives, functions, and processes of higher education, with the aim of improving the quality of studies



and education for all students and staff as well as making a significant contribution to society. Internationalisation of study programme content is understood as the inclusion of an international and intercultural dimension in the development, implementation, and outcomes of study programmes. Study programmes must develop global competencies, with an additional emphasis on the importance of intercultural competencies that ensure graduates' adequate professional skills, allowing communication and working in different intercultural contexts.

- **Interdisciplinarity** – the conscious aspiration to draw on perspectives, theories, concepts, methods, tools, or data from two or more different fields of study. In studies, interdisciplinarity allows for a comprehensive understanding of a particular phenomenon, looking at it from different perspectives and finding, beyond the limits of one's knowledge and skills, an innovative solution to a problem.
- **Responsibility and impact on society** – study programmes and studies at the University are conducted and organised in accordance with the principle of sustainability in such a way as to enhance the cognitive and creative powers of both Lithuania and the world, foster academic values, as well as educate active and responsible citizens and society leaders.
- **Transparency and publicity** – information about the University's studies and related data have to be made publicly available (to the extent that no preconditions are established that may result in infringement of personal privacy, intellectual property rights, or other rights and legitimate interests protected by legal acts) on the University's public website or on its Intranet that is accessible to the University community. Students are provided with the necessary information through the VU information systems.
- **Continuous improvement** – the community's commitment to systematically and continuously self-evaluate and improve its performance

through dialogue between different community members, involving other stakeholders, learning from each other, experimenting, and systematically collecting and analysing data on studies and related processes that affect them. It is perceived through a continuous cycle of study quality management (see Figure 1).

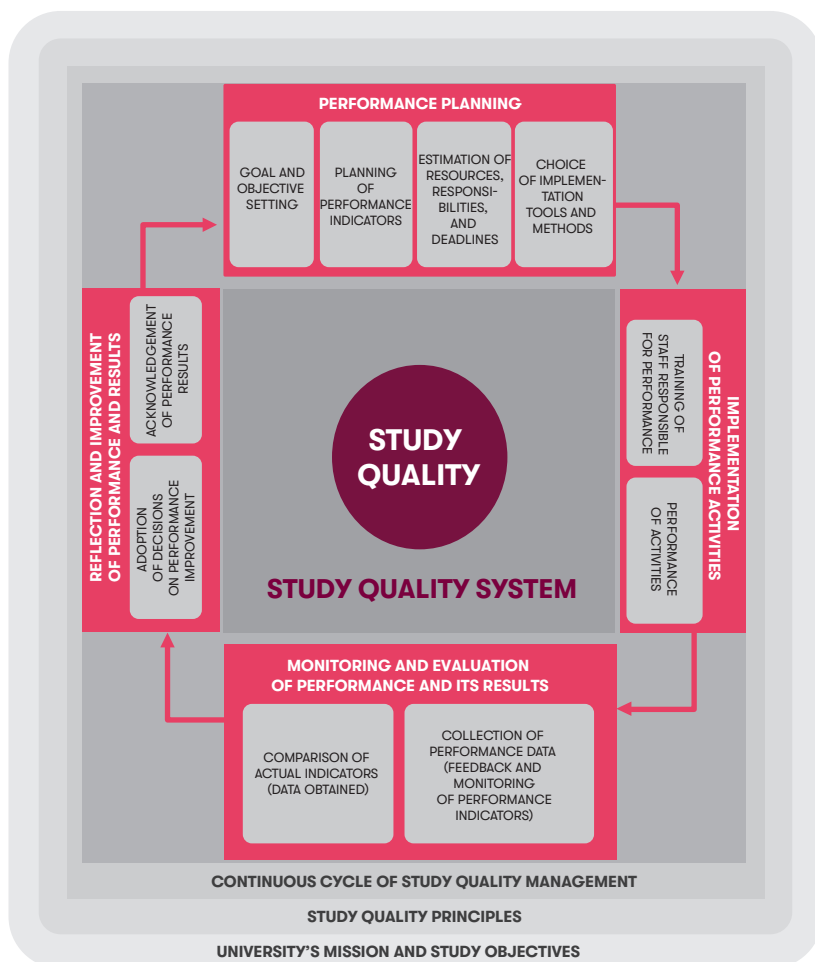


Figure 1. **Continuous cycle of study quality management at VU**

**2.**

# **VU MODEL OF STUDY QUALITY MANAGEMENT SYSTEM**

The VU study quality management system is represented by the model (see Figure 2) reflecting the VU study objective, i.e. an educated **graduate** – a responsible citizen building the future society and the State. This objective is pursued through **key system processes affecting the study quality**, based on the main **legal acts** indicating the directions followed by the University in planning, implementing, evaluating, reflecting and, thus, improving its study activities.

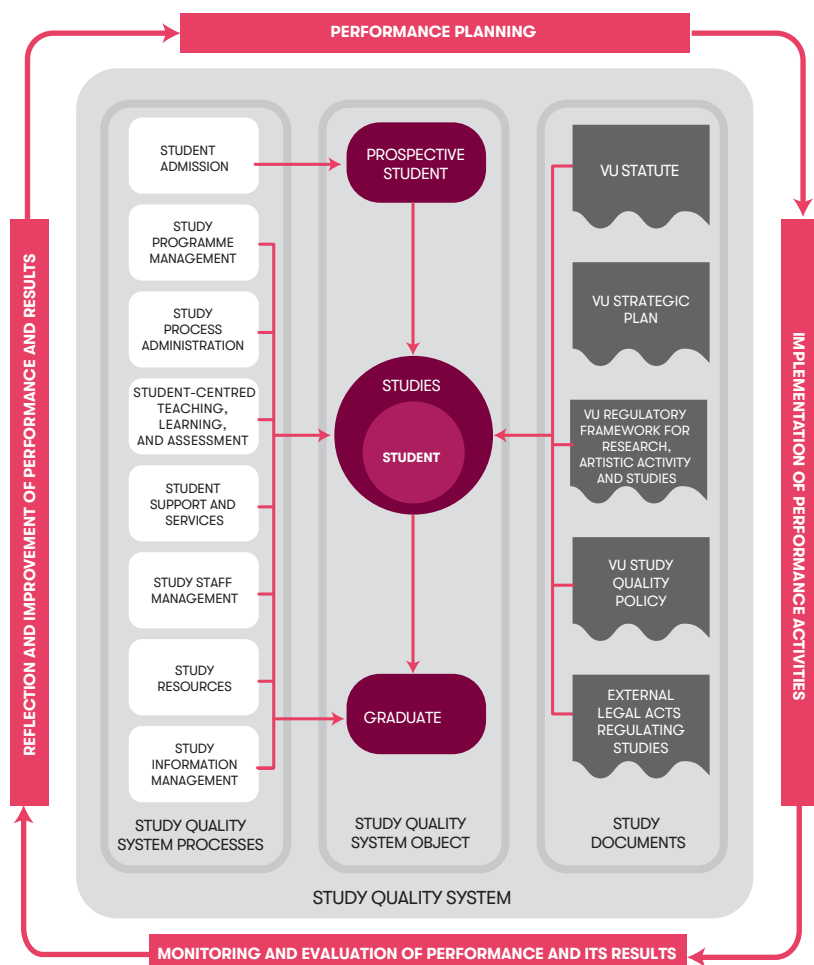


Figure 2. **VU model of study quality management system**

The processes indicated in the model are described further in this Guide, distinguishing the stages of process planning, implementation, and performance self-assessment, as well as setting out performance indicators and possible activities to improve performance or its results. All these key processes provide the basis for and ensure modern and high-quality studies.

## 2.1. STUDENT ADMISSION

**The aim of student admission management** is to ensure smooth and quality admission of Lithuanian and international students to VU's first cycle, second cycle, integrated, and professional study programmes.

### **Student admission management objectives:**

1. To ensure proper planning and implementation of student admission to VU study programmes. (seeking to ensure clarity, transparency, and sustainability of the process and study accessibility).
2. To ensure proper and effective communication in order to keep applicants informed.

**The student admission process is planned** by reviewing legal regulation and, if necessary, updating VU's internal legal acts regulating student admission; setting and approving student quotas, tuition fees, and the number of scholarships to be awarded, taking into account the available resources and the number of prospective applicants; and by planning the communication and marketing tools for attracting applicants and promoting VU studies. VU units responsible for planning the student admission process are the following: the Study Quality and Development Division (*Studijų kokybės ir plėtros skyrius*, SKPS) of the VU Central Administration (CA), the Communication and Marketing Division (*Komunikacijos ir rinkodaros skyrius*, KRS) of the VU CA, and the administration of core academic units (CAUs).

- When planning student admission quotas, admission requirements, and tuition fees, the SKPS cooperates with the CAU's deputy head for studies. The final admission rules, quotas and, having considered the opinion of the VU Council, prices are approved by the VU Senate, while detailed admission requirements are approved by the VU Rector (or their authorised person). State-funded student places for professional residency studies are planned, allocated, and approved by the Ministry of Education, Science and Sport of the Republic of Lithuania, while non-State-funded student places are planned and approved by the Dean of the VU Faculty of Medicine (MF) in agreement with the Ministry of Health of the Republic of Lithuania.
- When planning the necessary amendments to legislation, the SKPS cooperates with the Study Administration Division (*Studijų administravimo skyrius*, SAS) of the VU CA and the Legislative Division (*Teisėkūros skyrius*, TKS) of the VU CA. The amended documents are approved by the VU Senate or the Rector (or their authorised person). The MF Administration is responsible for the timely amendment of documents on the admission to professional residency study programmes.
- When planning communication and marketing tools, the KRS cooperates with the CAU administration and the Chairperson of the Study Programme Committee (*Studijų programos komitetas*, SPK), the SKPS, and the Student Services and Career Division (*Studentų paslaugų ir karjeros skyrius*, SPKS). The budget necessary for the implementation of these tools is approved by the Chancellor of VU. Compliance with the planned budget is monitored by the Finance Department (FD).

**The student admission process is implemented** in accordance with the legal acts of the Republic of Lithuania regulating admission procedures, as well as with the **Rules for Admission to VU Study Programmes** and the **Rules for Admission to VU Residency Study Programmes**. The elements of the process implementation are shown in Figure 3.

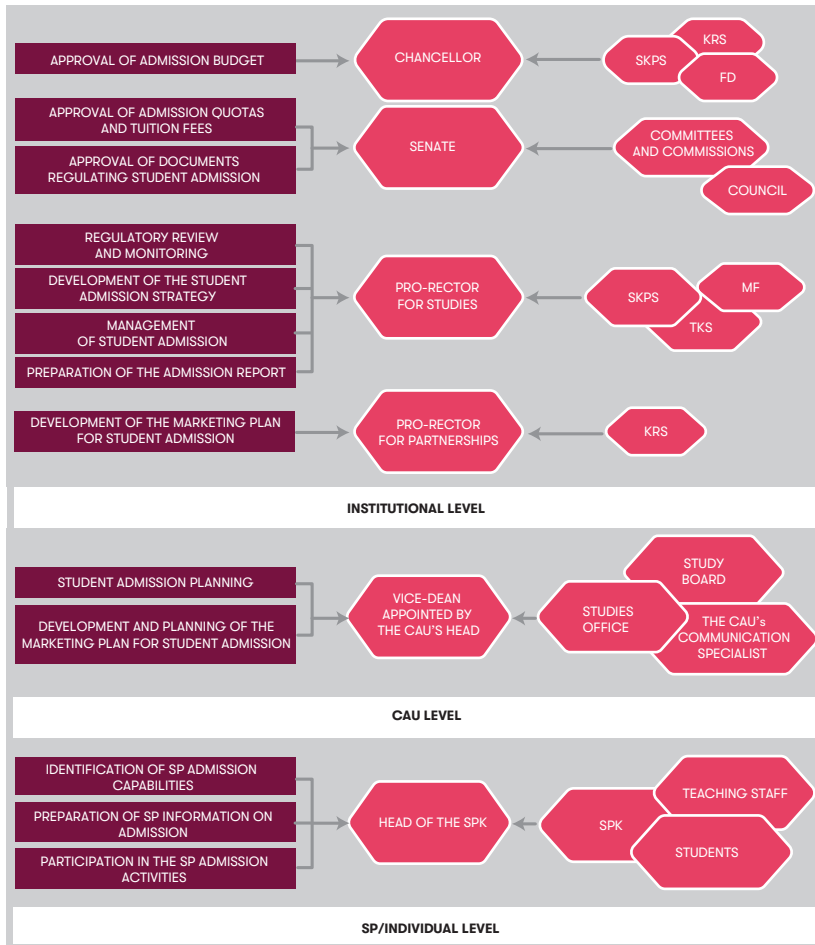


Figure 3. **Implementation of the student admission process by level**

- The SKPS is responsible for the implementation of the student admission process (to first and second cycle, integrated, and professional (pedagogy) studies).

- The MF Studies Office is responsible for the organisation of student admission to residency studies.
- The KRS is responsible for the organisation and implementation of the planned communication and marketing tools at the institutional level.

**The monitoring and evaluation of the student admission results and process** are carried out through the analysis of the following indicators (descriptions of the indicators are approved by order of the Pro-Rector for Studies):

1. The share of new students with good learning outcomes enrolled in the first cycle and integrated studies, out of the total number of students enrolled.
2. The percentage of top-performing VU graduates continuing their studies in the second cycle or professional studies (out of all VU graduates).
3. The share of students enrolled in second cycle or professional studies who have obtained 70% or more of the highest possible competitive score (out of the total number of students enrolled).
4. The share of international students enrolled (out of the total number of students enrolled).
5. The share of international students who have successfully completed the first semester of their studies (out of the total number of international students enrolled that year).
6. The share of students enrolled in the study programme indicated as their first priority ( out of the total number of students enrolled).
7. The share of students of integrated and first cycle studies who have chosen the University's study programme as their first priority (out of the total number of all applicants throughout Lithuania).
8. The share of students enrolled in second cycle or professional studies who have completed their studies in any other institution (out of the total number of students enrolled).



During the process monitoring, the monitored VU study data is also assessed (the specific data to be assessed is presented in the list of the monitored study data approved by order of the VU Pro-Rector for Studies).

- The monitoring of the student admission results and process falls under the responsibility of the SKPS. A summary report on the monitoring process results is submitted to the Senate in the autumn semester of each academic year. The reports are published on the Intranet.

The results of the analysis of student admission data are used for drawing up annual reports on the performance of the University, CAUs, and the SPK, study field self-analysis summaries, plans for the improvement of field studies and progress reports, as well as planning student admission for the following year.

**The reflection and improvement of the student admission process and its results** are carried out through continuous planning and data analysis. Taking into account the data collected and evaluated during the process monitoring and evaluation, the student admission process and its results can be improved through the following activities:

No.	Activities	Main responsible units	Partially responsible units
1.	Deployment of electronic services	SKPS	SAS, ITPC
2.	Amendments to the legal regulation of student admission	SKPS	SAS, TKS
3.	Changes to student quotas and/or tuition fees	SKPS	CAU administration

No.	Activities	Main responsible units	Partially responsible units
4.	Changes to communication and marketing tools	KRS	CAU's deputy head for studies; CAU's communication specialist, SPK.
5.	The SKPS' meetings with other units to discuss admission results and plan next year's admission criteria	SKPS	CAU's deputy head for studies

## 2.2. STUDY PROGRAMME MANAGEMENT (DEVELOPMENT, APPROVAL, EVALUATION, AND IMPROVEMENT)

**The aim of the study programme management** is to ensure the quality of the development and implementation of study programmes and their timely and data-driven improvement in order to ensure that they are based on the principle of the unity of science and studies, public needs, and are characterised by internationality and interdisciplinarity, as well as follow a student-centred approach.

**The study programme management process consists of two sub-processes:** development and approval of intended-to-be-implemented study programmes (*ketinamos vykdyti studijų programos*, KVSP) and evaluation and improvement of implemented study programmes (*vykdomos studijų programos*, VSP).

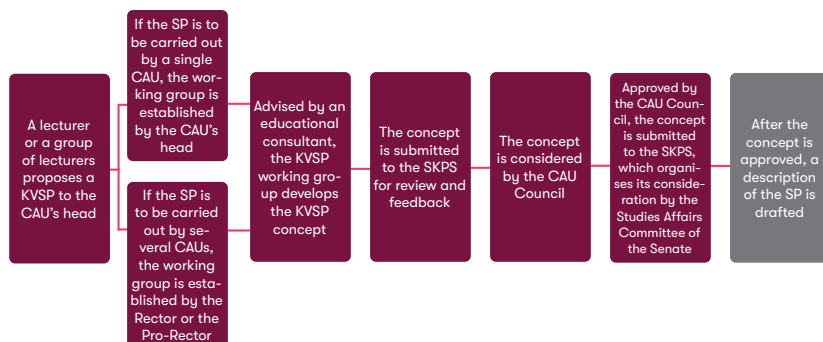
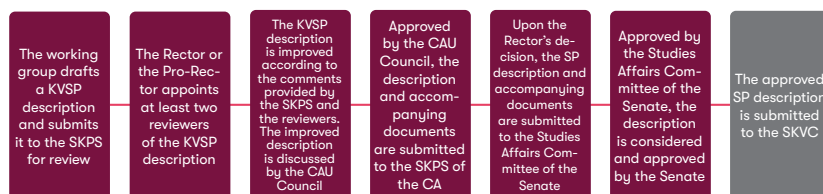
**The objectives of study programme management:**

1. To ensure that all KVSPs meet the quality requirements for their development and approval and are accredited in accordance with the procedures applicable in the Republic of Lithuania.
2. To ensure that all study programmes implemented at VU comply with the quality requirements for their evaluation and improvement, and that study fields are periodically accredited for the maximum period of time in accordance with the procedures applicable in the Republic of Lithuania.

**2.2.1. Development and approval of intended-to-be-implemented study programmes**

**The planning of the development and approval of KVSPs falls under the direct responsibility of the SKPS.** This process is carried out by interviewing CAUs on their intentions to propose a KVSP concept. The concept may be proposed by a member or a group of the CAU's teaching staff to the University's Pro-Rector for Studies or the CAU's head. The member or group of the teaching staff planning to propose a concept shall base it on the assessed KVSP needs.

**The implementation of the KVSP preparation and approval process** is carried out in two stages (see Figure 4). During the **first stage**, a programme concept is developed by the drafting group and evaluated by the Committee of Study Affairs of the Senate, while during the **second stage**, the full programme description is submitted and evaluated, and is subject to approval by the Senate. The development of joint study programmes is defined in the Description of the Procedure for the Development, Implementation and Improvement of Study Programmes at Vilnius University.

**Stage I:****Stage II:**Figure 4. **Development and approval of KVSPs**

- The establishment and supervision of the KVSP drafting group fall under the responsibility of the CAU.
- The development of the KVSP concept and its description, which must meet the established requirements and integrate the VU study quality principles, falls under the responsibility of a working group set up by the CAU's head or deputy head responsible for the organisation of studies.
- The provision of data for the development of a KVSP concept and its description falls under the responsibility of the CAU's Studies Office.
- The implementation of the KVSP development and approval procedure falls under the responsibility of the SKPS. It also has to provide methodological support for the development of study programmes.

- The approval of the KVSP concept falls under the responsibility of the Committee of Study Affairs of the VU Senate.
- The approval of the KVSP, after the evaluation of the SP description, falls under the responsibility of the VU Senate.
- If, in order to be registered, the KVSP is subject to external evaluation, it is the responsibility of the SKPS to submit the evaluation documents to the Centre for Quality Assessment in Higher Education (*Studijų kokybės vertinimo centras, SKVC*).

**The monitoring of the KVSP development and approval process** is carried out by analysing the monitored data (the specific data to be evaluated are indicated in the list of the monitored data approved by order of the VU Pro-Rector for Studies).

- The responsibility for the monitoring of the KVSP development and approval process lies with the SKPS. The monitoring is completed at the end of each academic year by summarising the process results and submitting them to the VU Pro-Rector for Studies.

The results of the data analysis of the KVSP development and approval process are used for drawing up annual reports of performance of the University and the CAU, as well as planning the KVSP development and approval process for the following year.

**The improvement of the KVSP development and approval process** is carried out through continuous planning and data analysis of process implementation. Taking into account the data collected and evaluated during the process monitoring and evaluation, the results and procedures of the KVSP development and approval are improved through the following activities:

No.	Activities	Main responsible units	Partially responsible units
1.	Amendments to the regulation of the KVSP development and approval	SKPS	TKS
2.	Adoption of decisions on the deployment of new electronic services or the improvement of the existing ones	SAS	SKPS
3.	Offering of support by an educational consultant	SKPS	
4.	Development of methodological tools	SKPS	
5.	Development of data collection and submission to KVSP drafting groups	SKPS	ITPC
6.	Provision of training for KVSP drafting groups	SKPS	CAU
7.	Market demand analysis regarding the study programme	CAU	

### 2.2.2. Evaluation and improvement of implemented study programmes

The evaluation and development of VSPs may be twofold: external and internal. **Internal SP evaluation and improvement** are carried out on an annual basis, both at the level of each SP separately and all VU SPs.

The SPK, which is responsible for the quality of SPs, reports annually to the CAU Council on the performance of the SPs and, after having analysed the study data, plans SP improvement actions. The SKPS monitors the performance of all VU SPs on an annual basis, draws up a report on the results of data analysis, and makes recommendations on measures to improve study-related performance. **External SP evaluation** is carried out in the evaluation context of the study field in which that SP is registered, at least every seven years. After the external expert evaluation of the study field, an improvement plan for the field studies is prepared. Its implementation results are reported to the SKVC in a progress report within the timeframe laid down in the legislation. VU may carry out study programmes only in accredited study fields. Across all Lithuanian higher education institutions, all study programmes in a certain study field are evaluated at the same time.

The internal and external evaluation and improvement of SPs are complementary activities that allow for continuous improvement of the study quality and timely approval of necessary changes. The internal evaluation and improvement of study programmes allow preparing for external evaluation and improvement of a certain study field, while the results of the external evaluation of the study field indicate the directions in which the efforts and commitment of the VU community should be concentrated seeking to improve the study programme implementation process or the study implementation process at the institutional level.

More information on VSPs is available on the VU website, under the section '**Study Programmes**'.

**The evaluation and improvement of VSPs** are planned in accordance with the plan of the **external evaluation of study fields**, by preparing an annual report on the SPK activities, summarising the results of the VU study quality indicators, and submitting proposals/recommendations for the improvement of the study quality.

- The deputy head for studies of each CAU is responsible for the planning of the internal SP evaluation and improvement.
- The SKPS is responsible for the planning of the external evaluation and improvement of SPs and VU studies.

**The implementation of the evaluation and improvement of VSPs** consists of internal (at the study programme level (see Figure 5) and VU study level (see Figure 6) and external evaluation and improvement of studies (see Figure 7).

#### Internal SP evaluation and improvement:

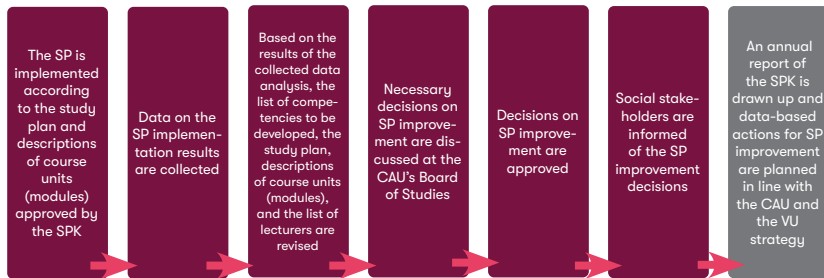


Figure 5. **Internal evaluation and improvement of SPs**

- The implementation of SPs in accordance with the approved study plans and descriptions of course units (modules) falls under the responsibility of the SPK.
- The collection of data on the results of the implementation of SPs through electronic services and their submission to the SPK fall under the responsibility of the CAU's Studies Office.
- The regular review and updating of the list of competencies developed in the study programme, along with the integration of VU study quality principles, fall under the responsibility of the SPK. The updating of the SP study plan and approval of updated course unit (module) descriptions fall under the responsibility of the SPK.



- The coordinating lecturer of a course unit (module) is responsible for the timely updating and submission of course unit (module) descriptions to the SPK.
- The CAU's head is responsible for the appointment of a coordinating lecturer (under recommendation of the SPK).
- The CAU's deputy head for studies is responsible for discussing the decisions on updating the SP within the Study Board.
- The CAU's Studies Office is responsible for making information on the approved SP improvement decisions available to social stakeholders.
- The SPK is responsible for the preparation of the SPK's annual performance report and the presentation of improvement activities.
- The CAU's deputy head for studies is responsible for presenting the SPK's annual performance reports to the CAU Council and monitoring the implementation of the improvement activities.

If necessary, the VU CA units (the SKPS, SPKS, SAS, TRS, PS, BGS) may provide methodological and data collection support.



Figure 6. **Internal evaluation and improvement of VU studies**

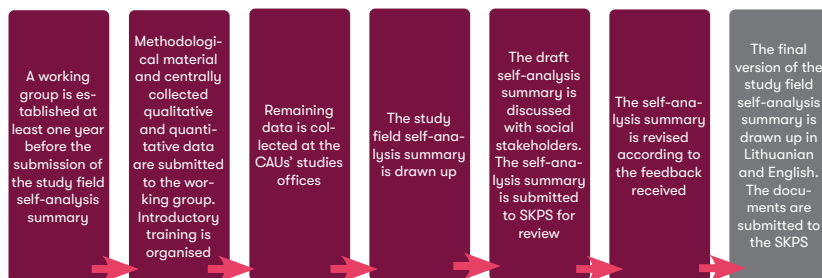
- The internal evaluation and improvement of VU studies fall under the responsibility of the SKPS.

### External SP evaluation and improvement:

The external SP evaluation and improvement are carried out in accordance with the Description of the Procedure for the External Evaluation and Accreditation of Studies approved by the Minister of Education, Science and Sport. The study field may be accredited for a period of seven years, a period of three years (during re-evaluation – until the end of the remaining study field accreditation period), or denied accreditation.

The external evaluation of study fields is carried out in two stages (see Figure 7): Stage I – preparation for expert evaluation; Stage II – expert evaluation procedure and subsequent activities.

#### Stage I:



#### Stage II:

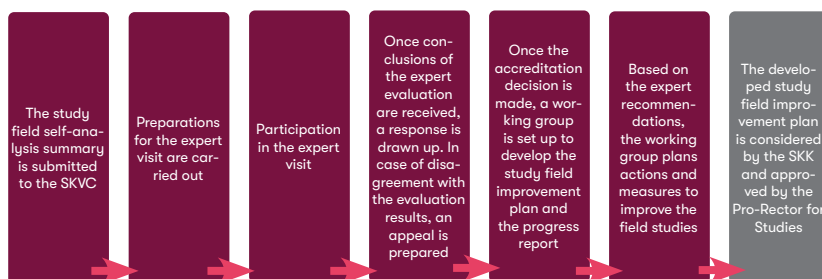


Figure 7. External evaluation and improvement of SPs

- The deputy head for studies of the CAU implementing the field studies is responsible for the delegation of members of the working group on the preparation of the self-analysis summary of the field studies. In cases where the field studies are carried out at a single CAU, the working group is approved by a decision of the CAU's head.
- The VU Pro-Rector for Studies is responsible for the formation of the working group on the preparation of the self-analysis summary of the field studies (in cases where the field studies are carried out at several CAUs).
- The SKPS is responsible for the management of centrally collected data and training of the working group.
- The CAU's Studies Office is responsible for the collection of data that is not centrally collected.
- The working group set up by the CAU's head or the VU Pro-Rector for Studies is responsible for the preparation of the self-analysis summary of the field studies, its discussion with social stakeholders, and the improvement of documents according to the feedback received.
- The SKPS is responsible for the submission of the self-analysis summary of the field studies to the SKVC.
- The working group on the drafting of the self-analysis summary is responsible for preparing for the expert visit. Organisational support for the group is provided by the CAU's deputy head for studies and the CAU's Studies Office, while methodological support is provided by the SKPS.
- The head of the working group on the drafting of the self-analysis summary is responsible for providing comments on draft expert conclusions. The response is coordinated with the administration of the CAU implementing the field studies. Methodological support is provided by the SKPS.
- The Pro-Rector for Studies is responsible for setting up a working group on the development of the improvement plan and the progress report for the field studies.

- The working group is responsible for the preparation and submission of the study improvement plan and the progress report for the field studies (in case the field studies are carried out at a single CAU – by a decision of the CAU's head; in case of several CAUs – by a decision of the Pro-Rector for Studies). Methodological support is provided by the SKPS.
- The VU Study Quality Commission (*Studiju kokybės komisija*, SKK) considers the improvement plan for the field studies.
- The VU Pro-Rector for Studies is responsible for the approval of the improvement plan and the progress report.
- The deputy head for studies of the CAU implementing the field studies is responsible for monitoring the implementation of the improvement plan.

**The monitoring of SP evaluation and improvement** is carried out through the analysis of the following indicators (descriptions of the indicators are approved by order of the Pro-Rector for Studies):

1. The share of study fields and cycles evaluated by external experts and accredited for the maximum period of time, out of the total number of study fields and cycles accredited that year.
2. The share of externally evaluated study fields with a score of less than four in each of the evaluation areas, out of the total number of study fields and cycles assessed.
3. The share of students with international study experience out of the total number of students.
  - The SKPS is responsible for monitoring the evaluation and improvement of VU SPs.
  - At the SP level, the CAU's deputy head for studies is responsible for monitoring the internal evaluation and improvement of SPs, and may be assisted by the staff of the CAU's Studies Office.

The monitoring is completed at the end of each calendar year by summarising the process results for that year and submitting them to the VU Pro-Rector for Studies, the CAU Council, and social stakeholders.

### **The upgrading of the evaluation and improvement process of VSPs**

is carried out by means of continuous planning, implementation of activities, and analysis of performance data. Taking into account the data collected and evaluated during the process monitoring and evaluation, the SP management is improved through the following activities:

No.	Activities	Main responsible units	Partially responsible units
1.	Deployment or improvement of electronic services	SKPS	SAS, ITPC
2.	Development of tools and/or activities for the study quality improvement	SKPS	CAU administration
3.	Updating of the lists of SP competencies, study plans, descriptions of course units (modules), coordinating lecturers, and study resources necessary for the implementation of studies	SPK	CA and CAU administration
4.	Development of training programmes to improve the pedagogical competencies of teaching staff	SKPS	
5.	Strengthening of methodological support and involvement of the SKPS in the external evaluation procedure	SKPS	CAU administration

### 2.3. STUDY ADMINISTRATION PROCESS

**The aim of the study administration process** is to ensure the smooth and effective organisation and coordination of all forms of university studies.

**Study administration includes:** administration of SP study plans; assessment of learning outcomes and progress (including appeals and disputes); crediting of study results; student rotation; administration of research papers; administration of study internships; financing of studies; graduation.

**The objectives of study administration:**

1. To ensure the smooth administration and continuous improvement of the University's study process.
2. To ensure the application of information and communication technologies in the administration of the University's study process.

**Study administration planning** is carried out by reviewing the legal regulations and, where necessary, updating VU's internal legal acts regulating the study process, and by implementing planning activities in accordance with the applicable procedures and agreements.

- The planning of the study process administration at the University falls under the responsibility of the SAS and the SKPS, together with the International Relations Office (*Tarptautinių ryšių skyrius*, TRS) and the Information Technology Service Center (*Informacinių technologijų paslaugų centras*, ITPC), while at the CAU level – the CAU's Studies Office.

**Study administration is implemented** by carrying out activities under the assigned responsibility:

AT THE VU LEVEL – the SAS, SKPS, and TRS are responsible for the following tasks related to the study process:

- Participation in the development of the University's strategic plans and implementation of their objectives.

- Resolution of issues related to the administration of degree, professional, minor, bridging, and integrated SPs.
- Organisation and coordination of the provision of financial support to students, distribution of State loans and all types of scholarships, processing of documents for State loans allocated to students, and coordination of the granting of nominal scholarships to students.
- Ranking of best-performing students, implementation of student rotation.
- Drafting of orders of the VU Rector and the Pro-Rector for Studies in accordance with the assigned competence.
- Academic recognition of higher education-related qualifications acquired abroad for those intending to study at the University, and transfer of their learning outcomes in accordance with the methodology approved by the University;
- Organisation of the drafting of general study normative documents, participation in working groups, preparation of materials for the Senate, committees, and commissions within the scope of competence;
- Analysis, development, and improvement of the activities of the University's Study Information System (*Vilniaus universiteto studijų informacinė sistema*, VUSIS) and preparation of VUSIS development projects in cooperation with the ITPC.
- In cooperation with the ITPC, preparation of normative documents regulating VUSIS activities, the use of VUSIS information and data, and other documents related to the functioning of the VUSIS and the protection of VUSIS information and data.
- Performance of the VUSIS managing function, coordination of the supervision of the ITPC as the VUSIS maintenance contractor.
- Monitoring of compliance with the VUSIS data protection requirements.
- Preparation and issue of educational documents in the established form: diplomas, diploma supplements, certificates, transcripts of academic records, and duplicates thereof, as well as provision of additional related services.
- Use of information systems to manage student data and process study-related information included in the register.

- Organisation and maintenance of the University's student records and statistics, provision of information, preparation of VUSIS data-based reports on study programmes, students, etc.
- Consulting of VUSIS users, provision of administrative and methodological support in the use of the VUSIS.
- Organisation and implementation of training for VUSIS administrators, initiation of updating training.
- Examination of submitted applications, complaints, and reports within the scope of competence, participation in the activities of commissions and working groups.
- Maintenance and deepening of international cooperation, and coordination of the VU community's academic mobility.

AT THE UNIT LEVEL – the CAU's Study Office is responsible for the following tasks:

- Preparation of orders submitted by the CAU's head to the VU Rector.
- Preparation, processing, management, and storage of the CAU's documents related to the organisation and administration of studies.
- Management of students' and unclassified students' VUSIS data and study records.
- Preparation of study schedules, timetables of examinations, pass/fail evaluations and their retakes, coordination of changes thereto, organisation of the use of premises for studies, management of their occupancy.
- Preparation of documents on course unit (module) crediting, entering of data on the outcomes of credited course units into the VUSIS.
- Coordination of the assessment and recognition of competencies acquired through non-formal learning and self-education.
- Preparation and issue of diploma supplements, certificates, transcripts of academic records, and document copies provided in the established form.



- Administration of student ranking according to learning outcomes and student rotation.
- Reception, handling, or forwarding (within the scope of competence) of students' applications related to their studies (suspension, termination, or resumption of studies, granting of academic leave, change of study programmes, drawing up of individual study plans), complaints and appeals, as well as informing students of the decisions taken.
- Preparation of records of assessment for teaching staff members conducting examinations; monitoring of timely entry of assessment results into the VUSIS.
- Provision of information related to the study process and its developments to the CAU's teaching staff, students, unclassified students, and employees.
- Coordination of the signing of international agreements on teaching staff and student exchanges, as well as the implementation of such exchanges.
- Organisation of mobility for students of degree, professional, and integrated studies.
- Consulting on study-related issues.
- Organisation and administration of the graduation process.
- Administration of VUSIS records on the final stage of studies and management of graduation-related documentation.
- Preparation of orders on the approval of the selected topics and supervisors of final theses, and other documentation necessary for the organisation of final theses (examinations).
- Preparation of sheets on the basis of which protocols for the final thesis defence are drawn up.
- Verification of the financial and other debt status of graduating students, and coordination of the signing of the diploma logbook.
- Verification of credits acquired by graduating students and handling of any discrepancies.

- Provision of study-related information to students.
- Organisation of minor studies, organisation and implementation of local (educational and professional) internships.

AT THE INDIVIDUAL LEVEL – VU employees administering studies and acting within the scope of the responsibilities assigned to their position are responsible for:

- Continuous learning, development, and use of the opportunities offered by the VU to improve their competencies.
- Their own work, the timely provision of information, and the correction of any errors that occurred.

**The monitoring and evaluation of the results and process of study administration** are carried out through the analysis of the following indicators (descriptions of the indicators are approved by order of the Pro-Rector for Studies):

1. Share of timely implemented study administration activities out of the total number of study administration activities performed.
2. Share of study administration services provided to students (submission of applications and queries, selection of course units, etc.) through electronic means using information systems, out of the total number of study administration services provided to students.

The monitored data are also evaluated (the specific data to be evaluated are indicated in the list of the monitored data approved by order of the Pro-Rector for Studies).

- The SAS is responsible for monitoring the results and process of the administration of the University's general study process. The monitoring is completed by providing the data analysis results in a report on the implementation of VU studies that is submitted to the VU Pro-Rector for Studies.

- The CAU's Studies Office is responsible for monitoring the administration of the CAU's study process. The monitoring is completed by providing the data analysis results in the CAU's annual performance report.
- The evaluation and monitoring of the quality of the work carried out at the individual level fall under the responsibility of the employee's immediate superior.

The data analysis results of the study process administration are used for drawing up annual reports on the performance of the University, CAUs, and the SPK, study field self-analysis summaries, plans for the improvement of field studies and progress reports, planning student admission for the following year, and preparing strategic action documents.

**The reflection and improvement of the study administration process results** are carried out through continuous analysis of the fluency, coherence, and consistency of the study process and its administration, and, if necessary, their improvement through the following activities:

No.	Activities	Main responsible units	Partially responsible units
1.	Deployment of electronic services	SAS	ITPC
2.	Amendments/updates to the legal acts regulating the study process (regulations, processes, procedures, descriptions, etc.)	SAS, SKPS	TKS
3.	Development and implementation of new study processes	SAS	CAU administration
4.	Facilitation of access to Lithuanian and English documents relevant to the administration of the study process	SAS	TKS, KRS

No.	Activities	Main responsible units	Partially responsible units
5.	Employment of more resources or other opportunities to streamline the implementation of responsibilities, taking into account the outcomes of management evaluation surveys/ individual annual interviews	CAU administration	

## 2.4. STUDENT-CENTRED TEACHING, LEARNING, AND ASSESSMENT

**The aim of student-centred teaching, learning, and assessment management** is to ensure the active participation of students and teaching staff in the processes of learning and teaching, as well as study quality assurance, taking into account the diversity and needs of the University's students.

**Student-centred teaching, learning, and assessment consist of** student involvement and participation in study quality assurance (2.4.1), teaching (2.4.2), and learning (2.4.3).

### **Objectives of student-centred teaching, learning, and assessment management:**

1. To ensure student participation in the University's management, quality assurance, and improvement processes and to promote student involvement in creating an environment that is well adapted to student learning and teaching, by maximising the integration of students with individual needs into the full-fledged study process.
2. To allow students to enjoy flexibility in choosing their learning paths and to recognise their formal, non-formal, and self-education competencies, as well as to ensure smooth communication, appropriate

advice, and academic support, which would encourage and motivate students to engage in self-learning and self-reflection.

3. To encourage the University's teaching staff to apply study and assessment methods that would allow students to actively engage in the learning process and contribute to the achievement of the intended learning outcomes, and to ensure the objective assessment of their learning outcomes.
4. To monitor progress of the assessment of learning outcomes and to apply appropriate measures to manage students at risk (of failing to complete a course unit (module) or failing an examination).

**The student-centred teaching, learning, and assessment process** is planned by determining the activities to be carried out and the steps to be taken in order to implement process improvement measures.

- The planning of student-centred teaching, learning, and assessment falls under the responsibility of the following units, in accordance with their activities and functions: the SKPS, SAS, SPKS, TRS, CAU administration and study offices, SPKs, teaching staff, and core non-academic units – the Vilnius University Library (*Vilniaus Universiteto biblioteka*, VUB), ITPC, TVPC.

**The student-centred teaching, learning, and assessment process is implemented** by involving students in study quality assurance, learning, and teaching.

### 2.4.1. Study quality assurance

#### **Student participation in study quality management**

Representation of students' interests in the University's activities is defined in the VU Statute. VU students' interests are represented by the VU Students' Representation (*Studentų atstovybė*, SA), whose activities are regu-

lated by the Articles of Association of the VU SA. Students' participation in the University's study quality management is guided by the requirements of the principle of academic integrity, as laid down in the Code of Academic Ethics of VU.

AT THE VU LEVEL – the VU Senate, its committees and commissions, the Council, and working groups established by the Rector or their authorised person are responsible for:

- Involving students' representatives in ongoing activities.

AT THE UNIT LEVEL – the CAU's head, CAU Council, Board of Studies, study programme and other committees, and working groups are responsible for:

- Involving students in ongoing activities related to study quality assurance.

AT THE INDIVIDUAL LEVEL – representatives delegated by the VU SA are responsible for:

- Representing students' interests in the decision-making process.

### **Student involvement in the course unit (module) quality improvement**

The involvement of students in the course unit (module) quality improvement is based on the implementation of the provisions of the Description of the Procedure for Organising Feedback From Social Stakeholders on Improving Study Quality at Vilnius University.

AT THE VU LEVEL – in order to engage students in the course unit (module) quality improvement, the SKPS is responsible for:

- developing, improving, and promoting the student survey system;
- ensuring availability of student feedback to the educators teaching the course unit (module), the SPK, and the CAU's deputy head for studies;
- using student feedback in the development and implementation of programmes for the development of teaching staff's pedagogical competencies.

AT THE UNIT LEVEL – in order to actively engage students in the course unit (module) quality improvement, the CAU's deputy head for studies, together with the CAU's Studies Office, is responsible for:

- encouraging students to fill in feedback forms;
- organising and implementing additional measures to obtain feedback in case of insufficient data from submitted feedback forms;
- providing feedback to inform students about the use of their provided feedback and any changes in their studies.

AT THE INDIVIDUAL LEVEL – by participating in the course unit (module) quality improvement, the student is responsible for:

- providing feedback in order to improve the study quality (the student undertakes to provide feedback by signing the study agreement).

### **The development of the teaching and learning environment**

Within the scope of this sub-process, it is understood as the development of a supportive teaching and learning environment as well as the involvement of stakeholders in creating a favourable University environment that ensures the quality of study implementation (see Section 2.7 'Study Resources Management').

## **2.4.2. Learning**

### **Flexibility in choosing learning paths**

When creating the conditions for choosing learning paths, students' needs and diversity are taken into account. Learning paths include: a wide range of study programmes, the possibility to select optional or individual course units (modules), recognition of competencies acquired through formal, non-formal, and self-education; freely chosen study forms or individual study plans; and the possibility to develop general competencies of VU graduates through informal activities at the University.

AT THE VU LEVEL – the VU Pro-Rector for Studies and the Pro-Rector for Partnerships are responsible for creating the conditions for students to flexibly choose their learning paths and for ensuring a range thereof. Development and maintenance of the administration environment for learning paths fall under the responsibility of the SAS. Coordination of academic mobility programmes is the responsibility of the TRS. Coordination of student guidance in choosing learning paths lies within the competence of the SPKS.

AT THE UNIT LEVEL – the CAU's deputy head for studies is responsible for ensuring a range of available learning paths. The CAU's Studies Office is responsible for the administration of the learning path selection process. The SPK is responsible for the recognition of formal and non-formal competencies. The CAU's academic counsellors are responsible for advising students on the choice of learning paths.

AT THE INDIVIDUAL LEVEL – the student is responsible for choosing a learning path that is well-thought-out and meets their individual needs. The University provides support and services to students in choosing their learning paths (see Section 2.5 'Student Support and Services').

### **Empowering students to engage in self-education, self-reflection, and achieve high learning outcomes**

Within the scope of this process, it is understood as ongoing support for students in the form of guidance and provision of information on their learning opportunities and self-study time management; reflection on study experiences; and maintenance of smooth cooperation and continuous feedback from teaching staff.

AT THE VU LEVEL – the SPKS is responsible for the dissemination of information on learning opportunities and for organising training on students' independence (e.g. in terms of time management). The SKPS is also responsible for organising training on study and assessment methods ap-



propriate for students' self-study time management, and for developing and maintaining a feedback system to encourage reflection on study experiences.

AT THE UNIT LEVEL – the SPK is responsible for the application of appropriate study and assessment methods within the study programme.

AT THE INDIVIDUAL LEVEL – the student is responsible for the quality performance of independent tasks at the scheduled time, involvement in the study process, and provision of feedback in order to improve the study quality. The educator teaching the course unit (module) is responsible for the selection of study and assessment methods that enable students to study independently, as well as for the provision of feedback to ensure the student's learning progress and expected learning outcomes. The academic counsellor, the educator coordinating the course unit (module), the chairperson of the SPK, and the CAU's deputy head for studies are responsible for student counselling, depending on the nature of each issue.

### 2.4.3. Teaching

#### Opportunities to improve pedagogical skills

Within the scope of this process, it is understood as a purposeful qualification development of teaching staff in order to introduce and apply innovative study and assessment methods in the study process, enabling students to develop competencies of independence and self-reflection, and to achieve the expected learning outcomes, and, at the same time, to share best teaching practices within the University academic community.

AT THE VU LEVEL – the VU Rector and their authorised persons are responsible for creating opportunities for the improvement of pedagogical skills. The Educational Competence Centre (*Edukacinių kompetencijų centras*, EKC) of the SKPS is responsible for the range of centrally-organised pedagogical training. The VU Human Resources Division (*Personalo*

skyrius, PS) is responsible for organising the assessment of the acquired pedagogical skills.

AT THE UNIT LEVEL – the CAU administration is responsible for implementing the assessment of pedagogical skills, conducting annual interviews, and planning further training.

AT THE INDIVIDUAL LEVEL – the teaching staff is responsible for the use of pedagogical skill opportunities.

### **The assessment of student learning outcomes and progress**

Ensuring the achievement of the learning outcomes required by study programmes and their course units (modules) promotes the integration of assessment, teaching, and learning, and improves the learning environment. The University academic community strives for the quality assessment of student learning outcomes and progress by fostering an academic culture that supports the implementation of the principles of professional, transparent, fair, objective, and reliable assessment of student learning outcomes, and by promoting and supporting the creation and development of a learning environment based on the responsibility, cooperation, respect, and goodwill of the study process participants.

AT THE VU LEVEL – the SAS is responsible for the drafting and/or amendment of the legal acts regulating the assessment of student learning outcomes and progress; the VU Senate, Rector, or their authorised persons are responsible for the approval thereof. The legal acts provide for flexible learning outcomes assessment forms, adapting them to individual needs and the existing legal framework.

AT THE UNIT LEVEL – the CAU administration is responsible for:

- establishing appropriate conditions for the assessment of student learning outcomes and progress (scheduling and publication of study timetables, organisation and provision of information on exam sessions, publication of student learning outcomes);

- drafting and approving at the CAU Council methodological guidelines for the preparation of research papers and/or procedures for the preparation and/or defence of research papers;
- organising the defence of final theses;
- providing educators teaching course units (modules) with opportunities for the development and improvement of their pedagogical skills;
- administrative assessment of learning outcomes (analysis of the need for assessment resources, ensuring the accuracy of assessment procedures, etc.).

Seeking to achieve the integrity of the study programme objectives, the competencies to be developed, the content, the methods, and the assessment of student learning outcomes, the SPK is responsible for:

- approving the systems for assessing course unit (module) learning outcomes (by approving the descriptions of course units (modules));
- analysing student feedback on the assessment of course unit (module) learning outcomes, analysing the information on course unit (module) learning outcomes (grades) stored in the VUSIS, and improving the system for assessing student learning outcomes and progress on the basis of the data obtained;
- providing recommendations to the educators teaching course units (modules) on how to improve the system for assessing course unit (module) learning outcomes, and supervising the implementation of the recommendations on the improvement of learning outcomes assessment.

AT THE INDIVIDUAL LEVEL – the teaching staff member coordinating the course unit (module) is responsible for:

- the quality of the assessment of student learning outcomes and progress;
- the use of appropriate and objective methods, tools, and techniques for the assessment of course unit (module) learning outcomes, taking into account students' workload;

- provision of timely and constructive feedback on the assessment of learning outcomes;
- accumulation, aggregation, and interpretation of data on the assessment of learning outcomes, and use of this data for improving course unit (module) learning outcomes.

In terms of the assessment of learning outcomes and progress, students are responsible for:

- completing the assigned tasks on time and in a quality manner;
- providing opinions on the system for assessing course unit (module) learning outcomes, by submitting proposals for the improvement of learning outcomes assessment, the study process, and the study programme.

**The monitoring and evaluation of student-centred teaching, learning, and assessment are managed** through the analysis of the following indicators (descriptions of the indicators are approved by order of the Pro-Rector for Studies):

1. The share of students with declared individual needs and timely completion of studies, out of the total number of students with declared individual needs who should have graduated that year.
2. The share of students of first-cycle and integrated studies who have selected course units (modules) for individual studies in other CAUs.
3. The share of credits of optional course units (modules) in second-cycle study programmes, out of the total number of credits of all course units (modules) in second-cycle study programmes.
4. The share of course units (modules) whose assessment strategy provides for the assessment of student learning outcomes in the form of an exam with a maximum score of 100 per cent, out of the total number of course units (modules).
5. The share of students who have withdrawn from their studies out of the total number of students who should have completed their studies.

The monitored data are also evaluated (the specific data to be evaluated are indicated in the list of the monitored data approved by order of the Pro-Rector for Studies).

- The VU SA is responsible for monitoring students' involvement in the study quality assurance. The monitoring is completed by providing the data analysis results in a report on students' involvement.
- The SAS is responsible for monitoring the provision of learning opportunities. The monitoring is completed by providing the data analysis results in a report on the implementation of VU studies that is submitted to the VU Pro-Rector for Studies.
- The CAU's deputy head for studies is responsible for monitoring the implementation of the teaching process. The monitoring is completed by providing the data analysis results in the CAU's annual performance report.
- The monitoring of the provision of opportunities to improve the implementation of the teaching process falls under the responsibility of the SKPS. The monitoring is completed at the end of each academic year by summarising the process results and submitting them to the VU Pro-Rector for Studies.

The results of the analysis of student-centred teaching, learning, and assessment are used for drawing up annual reports on the performance of the University, CAUs, and the SPK, study field self-analysis summaries, plans for the improvement of field studies and progress reports, as well as planning student admission for the following year, and preparing strategic action documents.

**The reflection and improvement of the student-centred teaching, learning, and assessment process** are carried out through continuous planning and data analysis, as well as systematic training of all parties involved in the study process. Taking into account the data collected and evaluated during the process monitoring and evaluation, the process can be improved through the following activities:

No.	Activities	Main responsible units	Partially responsible units
1.	Expansion of the range of co-course units (modules) and their choice	VU Pro-Rector for Studies	SKPS, CAU administration, SPK
2.	Organisation of activities and use of tools for improving achievements (consultations, sharing of best practices, training, informative letters, use of the Virtual Learning Environment for information sharing, etc.)	SPKS	SKPS, CAU administration, SPK
3.	Improvement of information sharing (student counselling) in terms of the services (giving credits, etc.) provided	Rector/ Pro-Rector for Studies	SKPS, SAS, SPKS, TRS, CAU administration, SPK
4.	Scaling up of finance (project and University investments as well as those provided by social partners) to create and/ or improve the student-friendly environment by acquiring compensatory equipment, methodological resources, and information systems	Chancellor	CAU's head

## 2.5. STUDENT SUPPORT AND SERVICES

**The aim of student support and services management** is to provide students with the best possible conditions to engage in high-quality studies, conduct research, and realise their potential through diverse extracurricular activities.

### **The objectives of student support and services management:**

1. To provide students with financial and academic support according to their learning outcomes, activity, engagement, and social status and to manage related processes.
2. To provide academic counselling and necessary information (clarifications of the study process, counselling, payments and financial support, examination procedures, etc.).
3. To enable students with individual needs to engage in the study process.
4. To provide services to students by ensuring the creation and maintenance of the necessary technological and information infrastructure (IT solutions, library, career management system, etc.), offering psychological counselling and academic pastoral care, ensuring the provision of career services (counselling, training, testing, administration of the internship database, mentoring, monitoring of graduate employability, etc.).
5. To create conditions for students' self-expression (including recreation, sport and leisure activities, volunteering, and accommodation services).

**The student support and services process** is planned in each responsible unit by reviewing the **legal framework** and, where necessary, updating the VU internal documents regulating the support and services offered to students, identifying and approving the **variety of support and other services** provided to students, taking into account the available resources and planning **communication tools** to inform students on the availability of support and other services.

- The SPKS is responsible for planning all forms of provided support and the package of offered services, as well as communicating the planning process to each responsible unit that provides support or services in the relevant form.

**The implementation of the student support and services process** is carried out in accordance with the desired process objective through the provision of specified services and support:

### **Academic counselling and provision of information**

VU aims to help its prospective and current students to easily find answers to their study-related questions. The University website provides students with comprehensive and useful information. Website visitors can submit their questions and get an expert response. Students are consulted during live or virtual meetings, by email, phone, or social networks.

#### **AT THE VU LEVEL:**

- The SPKS is responsible for the provision of academic information and counselling to students on general issues related to their studies at the University, the coordination of academic counsellors working at the units, and their training.
- The TRS is responsible for providing information and counselling on study and internship opportunities abroad.
- The VU SA is responsible for providing information on student life.

#### **AT THE UNIT LEVEL:**

- Provision of academic information and counselling to students on study-related issues specific to a particular CAU and the organisation of studies abroad fall under the responsibility of the CAU's deputy head for studies and the CAU's Studies Office.
- Provision of academic information and counselling to students on specific study programmes is the responsibility of the SPK.



- The VU SA units at the University faculties contribute to the dissemination of information and counselling.

#### AT THE INDIVIDUAL LEVEL:

- Students are responsible for contacting the University in case of any questions.
- Lecturers coordinating the course unit (module) are responsible for the provision of academic information and counselling to students on issues related to the organisation and implementation of the specific course unit (module).

### **Financial support**

Financial support for VU students includes scholarships (incentive, doctoral, 450th Anniversary, social, community support, social activities, nominal, and part-time student scholarships, as well as scholarships for research achievements and target research scholarships), postponement/reduction of tuition fees, and financial aid for students with disabilities.

#### AT THE VU LEVEL:

- The SAS is responsible for coordinating the development and implementation of the procedures for awarding scholarships and coordinating the distribution thereof.
- The BGS is responsible for the development, coordination, and dissemination of information on financial aid measures offered to students with disabilities.
- The VU SA is responsible for student representation and participation in the decision-making on scholarship distribution.

#### AT THE UNIT LEVEL:

- The CAU administration is responsible for the decision-making on the reduction, instalments, or postponement of tuition fees.

#### AT THE INDIVIDUAL LEVEL:

- Students are responsible for applying for financial aid.

### **Career and mentoring services for students**

Career and mentoring services provided at VU are aimed at helping students find the most suitable field for their professional development, encouraging their participation in social life, and successfully entering the labour market.

AT THE VU LEVEL – by implementing its goals and objectives in the field of career management, the SPKS is responsible for:

- analysing student needs in this particular field;
- developing various forms of individual and group career counselling to meet student needs;
- designing, improving, and providing career information, career assessment, career education, and mentoring services to students;
- student counselling on the choice of individual studies;
- advising students intending to terminate their studies;
- developing and implementing methodological and organisational tools for the organisation of international and local student internships as well as international mobility of staff members;
- organising training, seminars, and other events on career management, graduate career monitoring, organising international internships and staff mobility, as well as other activities related to student career management;
- implementing the mentoring programme for students;
- developing and implementing the graduate career monitoring system; data reporting.

AT THE UNIT LEVEL – the CAU administration is responsible for:

- establishing relations with social partners and using such relations for the purposes of joint events, Career Days, career counselling for students, and promoting study programmes;
- organising and implementing professional internships for students;
- analysing career monitoring data and implementing additional measures for data collection.

#### AT THE INDIVIDUAL LEVEL:

- It is students' responsibility to make use of career and mentoring services.

#### **IT services**

IT services offered at VU are aimed at providing students and teaching staff with access to information resources necessary for the study process, and to ensure conditions for their convenient use.

AT THE VU LEVEL – by implementing its goals and objectives in the field of the provision of IT services, the ITPC is responsible for:

- maintenance and administration of shared computer rooms, University email, information database, EDUROAM, and VPN systems;
- technical support and administration of the Virtual Learning Environment;
- quality operation of the VUSIS;
- assistance in organising computer-based examinations;
- administration of the electronic coincidence detection system;
- provision of videoconferencing and live streaming services;
- analysis of student needs in this particular field and improvement of IT services based on the data analysis.

AT THE UNIT LEVEL – the CAU administration is responsible for:

- maintenance of equipment in the CAU's premises used in the study process;
- provision of assistance to teaching staff and students in accessing or using IT resources.

#### AT THE INDIVIDUAL LEVEL:

- Teaching staff members/students are responsible for applying for any assistance.

### **Library services**

Library services offered at VU are aimed at providing students with access to methodological resources necessary for the study process, and to ensure conditions for their convenient use.

AT THE VU LEVEL – the VUB is responsible for:

- management and continuous updating of library funds (books and information resources);
- maintenance and management of learning facilities;
- provision of various services (document scanning, copying, counselling on information search and selection, etc.);
- assurance of the preservation of information resources for future generations;
- ordering, issuing, and returning books and other information resources;
- organisation of training for students.

AT THE UNIT LEVEL – the CAU administration is responsible for:

- clarifying teaching staff's and/or students' needs for methodological resources and communicating them to the VUB staff;
- allocating additional funds for the development/updating of the methodological resources fund.

AT THE INDIVIDUAL LEVEL:

- Members of teaching staff/students are responsible for applying for any assistance.

### **Psychological counselling services**

Psychological counselling services provided at VU are aimed to help students to recognise, timely respond to, and overcome crisis situations, as well as to strengthen their mental health.

AT THE VU LEVEL – the VU Community Well-Being Division (*Bendruomenės gerovės skyrius*, BGS) is responsible for:

- offering timely psychological counselling services to students; providing both individual and group psychological counselling by professionals with Master's or Doctorate degrees in Psychology; ensuring the first four individual consultations and the first eight group meetings for VU students are free of charge;
- providing free emergency psychological counselling in case of suicide risk;
- organising seminars and practical activities on the topics related to the improvement of mental health and relevant to community members (e.g. coping with stress, reducing procrastination, developing self-awareness and creativity).

AT THE UNIT LEVEL – the CAU administration is responsible for evaluating the need for additional psychological counselling services and, if necessary, responding to that need.

### **Support and services for students with individual needs**

Support and services for students with individual needs provided at VU are aimed at ensuring equal opportunities for acquiring quality education.

AT THE VU LEVEL – the BGS is responsible for:

- providing academic support for students with individual needs by adapting the study process to their needs, improving the infrastructure to maximise accessibility, and acquiring compensatory equipment;
- advising the CAU on the adaptation of the study process.

AT THE UNIT LEVEL – the CAU administration is responsible for:

- developing and ensuring the implementation of individual study plans to meet students' individual needs;
- informing the unit staff about students with individual needs;
- supporting teaching staff in adapting the study process.

AT THE INDIVIDUAL LEVEL – teaching staff members are responsible for the implementation of the measures of individual study plans in organising and implementing the course unit (module).

### **Accommodation services**

The Dormitory Centre (*Bendrabučių centras*, BC) is responsible for the provision of accommodation for VU students during their study period. The Director of the BC and the heads of its divisions are responsible for ensuring the quality of life in the dormitories.

### **Academic pastoral care**

The VU Chaplain and their team provide spiritual guidance and support. The University Chaplain invites community members to prayer groups, evenings of recollection, and concerts. A separate pastoral care space is available for the University community.

Those seeking spiritual peace can visit St Johns' Church. The church holds services, the Magis Club's academic pastoral activities, and other events.

### **Cultural, sports, leisure, and volunteering services**

The University offers the opportunity to join dance ensembles, theatre groups, choirs, engage in the activities of **sports teams and health promotion programmes**, as well various professional organisations:

- Volunteering activities tend to attract a large number of community members and take an important part in the University's life (the SA, student programmes, clubs, projects, research and other societies). The Volunteer Centre coordinates other volunteering initiatives. The University units boast student research societies, whose main objective is to help students improve their research skills and professional knowledge, as well as cooperate with other research organisations.
- The University also has several recreational facilities in various parts of Lithuania that are also available to students (more information can be found on the VU **website**).

- The Health and Sport Center (*Sveikatos ir sporto centras*, SSC) is responsible for the organisation, development, research, management, and representation in terms of health and sports activities for students and staff members. The SSC organises training sessions, sports events, and competitions in various sports disciplines. Each academic year, the SSC organises the **Inter-Faculty Competition for Rector's Cup** open to student teams from all CAUs. The event includes competitions in the following sports: cross country running, basketball, football, swimming, arm wrestling, aerobics, weightlifting, table tennis, athletics, and hiking.
- The VU Hiking Club brings together all VU students who enjoy active recreation and travel.
- The VU Culture Centre (*Kultūros centras*, KC) unites ten art groups, allowing students to express themselves, including choirs, orchestras, theatres and various ensembles. The **KC** is responsible for the organisation and implementation of the art groups' activities.
- The VU SA initiates and organises various **programmes and projects** encouraging student involvement in ensuring the quality of their studies: the academic integrity project 'Sąžiningai', the Student Life Guide, freshman camps, mentoring programmes for first-year and foreign students, VU Career Days, the programme 'Be etikečių', etc.

### **Student integration services**

- Every year, the VU SA organises camps for first-year Bachelor's students to introduce them to University life (by presenting study programmes, teaching staff, CAU administration, the legal acts regulating studies and the study process, infrastructure, extracurricular and research activities, as well as encouraging communication between students).
- Each year, the VU SA trains more than 300 student mentors for first-year full-time Bachelor's and Master's students to help new community members smoothly integrate into the University.

- The Rector's Office, together with the VU SA, each of the VU CAUs, and the VU units responsible for their respective fields of activity, organise and implement an integration week for first-year students, during which they are introduced to the VU traditions, information resources, the VUB, electronic resources (ITPC), services provided by the SPKS, VU history (VU Museum), the concept of emotional well-being (BGS), VU infrastructure, the unit's specificities (CAU). The Integration Festival (VU SA) is another important event held by VU.
- The TRS organises the Opening Ceremony for exchange and full-time foreign students to introduce them to all the formal steps necessary to start their studies at VU, as well as to Lithuanian culture, city infrastructure, and extracurricular activities.
- Throughout the year, different VU units (primarily the SPKS, the VUB, and the BGS) organise various training and other activities for students' development and active involvement in the study process, academic activities, and further career opportunities.

**The monitoring and evaluation of student support and services** are carried out through the analysis of the following indicators (descriptions of the indicators are approved by order of the Pro-Rector for Studies):

1. The share of the VU budget allocated to financial support for students.
2. The share of individual study plans developed for students with disability-related individual needs, out of the total number of students.
3. The share of students who have received services (academic, career, and psychological counselling; mentoring) out of the total number of students.
4. The share of students participating in informal activities promoting student self-expression out of the total number of students.

The monitored data are also evaluated (the specific data to be evaluated are indicated in the list of the monitored data approved by order of the Pro-Rector for Studies).



The monitoring of student support and services falls under the responsibility of the designated units.

The annual recording of the monitoring results is the responsibility of the SPKS.

The analysis results of the data on student support and services are used for drawing up University activity plans, annual reports on the performance of the University, CAUs, and the SPK, study field self-analysis summaries, plans for the improvement of field studies, and progress reports.

**The reflection and improvement of student support and services** are carried out through continuous planning and data analysis. Taking into account the data collected and evaluated during the process monitoring and evaluation, student support and services can be improved through the following activities:

No.	Activities	Main responsible units	Partially responsible units
1.	Deployment or improvement of IT services	ITPC	SPKS, SAS
2.	Increasing access to student support and services by adapting infrastructure (remote access, languages, compensatory equipment, etc.)	SPKS	VUB, CAU, BGS
3.	Amendments and/or updates to the legal acts regulating student support and services	SPKS	SAS, TKS
4.	Changes and/or improvements to student services and support	SPKS	Designated units

No.	Activities	Main responsible units	Partially responsible units
5.	Initiation and coordination of the development of new support and information projects, taking into account the specific needs of target groups	SPKS	Designated units
6.	Changes and improvements to service delivery tools and channels, taking into account the needs and cohorts of target groups and the period of service provision	SPKS	KRS, internal communication officer, designated units

2.6. STUDY STAFF MANAGEMENT

**The aim of the study staff management process** is to ensure the quality of the following activities: planning and identifying the need for academic (teaching and research) and non-academic (laboratory) staff, their recruitment and selection, employment, working time planning and accounting, work organisation, updating training, and the application of the motivation system.

Study staff management includes the recruitment, work, updating training, and the motivation system of academic and non-academic staff involved in the implementation of studies.

**Objectives of the study staff management process:**

1. To ensure that VU’s teaching and research staff are motivated, suitably qualified, and competent professionals.

2. To ensure a competitive selection and career development system for the study staff.
3. To ensure a clear system of working time planning and accounting.
4. To encourage the study staff's lifelong learning.
5. To maintain and continuously improve the study staff's motivation system.

**The study staff management process is planned** in accordance with the VU Statute, the Republic of Lithuania Law on Science and Studies, the legal acts regulating labour relations and, if necessary, by updating VU's internal documents regulating the procedures for academic staff's employment, recruitment competitions, certification, and updating training, documents regulating the management of research activities and the study process quality, as well as by assessing the need for staff resources in order to ensure the study process quality.

- The CAU administration is responsible for planning the study staff's recruitment and updating training.

**The study staff management process is implemented** under the responsibility of the relevant level:

AT THE VU LEVEL:

- The VU Senate and the Rector are responsible for the development of the academic staff management policy and strategy.
- The PS is responsible for the implementation of the academic staff management policy and strategy.
  1. The PS is responsible for the organisation of the processes of academic staff's certification and recruitment competitions, conclusion of employment contracts and other procedures related to staff administration, as well as the development and improvement of the motivation system and its implementation.

2. In planning and implementing the updating of VU's internal legal acts, the PS cooperates with the Research and Innovation Department (*Mokslo ir inovacijų departamentas*, MID) and the TKS. The updated documents are approved in accordance with the procedures established by the University.
  3. Each year, the PS identifies problems of academic staff management and proposes/plans measures to address them by publishing this information in the annual performance report of the University.
  4. The MID, in accordance with the Procedure for Granting VU Rector's Science Awards approved by the Order of the VU Rector, organises recognition of and incentive granting for academic staff for outstanding annual research achievements and contribution to experimental development.
  5. The SKPS is responsible for organising the election of the best lecturers in cooperation with the VU SA, as well as for the development of the assessment system of teaching staff's pedagogical competencies.
- The Pro-Rector for Organisation Development and Community Affairs and the Pro-Rector for Studies are responsible for creating opportunities for qualification enhancement.
    1. The SKPS develops and implements training offers (programmes, training, seminars, best practice workshops, etc.) for the development of teaching staff's pedagogical competencies.
    2. The PS organises training on the development of general competencies.

#### AT THE UNIT LEVEL:

- The CAU's head or their authorised persons ensure the implementation of the staff management policy and strategy by regulating individual procedures for managing academic staff in accordance with their responsibility. In implementing the staff management policy and strategy, the CAU cooperates with the PS, the TKS, and the MID.

- The CAU's head or their authorised persons are responsible for analysing and planning the need of academic staff resources, implementing the processes of academic staff's certification and recruitment competitions, working time planning and accounting, planning of updating training, encouraging academic staff's lifelong learning, implementing the motivation system; organising and implementing annual interviews to assess the performance of academic staff and to set/agree on annual objectives for their development/performance improvement in accordance with the goal and objectives of the CAU's strategic plan.
- By ensuring the relevance of academic staff's professional development, the CAU's head or their authorised persons consider the proposals provided by the SPK on the need for academic staff's professional development.
- In order to ensure the study quality, the SPK analyses the subject and pedagogical competencies of the SP's academic staff as well as identifies the directions and needs for their further professional development.

#### AT THE INDIVIDUAL LEVEL:

- Academic staff are responsible for the performance of their official functions, compliance with the University's rules of procedure, and academic ethics in their research and pedagogical work, professional development and lifelong learning.
- Academic staff evaluate their performance in annual interviews with their immediate superiors and set annual objectives for their professional development/performance improvement as well as for the achievement of the goals and objectives set out in the CAU's strategic plan.
- Academic staff share best academic practices through academic publications, websites, press, conferences, open discussions, seminars, and other events organised at the University or CAU level.

**The monitoring and evaluation of the study staff management process** are carried out through the analysis of the following indicators (de-

scriptions of the indicators are approved by order of the Pro-Rector for Studies):

1. The ratio of study staff positions.
2. The share of candidates for academic positions out of the total number of vacant academic positions.
3. The share of teaching staff members working at least half-time and not meeting the established workload standard out of all members of the teaching staff working at least half-time.
4. The share of academic staff members who have enhanced their competencies out of the total number of staff members.
5. The share of funds spent on study internationalisation, educational innovation, and interdisciplinary course unit (module) initiatives proposed by academic staff, out of all funds allocated.

The monitored data are also evaluated (the specific data to be evaluated are indicated in the list of the monitored data approved by order of the Pro-Rector for Studies).

- The PS is responsible for monitoring the study staff management process. The monitoring is completed at the end of each academic year by summarising the process results and submitting them to the VU Pro-Rector for Organisation Development and Community Affairs.

The results of the analysis of staff management monitoring are used for drawing up annual reports on the performance of the University and CAUs, study field self-analysis summaries, plans for the improvement of field studies, and progress reports.

**The reflection and improvement of the study staff management process** are carried out through continuous planning and data analysis. Taking into account the data collected and evaluated during the process monitoring and evaluation, the study staff management process can be improved through the following activities:

No.	Activities	Main responsible units	Partially responsible units
1.	Annual accounting of changes in staff and their qualifications	PS, SKPS	CAU
2.	Annual analysis of academic staff's research activities and provision of recommendations on improving the CAU's/individual's research performance	MID	CAU
3.	Annual analysis of the staff's international mobility and provision of recommendations on strengthening the CAU's internationalisation/improving the individual's intercultural competencies	PS, TRS	CAU
4.	Staff surveys carried out once per semester/academic year; adoption and implementation of survey-based decisions to improve employee satisfaction	PS	CAU
5.	Analysis of student feedback surveys on the teaching quality carried out once per semester and provision of recommendations to teaching staff on the improvement of the teaching quality	SKPS, CAU	CAU, SPK
6.	Analysis of the activation of the Virtual Learning Environment carried out once per semester; adoption and implementation of survey-based decisions on the improvement of the individual's IT competencies.	ITPC	CAU, SPK

## 2.7. STUDY RESOURCES MANAGEMENT

**The aim of study resources management** is to ensure adequate and accessible study resources necessary to achieve the learning outcomes set out in study programmes and to ensure the smooth and quality implementation of University studies.

**Study resources** are **physical** (auditoriums, teaching and research laboratories, seminar rooms, computer classrooms, work and recreation areas, conference rooms, libraries, reading rooms, teaching and practice facilities), **financial** (funds allocated for the acquisition, maintenance, and upgrading of physical and information resources), and **information** (methodological tools, printed and digital collections, subscription databases, e-services for teaching staff and students) resources used for study purposes. Study resources must comply with health, safety, and hygiene requirements as well as be adapted for persons with individual needs.

### **Objectives of study resources management:**

1. To plan study resources and implement the activities for improving the planned study resources in a timely and appropriate manner.
2. To ensure appropriate and sustainable use of available study resources.
3. To carry out accounting, control, and evaluation of study resources in a timely and appropriate manner.

### **2.7.1. Physical resources management**

**As regards the planning of the physical resources management process**, the Rector, together with the Council and the Senate, assess available physical resources and make plans for their acquisition, use, and improvement, including the restructuring, reorganisation, or dissolution of the University, the VUB, or core units. The planning process must be consistent with the available resources as well as the needs and expectations



of the entire University community, and contribute to the achievement of the University's vision, mission, and strategic priorities. The Chancellor assists the Rector in managing the University's property and assets, and ensuring the conditions necessary for the implementation of the activities of the Senate, the Council, the CA, and core non-academic units. The University's core non-academic and academic units, in turn, perform the function of planning material resources to ensure the smooth operation and successful implementation of the unit's and the University's strategic objectives.

**As regards implementation of the physical resources management process**, the Rector, together with the Chancellor and the Property Management and Service Centre (*Turto valdymo ir paslaugų centras*, TVPC), manage the University's property and assets to ensure the conditions necessary for the implementation of the activities of the Senate, the Council, the CA, and core non-academic units. The University's core non-academic and academic units, in turn, ensure the smooth operation and successful implementation of the unit's and the University's strategic objectives.

Physical resources management subjects and their responsibilities:

UNIVERSITY LEVEL:

- The **Council** submits its opinion on the University tuition fees to the Senate, taking into account the capacity to ensure the study quality; approves the procedure for the management, use, and disposal of the University's property; approves or rejects any changes to the boundaries of the University's territory, the management of the University's buildings and cultural heritage objects, transfer of the property management to third parties; and submits to the Republic of Lithuania Seimas its decisions on the reorganisation, restructuring, and dissolution of the University (upon the Rector's proposal, having evaluated the academic community's opinion).

- The **Rector** is responsible for the proper accounting, management, use, and disposal of the University's assets; submitting proposals on the total number of student places, the boundaries of the University's territory, the management of the University's buildings and cultural heritage objects, the reorganisation, restructuring, and dissolution of the University, the VUB, or CAUs.
- The **Senate** approves the total number of student places and, considering the Council's opinion and the University tuition fees, assesses the available resources and the capacity to ensure the study quality; discusses draft legal acts concerning any changes to the boundaries of the University's territory, the management of the University's buildings and cultural heritage objects, the reorganisation, restructuring, or dissolution of the University, the VUB, or CAUs.
- The **Chancellor** assists the Rector in managing the University's property and assets, ensuring the material and organisational conditions necessary for the implementation of the activities of the Senate, the Council, branch units of the CA, and/or core non-academic and academic units, and is responsible for the quality, efficiency, and results of their activities.
- The **Pro-Rector for Organisation Development and Community Affairs** is responsible for assisting community members with individual needs (adaptation of facilities, compensatory equipment) and supervising the activities of the VU Botanical Garden, the KC, the SSC, and the Museum.
- The **Pro-Rector for Research** is responsible for strengthening the University as a research institution, developing international-level research, and taking care of the activities of the VUB and VU Press.
- The **TVPC** is responsible for the optimal management of the University's infrastructure (buildings, premises, parking lots, etc.), maintenance and protection of its technical condition, construction and repair works, and the implementation of the 'green university' model.

- The **BC** organises the provision of living space for students, teaching staff members, other staff members, and guests during their studies, work, or leisure time, and manages the dormitories belonging to the University located in Saulėtekis Avenue, M. K. Čiurlionio Street, Didlaukio Street, and Olandų Street.
- The **Training, Recreation, and Practice Base Centres** manage their centres in Puvočiai, Palanga, and Pervalka. The centres offer conference and seminar rooms, accommodation, as well as reading and working rooms. They can be used for organising events, student internships, conferences, training, and recreation. The University's guests are welcome to stay in the apartments located in M. K. Čiurlionio Street.
- The **SSC** manages the University's sports halls, courts, and the stadium, and organises community health promotion initiatives (summer camps, consultations, training, exercise classes, etc.).
- The **VUB** manages its spaces for study, research, work, and communication (quiet workplaces, individual cubicles, group work or seminar rooms, lounges, conference spaces, etc.), and ensures that they are well-equipped to meet the academic community's needs.

#### UNIT LEVEL:

- The **heads of academic units** are responsible for the proper accounting, management, use, and disposal of the unit's assets, and submitting proposals on the total number of student places at the unit.
- **Unit employees in charge of material assets** are responsible for maintaining the equipment assigned to them, organising training for staff members, resource accounting, and other functions provided for by the University's legislation.
- CAU employees in charge of financial and procurement administration organise the acquisition and maintenance of the necessary resources.
- The **SPK** analyses the results of student and teaching staff surveys, assesses the sufficiency/suitability of material resources for the organisation of quality studies, and provides recommendations to the head of the unit on any necessary changes.

#### INDIVIDUAL LEVEL:

- **Teaching staff and students of each study programme** use resources in a responsible way, complete surveys, identify their needs, and assess the sufficiency/suitability of available material resources to ensure quality studies; if necessary, submit proposals to the SPK or the unit administration.

### 2.7.2. Financial resources management

**As regards the planning of the financial resources management process**, effective resources planning falls under the responsibility of the Rector and the Chancellor, while their draft revenue and expenditure estimates, implementation plans, and spending plans are considered by the Senate and approved by the Council. The FD also carries out the planning of the State budget appropriations and funds used for the organisation of the study process, as well as drafts allocation procedures and estimates of expenditures. The planning process must be consistent with the available resources as well as the needs and expectations of the entire University community, and contribute to the achievement of the University's vision, mission, and strategic priorities. The University's core units, in turn, perform the resources planning function to ensure the smooth operation and successful implementation of the unit's and the University's strategic objectives.

**As regards implementation of the financial resources management process**, the Rector, together with the FD, effectively manage the University's financial activities, proper accounting, and use of funds, implement the financial management policy and strategy, and organise the use, accounting, and control of the State budget appropriations and funds used for the organisation of study processes. The Department for Development assists the FD in supervising the use of project funds. The Procurement Division implements and manages procurement processes and advises

CAUs. The Internal Audit Division carries out an internal audit of the University's activities. The heads of CAUs, assisted by staff members responsible for financial and procurement administration, supervise the purposeful and efficient use of funds.

Financial resources management subjects and their responsibilities:

#### UNIVERSITY LEVEL:

- The **Council** approves the University's annual reports on the implementation of the revenue and expenditure estimate, considers the revenue and expenditure estimates for the current year, their implementation plans, and spending plans; submits its opinion on tuition fees to the Senate; and initiates financial audits.
- The **Senate** considers the University's annual reports on the implementation of the revenue and expenditure estimates, the revenue and expenditure estimates for the current year, their implementation plans, and the spending plans; approves tuition fees.
- The **Rector** is responsible for the University's financial efficiency and the proper accounting, management, and use of funds; the Rector publishes the revenue and expenditure estimates for the current year, the report on the implementation of the revenue and expenditure estimates for the previous year, the descriptions of procedures for the determination of official salaries, bonuses, additional pays and incentives for employees' work and achievements, as well as determines the amounts of bonuses and additional pays; the Rector approves tuition and service fees, and the amounts of various fees not related to the implementation of study programmes, or delegates this function as appropriate.
- The **Chancellor** assists the Rector in managing the University's property, assets, and finances, and is responsible for attracting and implementing investment and operational projects (in all fields except those under the supervision of the Pro-Rectors), and public procurement processes.
- The **Finance Department** is responsible for the implementation of the financial management policy and strategy, carries out the procedures

for planning the State budget appropriations and funds used for the organisation of the study process, drafts allocation procedures and expenditure estimates, as well as carries out accounting and control of the use of funds. Together with the Department for Development, the Finance Department supervises the use of project funds.

- The **Procurement Division** implements and manages the University's procurement processes and advises CAUs.
- The **Internal Audit Division** carries out an internal audit of the University's activities.

#### UNIT LEVEL:

- The **heads of CAUs** are responsible for the planning of the unit's revenue and for the lawful, purposeful, and efficient use of funds for the unit's purposes.
- **The CAU's employees in charge of financial and procurement administration** are, in accordance with the procedures established by the VU, responsible for the planning and accounting of the unit's budget appropriations and the funds received for the provision of services, carry out low-value public procurements assigned by the VU Procurement Division, take care of the financial situation analysis and the proper use of funds, as well as maintain and improve the internal financial accounting system.
- **The SPK, the CAU Council, and branch academic units** submit to the CAU's head the information on the need for equipment or an upgrade plan for the teaching laboratories (for the next year's budget planning), as well as distribute the funds allocated by the CAU's head to the study programme and the teaching laboratories.

#### INDIVIDUAL LEVEL:

- **Teaching staff and students of the study programme** reflect on their needs and provide feedback to the SPK or unit administration as needed (on the need for student support, effectiveness of financial incentives, etc.).

### 2.7.3. Information resources management

**As regards the planning of the information resources management process**, the Pro-Rector for Research, together with the VUB, are responsible for planning the information resources fund that corresponds to the needs of study programmes and the academic community. The VU Press plans the publication of books, study literature, scientific journals, and doctoral dissertations, ensures the process is smooth, efficient and meets authors' and the academic community's needs as well as corresponds to the available resources. The Chancellor, together with the ITPC, plans the need for information services and ensures that it is met in an efficient and quality manner. Internship placements: CAUs, together with the Student Affairs and Career Office (*Studentų paslaugų ir karjeros skyrius*, SPKS), plan the need for internship placements by assessing the number of students and suitability of internship placements, plan internship-related publishing and selection processes, and students' training needs. The University's CAUs and other non-academic units that admit students for internships plan the needs and activities of prospective interns in advance.

**As regards implementation of the information resources management process**, the Chancellor, together with the ITPC, is responsible for the effective management of information services, the creation, maintenance, and development of modern IT services systems; developing software tools for various learning services and ensuring their quality. The VUB serves the academic community and ensures access to the necessary resources and convenient working spaces. The VU Press publishes research, informational, representative, and popular science books, study literature, scientific journals, and doctoral dissertations. Internship placements: CAUs, together with the SPKS, implement the selection of internship placements and students, publish the relevant information, assist students in participating in competitions and submitting the necessary documentation, provide advice on internship-related issues, etc. The University's CAUs and other non-academic units that admit students for internships ensure smooth internship processes.

Information resources management subjects and their responsibilities:

#### UNIVERSITY LEVEL:

- The **Chancellor** is responsible for the effective management of information technology services at the University.
- The **ITPC** creates, maintains, and develops the University's modern IT services systems, represents the University in the field of development and application of IT services both in Lithuania and abroad, develops software tools for the provision of information, e-learning and other e-services, and ensures the quality of support for these services, provides Internet and data transmission services, prepares the description of data protection measures and submits proposals on the regulation of the proper use, maintenance, and protection of personal data at the University.
- The **VUB (including libraries located at VU units)** develops a fund of information resources that corresponds to the needs of the University's study programmes, research fields, and the academic community. The VUB is an open and flexible space for study, research, work, and communication.
- The **VU Press** publishes research, informational, representative, and popular science books, study literature, scientific journals, and doctoral dissertations.
- The **SPKS** coordinates the organisation of SMART internships at the University, provides advice on internships abroad, writing CVs and motivation letters.
- **The University's non-academic units<sup>1</sup>** – the Botanical Garden, Press, Museum, Methodical STEAM Education Centre, SSC – establish and offer internship placements, provide students with the necessary tools, and coordinate interns' activities at internship places.

1 VU has 12 core non-academic units: Vilnius University Library, Vilnius University Botanical Garden, the Dormitory Centre, the Information Technology Service Center, the Culture Centre, the Training and Practice Base Centre, the Health and Sport Center, the Property Management and Service Centre, Confucius Institute, Vilnius University Museum, Vilnius University Press, and the Methodical STEAM Education Centre.



## UNIT LEVEL:

- **The libraries located at VU units and their specialists** develop a fund of information resources that corresponds to the needs of the University's study programmes, research fields, and the academic community. The VUB is an open and flexible space for study, research, work, and communication.
- **Studies offices** act as intermediaries in collecting the information on teaching staff's, researchers', and students' needs for information and methodological resources. Unless otherwise specified by CAUs, studies offices coordinate and organise student internships, ensure their quality, publish relevant information on internship placements and requirements, advise students and internship institutions on internship organisation, select institutions meeting the internship requirements, offer internship placements, organise surveys for internship hosts and interns on the quality of internships, and systematise the acquired results.
- **Unit employees in charge of finance and procurement** carry out lower-value procurements of methodological and information resources (e.g. computer software).
- **The CAU administrations** are potential internship hosts for students, providing the necessary conditions and organising work.
- **The SPK** considers the suitability and sufficiency of information and methodological resources for studies and can provide recommendations for their updating or additional acquisition. It also considers internship procedures (course unit descriptions), the suitability of internship places, analyses the results of student surveys and initiates changes.

## INDIVIDUAL LEVEL:

- **Teaching staff and students of the study programme** complete surveys, identify their needs, and assess the sufficiency/suitability of available information resources to ensure quality studies; if necessary, submit recommendations to the SPK or the unit administration.

- **Students of the study programme** timely inform the SPK or the CAU's Studies Office (depending on the unit's internal procedures) about their internship needs/choices, arrange the necessary documentation, actively engage in internship activities, and respect the rules of internship hosts and the University.

**The monitoring and evaluation of the study resources management process** are carried out through the analysis of the following indicator (descriptions of the indicators are approved by order of the Pro-Rector for Studies):

1. Expenditure per student allocated to study resources.

The monitored data are also evaluated (the specific data to be evaluated are indicated in the list of the monitored data approved by order of the Pro-Rector for Studies).

- Monitoring of the study resources management process falls under the responsibility of the CAU's deputy head for studies. The monitoring is completed at the end of each academic year by summarising the process results and presenting them in the CAU's annual performance report.

The results of the analysis of study resources management monitoring are used for drawing up annual reports on the performance of the University and CAUs, study field self-analysis summaries, plans for the improvement of field studies, and progress reports.

The reflection and improvement of the study resources management process are carried out through continuous planning and data analysis. Taking into account the data collected and evaluated during the process monitoring and evaluation, study resources can be improved through the following activities:

No.	Activities	Main responsible units	Partially responsible units
1.	Planning of infrastructure improvements and organisation of renovation works of facilities used in the study process	Rector, Council, Senate, Chancellor, CAUs' heads, CAU Council	TVPC, BC, VUB, ITPC
2.	Revision of the University and CAU budget funds allocated to resources	Rector, Council, Senate, CAUs' heads, CAU Council	Chancellor, FD

## 2.8. MANAGEMENT AND PUBLICATION OF STUDY INFORMATION

**Management and publication of study information** include two sub-processes:

1. Management and publication of **statistical data** enabling the evaluation of the study quality, study processes and their results;
2. Collection, analysis, use (management), and publication of **feedback data**.

### 2.8.1. Statistical study data management and publication

**The purpose of management and publication of statistical study data** is to make data-based study management decisions and to inform the University community, social stakeholders, and the public about the University's study-related activities and their quality.

**Objectives of management and publication of statistical study data:**

1. To identify indicators for measuring the study quality.

2. To periodically collect and update data on information needs from external institutions, CAUs (teaching staff, the SPK, administration) and other University units.
3. Based on the collected data, to formulate the indicators to be published and their descriptions, transfer the data to data repositories, and prepare the necessary reports in the data management platform 'Power BI'.
4. To publish accurate, up-to-date, and easily accessible information to the University community and the public.

**The process of statistical study data management and publication is planned** in the context of other processes taking place at the University and stakeholders' needs. The process of information management and publication is planned in the following steps:

- Data requests are made on a one-stop shop basis. The SKPS classifies these requests in the register.
- Once a year, the SKPS assesses changes in external institutions' needs for data and data requests received, external institutions' need for data and the need to update the Study Quality Guide, as well as decides, together with the CAUs' representatives, which data must be submitted periodically and which indicators can be dropped from the list.
- The indicators are updated based on these decisions. The descriptions of the indicators are approved by the VU Pro-Rector for Studies. The descriptions specify the level of data collection (at the institutional, CAU, and SPK levels), the responsibilities for data entry, and the methods of their publication. Where necessary, the CAUs can plan to collect and monitor data not included in the list of indicators specified in the VU Study Quality Guide.

The planning and approval of centrally monitored study data indicators fall under the responsibility of the SKPS.

The CAU’s deputy head for studies is responsible for planning the list of study data indicators to be monitored by the CAU (other than those collected by the SPKS).

Implementation of the statistical study data management and publication process

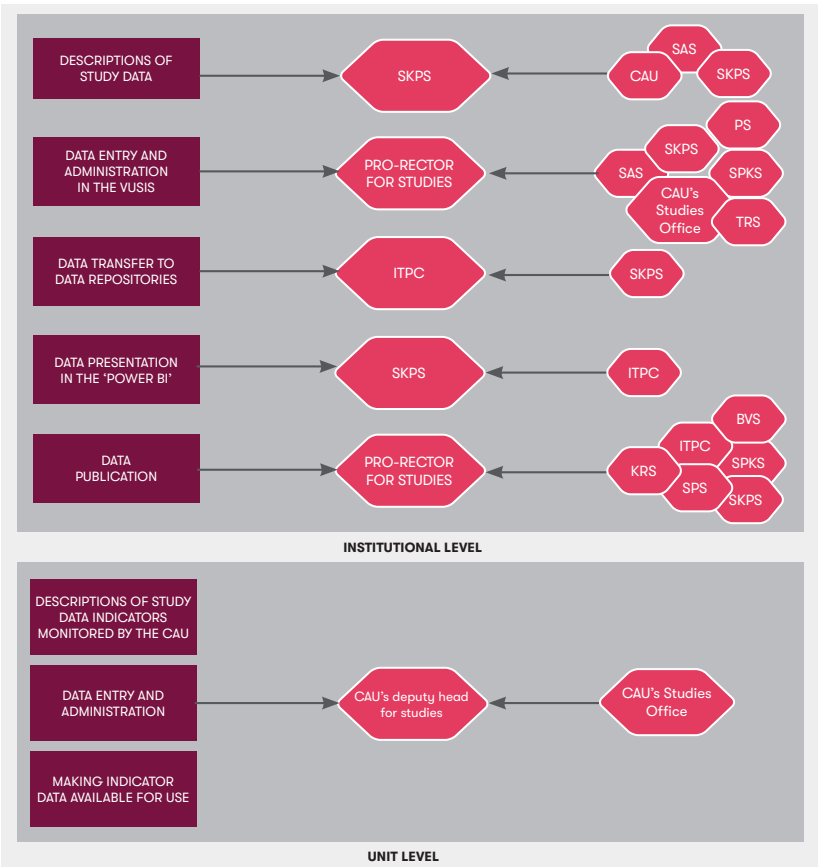


Figure 8. Implementation of the process of management and publication of statistical study data by levels

- The ITPC is responsible for transferring centrally monitored study data to data repositories.
- The SKPS is responsible for mapping centrally monitored study data in 'Power BI'.

**The monitoring of the results of the statistical study data management and publication process must comply with the following requirements:**

1. The data must be correct and consistent across different platforms. Data accuracy is measured by determining the number of identified discrepancies. Such discrepancies are identified by data users through the 'Report data discrepancies' (available in Lithuanian) function available on the Intranet.
2. Reporting and data analysis must be carried out in a timely manner, before taking decisions regarding the study process. The timeliness of data submission is measured by analysing the compliance with the deadlines set in the descriptions of the indicators.
3. The data must be accessible and clearly presented to the University community members, the public, and external institutions. Data accessibility and clarity are measured by determining the number of report users and usage frequency, as well as stakeholders' feedback on the adequacy of the information provided.

The following indicator data are also evaluated (descriptions of the indicators are approved by order of the Pro-Rector for Studies):

1. The share of study indicators publicly available to the University community and the public out of all data to be collected.
2. The share of representative surveys out of the total number of surveys conducted.

**Improvements in the management and publication of statistical study data** are gradually automated in order to ensure that data are collected

and used in a timely, convenient, and accessible manner by all University stakeholders, by eliminating the practice of inefficient data collection to the maximum possible extent. The process of information management and publication can be improved through the following steps:

- Correcting the discrepancies identified through the 'Report data discrepancies' function.
- Once a year, evaluating the timeliness of data updates and adjusting the data submission

process or indicator descriptions.

- Once a year, assessing the number of report users, taking into account the expected size of the target audience; taking relevant decisions on more appropriate ways to present data and publish reports.

### 2.8.2. Feedback management and publication

Internal study quality assurance and its continuous improvement is based, among other tools, on the measurement of the opinions of students, teaching staff, graduates, employers, and other stakeholders, and the use of the data obtained.

**The aim of managing and publishing feedback** from the participants of the University's study process is to effectively and systematically measure the expectations and needs of the participants of the study process and their satisfaction. Participant feedback includes reviews and evaluations from students of all study cycles, graduates, VU employees, and social partners.

**Feedback management and publication are planned** by assessing the representativeness of survey results, participant activity, and survey results, and anticipating the necessary changes to improve the process outcome.

#### AT THE VU LEVEL:

- Planning, implementation, evaluation, and improvement of the process of collecting feedback from students (except medical residents) fall under the responsibility of the SKPS. In case of medical residents, it is the responsibility of the MF Studies Office.
- Planning, implementation, evaluation, and improvement of the process of collecting feedback from graduates fall under the responsibility of the SPKS.
- Planning, implementation, evaluation, and improvement of the process of collecting feedback from VU employees fall under the responsibility of the Pro-Rector for Organisation Development and Community Affairs.

#### AT THE UNIT LEVEL:

- Planning, implementation, evaluation, and improvement of the process of collecting feedback from social partners fall under the responsibility of the CAU administration.

**Feedback management and publication are implemented** in accordance with:

- The Procedure for Organising Feedback from Social Stakeholders on Improving Study Quality at Vilnius University, approved by the order of the Rector;
- The Methodology for Conducting and Presenting the Results of Feedback Surveys on a Course Unit (Module) and its Teaching approved by the Pro-Rector for Studies.

The feedback system for the study process participants is implemented in cooperation with the representatives of these groups. Student feedback is obtained by means of the questionnaires presented in the annexes to this Procedure.



In order to ensure effective feedback from the study process participants and to use the obtained data for the improvement of the study quality, the University uses and improves the **VU Electronic Survey System**. Being integrated in the VUSIS under the section 'Surveys', this system:

- allows students to anonymously express their opinions about the semester studies and specific course units studied;
- directly provides teaching staff with student feedback on the course units they teach;
- directly provides the SPK with student feedback on the course units included in that study programme, information on students' satisfaction with their semester studies, and final-year students' opinions on their studies at VU;
- directly provides the unit administration with student feedback on the course units of all study programmes implemented at the unit, information on the CAU's students' satisfaction with their semester studies, and the CAU's final-year students' opinion on their studies at VU.

Using the VU Electronic Survey System, the VU periodically conducts the following surveys:

- Surveys for students of the first cycle, second cycle, integrated, and professional pedagogy study programmes on the specific course units (modules) studied in each semester and on their overall satisfaction with the studies.

**Use of feedback data:** teaching staff members use feedback data for the development of their course units (modules); the CAUs' SPKs and administrations use feedback data for continuous quality assurance and improvement of study programmes, preparation of self-analyses necessary for external evaluations of the field studies, analysis of KVSPs, CAUs' annual activity reports, and planning of improvement activities; the Studies Affairs Committee of the VU Senate uses feedback data for the evaluation of internal renewal of study programmes; the Certification Commission

uses feedback data for the certification of teaching staff members/competitions; the CAU administration and the University administration use feedback data for the improvement of activities carried out by the unit and the University; the VU SA uses feedback data for the submission of proposals on changes in the study process.

**The feedback data is published** under the 'Feedback' section on the VU website, while the detailed data for the teaching and administrative staff is published in the survey system.

**The results of the feedback management and publication process are monitored and evaluated** by analysing the survey data.

- The monitoring of the feedback management and publication process falls under the responsibility of the SKPS. The monitoring is completed at the end of each academic year by summarising the process results and submitting them to the VU Pro-Rector for Studies.

The results of the analysis of feedback management monitoring are used for drawing up annual reports on the performance of the University and CAUs, study field self-analysis summaries, plans for the improvement of field studies, and progress reports.

**The reflection and improvement of the feedback management and publication process** are carried out through continuous planning and data analysis. Taking into account the data collected and evaluated during the process monitoring and evaluation, study resources can be improved through the following activities:

No.	Activities	Main responsible units	Partially responsible units
1.	Amendments to the legal acts regulating the collection of feedback and updating of the means for publishing survey results, based on the survey response rate	SKPS, SPKS	TKS
2.	Improvement of survey questionnaires, based on the survey results, changes in the study policy, and strategic objectives	SKPS, SPKS, TRS	
3.	Changes to incentives for feedback provision	SKPS, SPKS, TRS	KRS, CAU administration, SPK, teaching staff, VU SA

**3.**

**EFFECTIVENESS  
ANALYSIS AND  
IMPROVEMENT OF  
THE STUDY QUALITY  
MANAGEMENT  
SYSTEM**

**The analysis and improvement of the effectiveness of the study quality management system** are the ways and tools of achieving and maintaining the established (desired) quality of studies and related quality-determining activities.

**The purpose of the analysis and improvement of the effectiveness of the study quality management system** is to influence the activities determining the study quality.

Ensuring the effectiveness of the study quality management system includes the quality of studies and related quality-determining activities, implementing the study quality management system, as well as evaluating and improving related activities.

Quality planning of studies and related quality-determining activities includes the development of the VU study quality policy as well as the establishment of quality criteria and indicators for studies and related quality-determining activities.

**The study quality management system is implemented** by pursuing the VU study quality policy through the processes described in the Study Quality Guide and the implementation of responsibilities distributed within the University community, as well as through the tools for ensuring and improving the quality of studies and related quality-determining activities, as provided for in the CAU's operational plan.

**The evaluation of the effectiveness of the study quality management system** includes the following in terms of the quality of studies and related quality-determining activities: analysis of quality planning, implementation, and improvement efforts, analysis of the current situation and results, progress determination, as well as anticipation of opportunities and prospects.

The evaluation of the effectiveness of the study quality management system is based on the following principles: compatibility of the evaluation

areas, criteria, and methods with the requirements for the external institutional evaluation and the European Quality Assurance Register for Higher Education; the involvement of the academic community and other stakeholders in the evaluation process; and the ethics, objectivity, and validity of the evaluation.

The evaluation of the effectiveness of the study quality management system includes:

- the CAU's self-assessment, i.e. continuous monitoring and analysis of the compliance of the quality criteria and indicators for studies and related quality-determining activities with the set objectives;
- a systematic, independent, and periodic evaluation of the effectiveness of the tools used by the CAU to ensure and improve the quality of studies and related quality-determining activities;
- the results of external expert evaluation.

**The improvement of the study quality management system** involves the anticipation and implementation of the quality improvement (adjustment) and preventive measures for ensuring the quality of studies and related quality-determining activities.

The implementation of the study quality management system at the University is coordinated by the SKPS. Responsibilities for the implementation of the processes described in the Study Quality Guide are assigned to different University units and designated individuals at the institutional, CAU, and study programme/individual levels.

The vertical functional links of the University's internal organisational structure are complemented by horizontal links that include the Studies Affairs Committee of the VU Senate, the Quality and Development Affairs Committee of the Senate, the Interdisciplinary Studies Commission, the SKK, as well as the study boards and the CAUs' SPKs (see Figure 9).

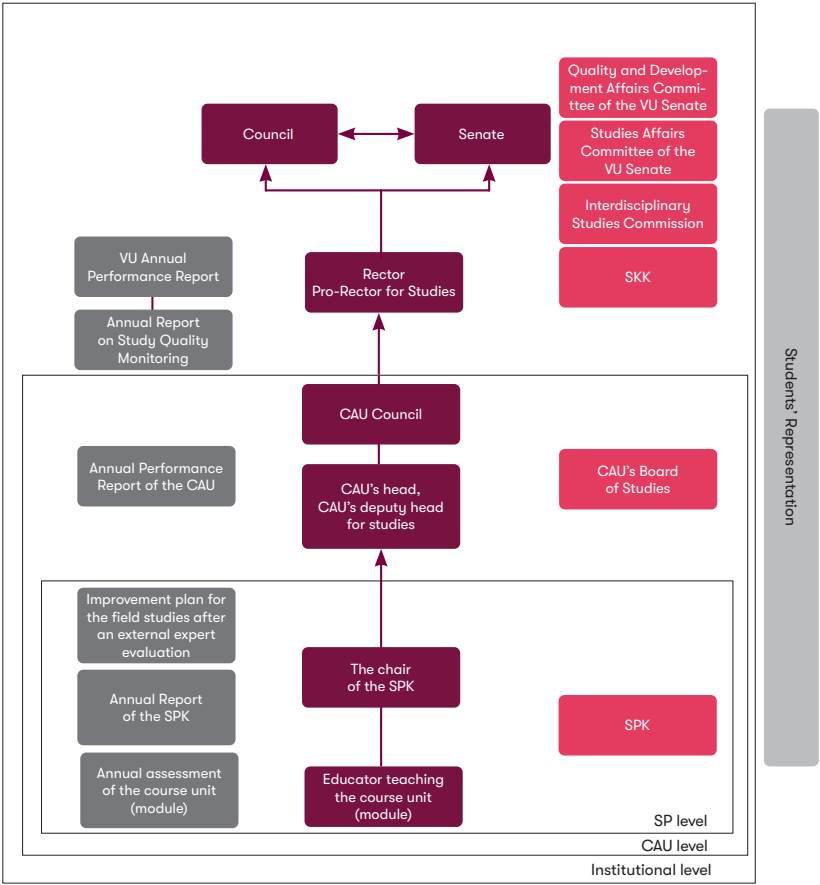


Figure 9. **Key subjects of the VU study quality management system and their accountability**

The Quality and Development Affairs Committee of the VU Senate is responsible for monitoring the implementation of the mechanisms and procedures of the study quality management system, assessing the study results as well as the quality and level of the University's overall performance, and submitting its conclusions to the Senate. The Studies Affairs Committee of the VU Senate is responsible for considering, within the Senate's competence, issues related to the University's study activities and submitting its opinion to the Senate. The Interdisciplinary Studies Commission is responsible for considering and approving interdisciplinary course units (modules).

The SKK is responsible for considering the study improvement plans developed after external expert evaluations.

The heads of CAUs and their deputy heads for studies consolidate and coordinate the community efforts in implementing the quality management system at the CAU level. This structure ensures the maintenance of the effectiveness and functionality of the study quality system, the improvement of the system, the monitoring of the implementation of study quality-related decisions, and the identification of corrective and preventive factors.



Prepared by Vilnius University Student Services and Careers Department  
E-mail: [konsultavimas@vu.lt](mailto:konsultavimas@vu.lt)  
Tel. +370 5 219 3144

Designer Jurga Tévelienė  
Layout designer Nijolė Bukantienė  
Vilniaus universiteto leidykla  
Saulėtekio al. 9, III rūmai, LT-10222 Vilnius  
[info@leidykla.vu.lt](mailto:info@leidykla.vu.lt), [www.leidykla.vu.lt/en/](http://www.leidykla.vu.lt/en/)  
[www.knygynas.vu.lt](http://www.knygynas.vu.lt), [www.zurnalai.vu.lt](http://www.zurnalai.vu.lt)