

PROGRESS REPORT ON THE IMPLEMENTATION OF EXTERNAL REVIEW RECOMMENDATIONS

Recommendations provided by experts	Actions taken by the HEI to implement the recommendation	Change that has occurred or is expected (details on how the intended actions have contributed or will contribute to the implementation of the recommendation, and evidence of the results achieved)
<i>For the Area of Management</i>		
<p>1.1. Kauno kolegija may wish to consider whether its approach to strategic planning results in a degree of complexity that could impede the effective execution of the monitoring and implementation process.</p>	<p>Actions taken: The Strategic Planning and Quality Management Unit of Kauno kolegija periodically (annually) reviews the strategic planning process in order to assess the effectiveness of monitoring the implementation of the strategy. This review is carried out while preparing the Annual Activity Report of Kauno kolegija, in which the Strategy Implementation Report is included as one of the annexes. To improve the process of strategy monitoring and implementation, <i>the Description of Self-Assessment Reports and Activity Planning</i> at Kauno kolegija was updated in 2023 (New Edition by Order No. 1-488 of 16 November 2023), ensuring the annual monitoring of the implementation of the Strategic Activity Plan. The strategic management processes of individual activity areas have also been improved. <i>The Description of the Procedure for the Management of Applied Research, Experimental Development and Art Activities</i> (approved by Resolution of the Academic Council No. AT-67 of 22 November 2024 and New Edition approved by Resolution of</p>	<p>The effectiveness of the strategic planning and strategy implementation monitoring procedure has been assessed, contributing to the improvement of annual activity planning and implementation monitoring, the improvement of strategic planning and monitoring in applied research and art activities, and the improvement of strategic financial management. When preparing the strategy of Kauno kolegija for the new period, the reasons for the achievement / non-achievement of the strategic indicators were analysed, and the strategic performance indicators for the next strategic period were accordingly established. The updated management system for applied science and art activities ensures a purposeful long-term pursuit of results, when the monitoring of the implementation of strategic programmes is aligned with the procedures for monitoring the implementation of interim and annual activity plans of research groups. This allows for the rapid initiation of changes by identifying areas for improvement. By aligning budget planning with the preparation, submission, and approval processes of self-assessment reports and annual activity reports of Kauno kolegija and its units / divisions, and by linking it to the strategic programmes, the financial planning of Kauno kolegija will become more purposeful, and the efficiency of financial</p>

	<p>the Academic Council No. AT-56 of 21 October 2025) defines the process for developing and updating science and/or art programmes of the R&D unit, as well as the processes for planning, updating, and monitoring the annual activities of research groups. The Vice Deans for Science of academic divisions are responsible for monitoring the planning and implementation of the annual activities of research groups, while the Unit for Applied Science is obliged to periodically (annually) monitor the implementation of long-term programmes of R&D units at the institutional level. In this way, the strategic planning and implementation monitoring processes of applied research activities have been strengthened at the level of academic divisions and at the institutional level.</p> <p>Strategic planning and implementation monitoring are also being strengthened in terms of financial management:</p> <ul style="list-style-type: none"> • In 2025, the Council of Kauno kolegija approved <i>the Description of the Procedure for Budget Formation and Management of Kauno kolegija</i> (Resolution of KK Council No. (2.5E)-54-27 of 20 November 2025), which stipulates that the budget of Kauno kolegija is formed in accordance with the strategic programmes of Kauno kolegija, the annual activity plans of its units / divisions, and its financial capacities. • At the end of 2025, Kauno kolegija initiated the preparation of <i>the Description of the Procedure for the Strategic Initiatives Fund</i>, the purpose of which is to define the main principles for forming the fund, preparing and approving 	<p>management control and accountability processes will increase.</p> <p>A Strategic Initiatives Fund is being established with the aim of financing internal initiatives that support the development and improvement of studies, research, infrastructure, and other activity areas of Kauno kolegija. This will enable the purposeful planning of financial resources for the achievement of strategic goals and ensure effective monitoring, control, and accountability.</p> <p>The systematic strengthening of the links between the budget and the strategic programmes will enable the implementation of a resource-based management model, creating conditions for impact assessment based on social, economic, and academic outcomes.</p> <p>The updated strategic management procedure of Kauno kolegija will consolidate the changes implemented in the area of strategic management by establishing clear stages and responsibilities for strategic planning and implementation monitoring.</p>
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	<p>expenditure estimates, implementing the budget, and ensuring control and accountability.</p> <p>Further planned actions: Following the approval of Kauno kolegija Strategy 2030, a review and update of <i>the Strategic Management Procedure of Kauno kolegija</i> (approved by Order No. 1-6 of 7 January 2020) is planned, aligning it with the strategic and annual planning documents of the activity areas of Kauno kolegija.</p>	
<p>1.2. Kauno kolegija might benefit from an institution-wide debate on the implications for its structure, culture, and preferred styles of management of the concept of a “learning organisation”.</p>	<p>Actions taken: The establishment of the Lifelong Learning Centre was discussed at the meeting of the Academic Council on 28 January 2025 (Resolution No. AT-5) and at the meeting of the Council of Kauno kolegija on 13 February 2025 (Resolution No. (2.5E)-54-4). In March 2025, the Lifelong Learning Centre was established with the aim of organising, delivering, and coordinating the development and assessment of the competences of the community of Kauno kolegija, employees of public and private sector organisations, natural persons, and children. The Centre also aims to develop non-formal education and foster a culture of personal growth and lifelong learning. A concept for the activities of the Lifelong Learning Centre has been developed, covering the following areas of activity:</p> <ul style="list-style-type: none"> - coordinate the competence development of employees of external companies, institutions, and organisations, as well as individual learners (teachers, school 	<p>With the establishment of the Lifelong Learning Centre, a structural change has taken place at Kauno kolegija – a coordinated system has been created to ensure consistent planning and implementation of lifelong learning processes across the entire institution. The Centre has become a unifying element that strengthens the common culture of Kauno kolegija as a learning organisation, in which the development of employees, students, and other stakeholders is regarded as an integral part of institutional activity. During the period 2024–2025, various competence development activities were carried out at Kauno kolegija, aimed at strengthening both professional and general competences, and fostering reflection, cooperation, and the ability to learn from experience. These activities included internal training sessions, thematic meetings, international weeks, and participation in partnership networks. For example, the training session on positive thinking (“Developing Positive Thinking for a Smooth Start to the Academic Year”) emphasised the importance of continuous development for both staff and organisational growth, while during the international week “Building Resilience and Networks for the Digital Future,” topics related to community resilience and digital competences were discussed. Events of</p>

	<p>learners, healthcare professionals, surveyors, geodesists, social workers, and specialists in other fields);</p> <ul style="list-style-type: none"> - coordinate non-formal education programmes, ensuring their relevance, quality, and long-term impact; - organise and implement systematic competence development for the employees of Kauno kolegija, taking into account the existing and required teaching / learning, research, professional, and general competences, as well as the strategic goals of Kauno kolegija. <p>A competence development event plan for the staff of Kauno kolegija has been prepared, including events aimed at enhancing teaching / learning, research, professional, and general competences.</p> <p>Since 1 January 2025, when Kauno kolegija became a member of the European University Alliance UNINOVIS Data for L.I.F.E (101177239 – UNINOVIS – ERASMUS-EDU-2024-EUR-UNIV), an international network bringing together higher education institutions from the Netherlands, France, Germany, Italy, Finland, Spain, Albania, and Lithuania, the implementation of the second work package (WP2) has begun. Its aim is to provide opportunities for students, researchers, staff, and local communities to develop their skills and become change-makers in green and digital transformation processes, as well as to strengthen data literacy among all population groups.</p>	<p>this nature are becoming an integral part of the culture of continuous improvement at Kauno kolegija.</p> <p>The participation of Kauno kolegija in the European University Alliance UNINOVIS has strengthened the lifelong learning dimension at the international level. By implementing Work Package WP2 “Learning for Future Skills”, Kauno kolegija has actively engaged in initiatives aimed at developing skills, social inclusion, green and digital competences.</p> <p>These processes reflect a qualitative change within the institution: learning and development are becoming part of the organisational culture, integrated into the strategic, academic, and human resource management levels.</p> <p>The expected change is that, together with the updated Kauno kolegija Strategy 2030, the Lifelong Learning Centre will be further developed, strengthening its role as a coordinating unit that ensures the continuity and coherence of lifelong learning processes for the entire community.</p>
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	<p>Further planned actions:</p> <p>Activate the Lifelong Learning Centre by providing training services to internal and external users.</p>	
<p>1.3. AC should, as a matter of priority, ensure that all relevant stakeholders are represented on its Council. It should also ensure better integration of students and encourage their more active participation in governance and, in particular, in decision-making processes.</p>	<p>Actions taken:</p> <p>In accordance with the Resolution of the Academic Council of Kauno kolegija No. AT-9 of 8 February 2024, the Resolution of the Council of Kauno kolegija No. (2.5E)-54-17 of 20 May 2024, and Resolution of the Government of the Republic of Lithuania No. 380 of 22 May 2024 “On the Reorganisation of the Public Enterprise Alytus by Merging it into the Public Enterprise Kauno kolegija...”, Alytus College was merged into Kauno kolegija as of 1 July 2024 and became Alytus Faculty of Kauno kolegija.</p> <p>Following the reorganisation, the governance model and internal legal acts of Kauno kolegija became applicable to Alytus Faculty, ensuring the representation and involvement of all stakeholders (employees, students, and social partners) in decision-making.</p> <p>On 27 September 2024 <i>the Description of the Procedure for the Election of Members of Kauno kolegija Council</i> was approved by Resolution of the Academic Council No. AT-43.</p> <p>On 5 September 2024 <i>the Description of the Procedure for the Election of Members of the Academic Council</i> was approved by Order of KK Director No. 1-382 (as amended on 13 September 2024 by Order No. 1-401). This document clearly provides for the inclusion of representatives of Alytus Faculty (academic staff and students) in</p>	<p>In accordance with the Descriptions of the Procedure for the Election of Members of the Council and the Academic Council of Kauno kolegija, the involvement of all stakeholders in governance has long been a strength of the institutional culture at Kauno kolegija; therefore, during the reorganisation, this good practice was consistently transferred to Alytus Faculty.</p> <p>Following the merger, the community of Alytus Faculty has been integrated into the collegial governing bodies of Kauno kolegija: academic staff, students, and social partners actively participate in the Council, the Academic Council, study field committees, and other working bodies. This ensures not only formal representation but also real participation in decision-making processes.</p> <p>The updated composition of the committees ensured the participation of academic staff, students, and/or social partners of Alytus Faculty in decision-making processes in all nine study fields.</p> <p>The representatives of Alytus Faculty have become fully-fledged participants in academic discussions and decision-making, contributing to the consolidation of study programmes, the updating of study field strategies, and the planning of new programmes relevant to the region.</p> <p>Expected change:</p> <p>Upon completion of the training programme, student representatives of Alytus Faculty will have a better understanding of their role and responsibilities in representing the student community at Kauno kolegija. Strengthened competences will enable them to participate</p>

	<p>the Academic Council together with members from other faculties.</p> <p>Academic staff and students of Alytus Faculty have been included in the composition of nine study field committees in accordance with the Regulations on the Activities of Study Field Committees of Kauno kolegija.</p> <p>The Student Representative Training Plan for the 2025/2026 academic year was approved by Order of KK Director No. 1-414 as of 25 September 2025.</p> <p>Further planned actions:</p> <ul style="list-style-type: none"> • Train student representatives (members of the Academic Council, Council, Study Field / Study Programme Committees) in accordance with the Student Representative Training Plan. • Establish incentive measures (training, information seminars, etc.) to encourage more active involvement of student representatives in governance and decision-making processes. 	<p>more actively in governance and decision-making processes and to effectively represent student interests.</p> <p>During the training, students will acquire clear knowledge about their rights and responsibilities at Alytus Faculty and the entire Kauno kolegija. They will learn to analyse student needs and issues, express their position constructively, and communicate effectively both orally and in writing. They will also develop the ability to use artificial intelligence responsibly in academic activities, and strengthen their leadership, teamwork, conflict-resolution, and reflection skills – all of which are essential for effective representation. The consistent implementation of the training, continuous feedback collection, and ongoing improvement of the programme will help to enhance the quality of representation, ensure smoother communication between Alytus Faculty, the administration of Kauno kolegija, and students, and encourage greater student engagement in the decision-making processes at Kauno kolegija.</p> <p>The involvement of student representatives in governance is already a strength of Kauno kolegija, and the implementation of this programme will contribute to the sustainability and further development of this strength, ensuring that inclusion, leadership, and partnership remain key principles of governance in all divisions of the institution, including Alytus Faculty.</p>
1.4. AC should revise its mission statement to make it more specific and highlight unique features of the College and thus to guide the strategic management of AC.	<p>Actions taken:</p> <p>After the reorganisation, Alytus Faculty became part of the strategic system of Kauno kolegija, operating in accordance with the unified strategic principles, mission, and vision.</p> <p>When developing the new strategy for 2030, a new mission for Kauno kolegija was formulated, which is also relevant to Alytus Faculty.</p>	<p>The previous weaknesses in the strategic management of Alytus College, related to the abstract nature of its mission and fragmented planning, have been eliminated. Alytus Faculty now operates under a clear, data-driven, and efficient planning and monitoring system based on the strategic management model of Kauno kolegija.</p> <p>When developing the new strategy of Kauno kolegija, consideration was given to the unique regional characteristics of Alytus Faculty – the development priorities of Southern</p>

	<p>Further planned actions:</p> <p>-</p>	<p>Lithuania, the needs of the regional labour market, community engagement, and the potential for applied research.</p> <p>Expected change: A unified mission and vision will ensure consistency in strategic management in the entire Kauno kolegija, create conditions for the sustainable integration of Alytus Faculty, and further strengthen the institution's position as a regional leader in applied sciences.</p>
<p>1.5. AC should develop a coherent framework for strategic planning, and review and revise its Strategic Development Plan to include a suitable context analysis, covering both the external and internal environments, and set SMART objectives, appropriate indicators and aligned action plans, supported by an adequate monitoring and reporting system.</p>	<p>Actions taken: Following the merger of Alytus College with Kauno kolegija (Resolution No. 380 of 22 May 2024 by the Government of the Republic of Lithuania), Alytus Faculty was integrated into the unified strategic planning and monitoring system of Kauno kolegija, which operates in accordance with <i>the Description of the Procedure for Self-Assessment and Activity Planning</i> approved by Order of KK Director No. 1-380 of 18 October 2018 (New Edition No. 1-488 of 16 November 2023). In 2024, the first self-assessment report of Alytus Faculty was prepared using the common methodology of Kauno kolegija. It covers both the analysis of the internal environment (performance results, resources, staff, quality of studies) and the external environment (regional needs, social partners, sectoral developments). In 2025, the development process for the new Strategy of Kauno kolegija (2026–2030) was carried out, involving a comprehensive analysis and the engagement of all stakeholders. The strategy development process was carried out</p>	<p>The integration of Alytus Faculty into the planning system of Kauno kolegija has ensured that its strategic planning is now carried out under a unified, methodologically grounded model that includes both internal and external environment analysis and measurable indicators. The first self-assessment report of Alytus Faculty (prepared in 2024) marked the initial stage in the consistent application of Kauno kolegija quality assurance cycle “plan – implement – evaluate – improve”. This process ensured the continuity of strategic management after the reorganisation – the data, objectives, and results of Alytus Faculty are analysed according to the same principles as those of other faculties, and the insights derived are directly applied in planning further activities. In this way, Alytus Faculty has been fully integrated into the strategic, data-driven management of Kauno kolegija, enabling informed decision-making, progress monitoring, and the achievement of common goals. In the process of developing Kauno kolegija Strategy 2030, the mission and vision were reviewed and updated. The current mission (“We provide innovation-based higher education studies focused on practical activities and promote applied science and art activities significant for the development of society.”) is being further developed to more</p>

	<p>in the following stages:</p> <ul style="list-style-type: none"> • the analysis of European and national documents regulating the higher education sector was carried out, and the regional development priorities of Lithuania were assessed; • an internal situation analysis of Kauno kolegija was prepared, including the performance results of Alytus Faculty (former Alytus College) and an assessment of its regional impact; • the mission, vision, strategic goals, and objectives were updated, emphasising the regional role, social responsibility, and uniqueness of Kauno kolegija among the institutions of applied sciences; • A unified strategic system was developed, covering the specific characteristics of Kaunas and Alytus regions and ensuring the smooth integration of Alytus College after the reorganisation. <p>External strategic planning experts were involved in the preparation of the draft strategy to ensure methodological validity and an objective assessment of the strengths and potential of the institution.</p> <p>A strategic activity plan has been prepared, outlining the measures for achieving the strategic objectives and their links with other long-term programmes of Kauno kolegija – study field strategies, R&D programmes, the gender equality plan, the comprehensive international development plan, and others.</p> <p>Quantitative and qualitative indicators for</p>	<p>clearly reflect the profile of an applied sciences university, its culture of innovation, and its regional role.</p> <p>The formulation of the vision places greater emphasis on international visibility and sustainable growth as a European institution of applied sciences working in close cooperation with regional partners.</p> <p>This process enables the alignment of strategic identity in the entire Kauno kolegija – both in Kaunas and Alytus – ensuring that Kauno kolegija functions as a unified institution of applied sciences with a clear understanding of its regional mission and a purposeful pursuit of greater international visibility.</p>
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	<p>measuring the strategic objectives have been established, indicator descriptions have been prepared, and the implementation budget for the strategy has been developed.</p> <p>Further planned actions:</p> <p>-</p>	
<p>1.6. AC should revise the indicators in the Strategic Development Plan that refer to the number of students and graduates so that they are correlated with the labour market analysis and the projected demand for professionals in specific sectors and fields identified in collaboration with external stakeholders.</p>	<p>Actions taken:</p> <p>The study field strategies of Alytus Faculty have been updated, covering the following fields: Informatics Engineering (B04), Civil Engineering (E05), Transport Engineering (E12), Food Technology (F06), Rehabilitation (G06), Nursing and Midwifery (G08), Social Work (J04), Business Studies (L01), Management (L02), Accounting (L04), and Pedagogy (M01).</p> <p>Decisions were made to discontinue admission to programmes delivered at Alytus Faculty that did not receive a sufficient number of applicants: Automobile Transport Engineering, Physical Therapy, Logistics, Food Technology, and Multimedia Technology. These decisions were taken after evaluating the number of applicants following the first stage of admissions.</p> <p>Study programme consolidation was carried out as part of the EU-funded project “Reorganisation of the Activities of Kaunas and Alytus Higher Education Institutions by Establishing a Scientific Applied Research Centre in the field of food and healthy lifestyle (FoodTech and Health Innovation HUB)” (Project No. 10-019-P-0004).</p> <p>During the consolidation:</p> <ul style="list-style-type: none"> the content and learning outcomes of related programmes were aligned; 	<p>The study offer and indicator system of Alytus Faculty have been integrated into the unified strategic planning structure of Kauno kolegija, which is based on data and labour market analysis. With the updating of the study field strategies implemented at Alytus Faculty, the development and/or closure of study fields is now based on situation and performance indicators (e.g., number of study programmes delivered, number of academic staff, number of students, number of graduates, graduate employment rate, etc.) as well as the analysis of regional development and specialist needs in Alytus region. Based on the evaluation of student and graduate indicators by study programme and/or study field, decisions were made to optimise the portfolio of study programmes.</p> <p>The study programmes delivered in the same study fields and with similar titles at Alytus Faculty and other faculties of Kauno kolegija have been unified, and unprofitable programmes are being discontinued. In 2025, the admission to the following study programmes delivered at Alytus Faculty was suspended: Automobile Transport Engineering (ALF), Physical Therapy (ALF), Logistics (ALF), Food Technology (ALF), and Multimedia Technology (ALF). The decision to suspend admission to these programmes was taken after evaluating the number of applicants following the first stage of admissions. These programmes did not reach the minimum number required by Order of the Minister.</p>

	<ul style="list-style-type: none"> • elements of good practice were transferred; • content overlapping was avoided; • the latest results of applied research were integrated into the study modules. <p>In 2025, the analysis of the development and specialist needs in the Alytus region was carried out.</p> <p>New study programmes relevant to the region have been implemented at Alytus Faculty: Dietetics, Pre-School and Pre-Primary Education, and Social Work.</p> <p>Further planned actions:</p> <ul style="list-style-type: none"> • Carry out monitoring of the situation and performance indicators in order to purposefully develop study fields and to develop new and/or update existing study programmes at the regional faculty; • Include the indicators of students and graduates of Alytus Faculty into Kauno kolegija Strategic Activity Plan for 2026 – 2030, ensuring a unified system of data analysis and planning. 	<p>Therefore, it was decided to suspend admission and purposefully direct applicants to similar study programmes. The aim of the study programme consolidation was to ensure the quality of studies and to prepare highly qualified specialists, responding to the needs of the region.</p> <p>The discontinuation of unprofitable study programmes, the unification of study field content, and the implementation of new programmes relevant to the region demonstrate a change from a fragmented approach to a purposefully managed study provision policy.</p>
1.7. AC should ensure the accountability of its governing bodies for the performance of their functions and develop a mechanism for regular review and evaluation of the effectiveness of its governing bodies.	<p>Actions taken:</p> <p>The following governing bodies of Kauno kolegija have been established:</p> <ul style="list-style-type: none"> • The Council of Kauno kolegija – its composition was announced by Directive of the Chairperson of the Academic Council No. AT-55 of 31 October 2024; • The Academic Council – its composition was announced by Order of KK Director No. 1-448 of 3 October 2024. 	<p>Following the reorganisation of Alytus College, the Kauno kolegija governance model, characterised by clear accountability and the regular evaluation of governing bodies, began to be applied across the entire institution, including Alytus Faculty.</p> <p>The Rules of Procedure of the governing bodies incorporate the provisions of the Law on Higher Education and Research, ensuring accountability for the performance of their functions. The activities of the governing bodies are evaluated in the Activity Report of Kauno kolegija by</p>

	<p>The following Rules of Procedure of the governing bodies have been updated:</p> <ul style="list-style-type: none"> Rules of Procedure of the Council were approved by Resolution of the Council No. (2.5E)-54-37 of 28 November 2024; Annual reports on the activities of the Council are prepared in accordance with Paragraph 13.4 of the Rules of Procedure. Rules of Procedure of the Academic Council were approved by Resolution No. (2.2.)-3-3 of 3 April 2017 and updated by Resolution of the Academic Council No. AT-2 of 28 January 2025. On 28 January 2025, during the meeting of the Academic Council, the Activity Report 2024 of the Academic Council was presented, the results of the activities were discussed, and further improvement measures were planned. <p>Further planned actions: Ensure that the activity reports of the Council and the Academic Council are prepared annually, publicly published on Kauno kolegija website, and presented to the community.</p>	<p>analysing the impact of decisions on the performance of the institution.</p>
<p>1.8. AC should develop and implement a pro-active risk management system, including a risk register, covering strategic, performance, reputational, financial, academic, and political risks.</p>	<p>Actions taken: The risk assessment of the performance of Alytus Faculty has been integrated into the internal control system of Kauno kolegija, in accordance with <i>the Description of the Procedure for the Implementation of Internal Control</i>, approved by Order of KK Director No. 1-529 of 31 December 2021. An audit of the financial statements for the first half of 2024 of the reorganised Public Enterprise</p>	<p>The audits carried out, together with the systematic provision of financial information, have laid the foundation for a consistent institution-wide risk management system. The financial statement audits (carried out for both Alytus College and Kauno kolegija) strengthened financial monitoring and ensured the reliability of data. The regular reporting of the financial situation of Alytus Faculty to the management increased the transparency of financial information and enabled prompt responses to changes. This forms a basis for more systematic risk identification and data-</p>

	<p>Alytus College was carried out (Contract No. F25-170).</p> <p>An audit of the 2024 financial statements of Kauno kolegija was carried out (Contract No. F25-193).</p> <p>Continuous monitoring of the financial situation has been established: each month, the financial situation of Alytus Faculty is provided by email to the Dean and the management of Kauno kolegija.</p> <p>In 2025, an audit of the effectiveness of job functions and risk management of the administrative staff of Alytus Faculty was carried out.</p> <p>Further planned actions:</p> <p>Provide the information on the financial situation to the Dean of Alytus Faculty and the management of Kauno kolegija by email every month.</p> <p>In accordance with <i>the Description of the Procedure for the Implementation of Internal Control</i>, approved by Order No. 1-529 of 31 December 2021, the assessment of the risks at the institutional level was initiated in 2025, including all faculties. The final results will be collected, summarised, and submitted in accordance with internal procedural requirements.</p>	<p>driven decision-making.</p> <p>The recommendations formulated during the audit of the effectiveness of administrative staff functions and risk management at Alytus Faculty helped to define responsibilities more clearly, strengthen internal control measures, and optimise administrative processes.</p> <p>Expected change:</p> <p>The consistent monthly provision of financial information will ensure a continuous flow of data to the management, strengthen the validity for decision-making, and contribute to the development of the risk management system. It is expected that this will help establish a clear mechanism for risk identification and monitoring.</p> <p>The internal control policy is based on Kauno kolegija performance risk management, aiming to ensure legality, efficiency, transparency, and the achievement of strategic goals. The activities of Alytus Faculty are governed by the common internal control and risk management system of Kauno kolegija and the approved procedures that ensure consistent process management and a unified risk management culture. The performed risk assessment will enable the identification of priority risks and, on this basis, the implementation of new internal control measures aimed at reducing risks and ensuring the achievement of strategic goals.</p>
1.9. AC should enhance its analytical capacities to support evidence-based decision-making. AC should develop a systematic approach to data collection and analysis,	<p>Actions taken:</p> <p>A data collection and analysis practice has been established in the divisions of Kauno kolegija. The divisions continuously collect, store, and analyse institutional performance data within their assigned areas of responsibility (studies,</p>	<p>The creation of Information System for Indicator Analysis marks a transition from isolated data collection activities to a systematic, automated, and evidence-based decision-making model.</p> <p>The Information System for Indicator Analysis will enable integrated analysis of data from different sources, assessment</p>

<p>aggregation and disaggregation and usage and cross-referencing to further support its analytical capacities. Findings from data analysis should lead to clearly formulated recommendations for follow-up action, and information on findings, recommendations and follow-up actions taken should be easily available to internal and external stakeholders.</p>	<p>R&D, staff, internationalisation, and finance) and provide recommendations for improvement. The data are systematically analysed at the institutional, department, study field, and study programme levels.</p> <p>The Information System for Indicator Analysis (RAIS) has been developed and is being implemented:</p> <ul style="list-style-type: none"> • The purchase of services for the development of RAIS was initiated and completed under the activity “Increase the Demand for Innovation in Lithuania by Exploiting the Potential of Public Procurement,” part of Innovation Agency Progress Measure No. 05-001-01-05-07 “Establish a Coherent System for Promoting Innovation.” • On 4 December 2024, a service agreement was signed with UAB “S2P”, regarding the development and implementation of the information system in Kauno kolegija data management environment. <p>On 18 September 2025, RAIS user training was carried out, which was attended by the heads of the units / divisions, heads of study field committees, and responsible administrative staff.</p> <p>Further planned actions: Continue the development and implementation of the Information System for Indicator Analysis by expanding data integration capabilities and enhancing the functionality of report preparation.</p>	<p>of indicator dynamics according to selected dimensions (e.g., faculty, study field, year, student group), and the preparation of reports for management and other stakeholders.</p> <p>The consistent data collection and analysis practices already applied in the divisions create the conditions for strengthening analytical capacity across the entire Kauno kolegija, including Alytus Faculty.</p> <p>The implemented system will enable faster identification of trends, the preparation of evidence-based recommendations, and greater transparency and accessibility of decisions for the entire community.</p> <p>The expected change is a unified data analysis infrastructure ensuring that decisions are based on reliable data and that the results of data analysis become an integral part of strategic management and quality assurance.</p>
<p>1.10. AC should clearly define and communicate expectations</p>	<p>At Kauno kolegija, expectations for academic staff have been defined through the</p>	<p>The academic staff of Alytus Faculty were successfully integrated into the activity planning information system of the</p>

<p>for academic staff in terms of research, support to administration and community service, including research targets in terms of the number, type and quality levels of publications expected.</p>	<p>implementation of the annual planning and performance assessment process. Following the merger of Alytus College, the academic staff of Alytus Faculty were included into the activity planning information system for academic staff and, since the academic year of 2024–2025, they have been preparing annual activity plans that cover teaching, applied research activities, organisational and expert activities, and professional development.</p> <p>However, changes in national legislation in 2024 led to adjustments in the management of applied scientific and art activities at Kauno kolegija and to the renewal of the academic staff activity planning process.</p> <p>Actions taken:</p> <p>Following the entry into force of the provisions of the Law on Higher Education and Research regulating researcher career stages, the structure of academic positions at Kauno kolegija changed as of 1 July 2024. Instead of three academic positions (Associate Professor, Lecturer, Assistant), six academic positions were introduced: Associate Professor, Assistant Professor, Junior Assistant Professor, Senior Lecturer, Lecturer, and Lecturer-Practitioner). Qualification requirements have been established for each academic position (New Edition by Resolution of the Academic Council No. AT-7 of 24 January 2024, amended by Resolution No. AT-4 of 28 January 2025 and Resolution No. AT-25 of 17 April 2025).</p> <p><i>The Description of the Procedure for Planning</i></p>	<p>academic staff; they prepared their annual activity plans with defined quantitative and qualitative results, and reported on their implementation.</p> <p>The measures implemented in 2024–2025 related to changes in the positions of the academic staff and the creation of a new R&D and art activity management system enable the purposeful development of applied R&D and art activities in both the short and long term at the institutional level, within groups of research fields, within research groups, and at the level of individual researchers.</p> <p>Expectations for R&D and art activities in the long term were formed by involving research groups in the preparation of the strategic programmes of R&D units. The heads of research groups, together with the Vice Deans for Science, became responsible for the annual activity planning of their research groups and for ensuring that these plans are aligned with the strategic programme of Kauno kolegija and R&D unit. Accordingly, funding is allocated to support the implementation of the activity plan of each research group. The researchers of Alytus Faculty have successfully integrated into the research groups established at Kauno kolegija.</p> <p>The annual planning and assessment procedure for academic staff, together with the interim and annual reviews of the research groups' activity plans, ensures effective monitoring of the implementation of research group plans and the timely decision-making for further improvement.</p>
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	<p>and (Self)Assessing the Activities of Academic Staff (New Edition by Order No. 1-221 of 29 April 2025) defines the requirements for a five-year activity plan and an annual activity plan for the academic year, as well as the scope and structure of working time during the academic year. The proportions of R&D and art activities, as well as contact hours are specified for each academic position. The workload of researchers (Associate Professors, Assistant Professors, Junior Assistant Professors), is dominated by R&D activities, while the workload of other academic staff is dominated by teaching activities.</p> <p>In accordance with <i>the Description of the Procedure for the Management of Applied Research, Experimental Development and Art Activities</i> (approved by Resolution of the Academic Council No. AT-67 of 22 November 2024 and New Edition by Resolution of the Academic Council No. AT-56 of 21 October 2025), research groups and subgroups were formed and approved (Order of KK Director No. 1-603 of 23 December 2024), in December 2025, the five-year science and art programmes of R&D units will be approved. From 2025, each research group prepares annual activity plans specifying quantitative indicators, including publications, R&D orders, preparation and implementation of research project applications, reports at international scientific conferences, and funds required to support researcher activities.</p> <p>Quantitative requirements for R&D and art activities are clearly defined for academic staff in their five-year activity plans and annual activity</p>	
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	<p>plans, taking into account their workload allocation. These quantitative requirements are aligned with the plan of the research group, the science and art programme of the R&D unit, and the strategy of Kauno kolegija.</p> <p>In 2025, <i>the Description of the Procedure for Rewarding Kauno kolegija Employees for Achievements in Applied Research, Experimental Development and Art Activities and/or Their Dissemination, as well as for Study Programme Development and/or Activities Related to the International External Evaluation of Study Field</i>, was updated (Order No. 1-162 of 2 April 2025). The updated procedure foresees the incentives for employees for their achievements in R&D and art activities.</p> <p>Further planned actions: Prepare documents regulating the monitoring of researcher careers, covering the quantitative and qualitative assessment of researcher activity progress and the institutional support provided to researchers.</p>	
<p>1.11. AC should formalise its performance appraisal system for administrative staff, academic staff and management, and integrate the expectations set for academic staff into the performance appraisal. It should also link its performance appraisal system to its professional development activities and systematically</p>	<p>Actions taken: The performance appraisal of the staff of Alytus Faculty has been integrated into the formalised performance appraisal system of Kauno kolegija. Following the reorganisation, Alytus Faculty applies the performance appraisal principles and procedures established by Kauno kolegija, as defined in the following documents:</p> <ul style="list-style-type: none"> • <i>the Description of the Procedure for Planning and (Self)Assessing the Activities of Academic Staff</i>, approved by 	<p>Following the reorganisation, a unified, document-based performance appraisal system has been implemented at Alytus Faculty, including all categories of staff – academic and non-academic.</p> <p>The system ensures that appraisals are carried out regularly, according to clearly defined criteria, and that the results are used to make decisions on further training, professional development and certification.</p> <p>The annual evaluation cycle and the use of the DVP-IS (activity planning) system strengthen data-driven staff management, while the integration of professional</p>

<p>evaluate the impact of professional development support.</p>	<p>Order of KK Director No. 1-172 of 30 April 2019 (New Edition by Order No. 1-221 of 29 April 2025 and Order No. 1-317 of 11 June 2025);</p> <ul style="list-style-type: none"> • <i>the Description of the Procedure for Employee Performance Appraisal</i>, approved by Order of KK Director No. 1-503 of 31 December 2018 (New Edition by Order No. 1-65 of 5 February 2025); <i>the Description of the Procedure for Employee Competence Development</i>, approved by Order of KK Director No. 1-176 of 14 April 2022. <p>The annual performance appraisal process for non-academic staff has been implemented. The appraisal is carried out in accordance with <i>the Description of the Procedure for Employee Performance Appraisal</i>, approved by Order of KK Director No. 1-503 of 31 December 2018 (New Edition by Order No. 1-65 of 5 February 2025). The Description defines the appraisal deadlines, criteria, the format of the individual appraisal interview, and the principles for setting development objectives.</p> <p>In accordance with <i>the Description of the Procedure for Competence Development</i>, approved by Order of KK Director No. 1-176 of 14 April 2022, the competence development needs identified during the appraisal are integrated into the annual professional development plans.</p> <p>Further planned actions: Kauno kolegija Strategy 2030 provides for the</p>	<p>development needs into the plans of the Lifelong Learning Centre ensures sustainable feedback between evaluation, learning, and performance quality.</p>
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	improvement of the researcher performance evaluation system.	
1.12. AC should design a staff development strategy that ensures an adequate balance between practical experience and research potential. Priority should be given to increasing the number of academic staff employed on a full-time basis.	<p>Actions taken:</p> <ul style="list-style-type: none"> The following documents have been prepared: <i>the Description of the Procedure for Organising Competitions for Academic Positions, Certifying and Assessing the Performance of Academic Staff, and Establishing Qualification and Certification Requirements</i> (approved by Resolution of the Academic Council No. (2.2.)-3-37 of 21 December 2018; New Edition by Resolution No. AT-7 of 24 January 2024 and amended by Resolutions No. AT-4 of 28 January 2025 and No. AT-25 of 17 April 2025); and <i>the Description of the Procedure for the Employment of Lecturers-Practitioners and the Assessment of Teaching Competences</i> (approved by Order of KK Director No. 1-568 of 29 December 2023; New Edition by Order No. 1-394 of 11 September 2025). an increase in the number of full-time academic staff by consolidating study programmes in the same study field implemented at Alytus Faculty and other faculties of Kauno kolegija, and by organising the competition for the academic position with a higher full-time equivalent. <p>Further planned actions:</p> <ul style="list-style-type: none"> Provide opportunity for academic staff to 	<p>After the preparation of <i>the Description of the Procedure for Organising Competitions for Academic Positions, Certifying and Assessing the Performance of Academic Staff, and Establishing Qualification and Certification Requirements</i>, as well as <i>the Description of the Procedure for the Recruitment of Lecturers-Practitioners and the Assessment of Teaching Competences</i>, and by implementing their requirements, the recruitment and selection of academic staff at Kauno kolegija has become more purposeful. According to data of 2025, the distribution of academic positions at the institution is as follows: 18% researchers, 63% lecturers and senior lecturers, and 19% lecturers-practitioners. The implementation of these procedures aims to improve the balance between staff involved in research and those engaged in teaching.</p> <p>Clear requirements and evaluation criteria contribute to a more effective evaluation of the competences of the academic staff, systematic professional development, and higher teaching quality. These measures also create more favourable conditions for integrating practical experience into the study process, ensuring the relevance of study content and its alignment with labour market needs.</p> <p>The implemented changes directly contribute to strengthening the institutional culture of study quality and achieving the strategic goals of Kauno kolegija.</p> <p>The employment of academic staff in all divisions of Kauno kolegija, including Alytus Faculty (following the integration of Alytus College), is carried out in accordance with the updated Procedure for Organising a Competition for Academic Position, Certification and Performance Appraisal of Academic Staff, and Establishing Qualification and Certification Requirements, as well as <i>the Description of the</i></p>

	<p>work in different departments, and teach courses / modules within the same field of study, in order to increase the number of academic staff employed on a full-time basis.</p>	<p><i>Procedure for the Employment of Lecturers-Practitioners to Hold an Academic Position and the Description of the Assessment of Teaching Competences.</i></p> <p>Since 2024, this indicator has increased: 20 per cent of academic staff were employed on a full-time basis in 2024, compared with 25.5 per cent in 2025.</p>
<p>1.13. Budget planning and funding allocations for the units should be closely related to clear and specific strategic goals and priorities and based on a related analysis of development needs of each unit.</p>	<p>Actions taken: Income and expenditure estimates have been prepared according to funding sources and KK units / divisions. <i>The Description of the Procedure for Budget Formation and Management of Kauno kolegija</i> (Resolution by KK Council No. (2.5E)-54-27 of 20 November 2025) has been updated to ensure its alignment with:</p> <ul style="list-style-type: none"> • annual activity plans of Kauno kolegija and its units / divisions, • strategic goals and objectives of Kauno kolegija, • planned amounts of funding and the criteria for their allocation. 	<p>Following the integration of Alytus Faculty, budget formation was carried out in accordance with the activity planning and budgeting practices applied at Kauno kolegija. This ensured consistent planning standards in the entire institution and aligned the budget of Alytus Faculty with the strategic goals of Kauno kolegija and its common funding principles.</p> <p>The result is an integrated budget planning system that enables more efficient allocation of resources and ensures more transparent financial management. Evidence of this includes the approved budget documents of Alytus Faculty, prepared in accordance with the common methodology of Kauno kolegija:</p> <ul style="list-style-type: none"> • Resolution by the Council of Kauno kolegija: No. (2.4.E)-54-29 of 25 September 2024; Resolution No. (2.4E)-54-1 of 13 February 2025. • Orders of KK Director: No. 1-509 of 4 November 2024; No. 1-533 of 19 November 2024; No. 1-115 of 5 March 2025; No. 1-262 of 21 May 2025. • <i>The Description of the Procedure for Budget Formation and Management of Kauno kolegija</i> (Resolution by the Council of Kauno kolegija No. (2.5E)-54-27 of 20 November 2025). <p>Expected change: The updated <i>Description of the Procedure for Budget Formation and Management</i> will ensure a closer link between the allocations provided to units / divisions and the</p>

		<p>strategic goals and objectives of Kauno kolegija. This will make it possible to plan the budget not only on the basis of available financial resources, but also according to the actual development needs of the units / divisions.</p> <p>The expected result is greater transparency and efficiency in budget planning, with clearly justified allocation of funds according to the priorities of the activities.</p>
<i>For the Area of Quality Assurance</i>		
<p>2.1. Kauno kolegija should consider the opportunities (identified in paragraphs 66-70 of this report) to develop sector-leading practice in assuring the quality and standards of its provision, aided by a closer engagement with European institutions and higher education institutions.</p>	<p>Actions taken:</p> <p><i>The Description of the Procedure for Developing, Assessing, and Approving Intended Study Programmes at Kauno kolegija</i>, approved by Resolution of the Academic Council No. (2.2.)-3-12 of 22 September 2015, has been revised and supplemented (New Edition by Resolution No. AT-17 of 21 March 2024).</p> <p>The new edition provides a more detailed description of the procedure for initiating new study programmes and defines the selection and involvement of external experts and social partners in the programme development process. The Description sets out the structural requirements for the preparation of intended study programmes and the criteria for their selection:</p> <ul style="list-style-type: none"> • The initiative group for an intended study programme is established by order of the faculty dean and consists of at least five members, including: <ul style="list-style-type: none"> • at least two members of the academic staff with at least three years of teaching experience, at least one of whom has experience in scientific work; 	<p>The procedures defined in the revised and supplemented <i>Description of the Procedure for Developing, Assessing, and Approving Intended Study Programmes at Kauno kolegija</i> ensured that the development of new study programmes involves academic staff, social partners, and students who have sufficient experience and necessary competences to contribute to the assurance of study quality.</p> <p>By involving social partners and students in the study programme development process, Kauno kolegija ensures that newly developed programmes better reflect the needs of the labour market and learners. Social partners, who have practical experience and professional achievements in their fields, help identify relevant changes in various sectors, emerging competence requirements, and ensure that the study content aligns with real professional practice. Student participation makes it possible to better assess the attractiveness, accessibility, and practical value of the study process. By specifying the requirements for the composition of the initiative group and the programme development group, the initiation and development of study programmes becomes more evidence-based, higher-quality, and more transparent. Clearly defined requirements ensure that the process involves competent academic staff with sufficient pedagogical and/or scientific experience, social partners representing relevant professional fields, and students who can provide the learner perspective.</p>

	<ul style="list-style-type: none"> ● at least two social partners with higher education and a minimum of three years of professional experience, who perform practical work outside research and academic institutions and have professional achievements; ● at least one student delegated by the Students' Representative Council. <ul style="list-style-type: none"> ● The study programme development group is formed by order of KK Director, involving academic staff, social partners, and a student, and appointing a group leader. <p>Further planned actions:</p> <ul style="list-style-type: none"> ● Carry out the monitoring of the processes of initiating, developing, and submitting intended study programmes for approval. 	<p>When considering and making decisions on the intended study programmes and/or the improvement of existing programmes, students participate in the activities of the Study Field Committees, Faculty Dean's Office meetings, and meetings of the Academic Council. During the period under evaluation, the following study programmes were prepared: Green Energy Engineering (Resolution of the Academic Council No. AT-57 of 22 October 2024); Gastronomy, Art and Entrepreneurship (Resolution of the Academic Council No. AT-32 of 19 May 2025); Law and Data Protection (Faculty of Business) (Resolution of the Academic Council No. AT-63 of 22 October 2024); Business Data Analytics (Faculty of Business) (Resolution of the Academic Council No. (2.2.)-3-68 of 9 November 2023). In addition, having assessed regional needs, the delivery of the following study programmes in regional divisions of Kauno kolegija was initiated: Social Work in Tauragė (Resolution of the Academic Council No. AT-74 of 17 December 2024) and Social Work in Alytus (Resolution of the Academic Council No. (2.2.)-3-11 of 8 February 2024), as well as Pre-School and Pre-Primary Education at Alytus Faculty (Resolution of the Academic Council No. (2.2.)-3-12 of 8 February 2024). The study programme development groups for these intended study programmes included the following members: Social Work – 2 academic staff members from Alytus Faculty; Gastronomic Art and Entrepreneurship – 1 academic staff member from Alytus Faculty and 2 social partners of Alytus Faculty; Pre-School and Pre-Primary Education – 1 academic staff member from Alytus Faculty. Such involvement of the academic community and regional social partners has strengthened the role of Alytus Faculty in the study programme development processes of Kauno</p>
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		<p>kolegija, increased the visibility of the regional context, and ensured that new programmes respond to the needs of the local labour market and community.</p> <p>The involvement of academic staff, social partners, and students has established a partnership-based quality culture, while participation in international events (e.g., EURASHE) has strengthened the ability of Kauno kolegija to apply European quality standards.</p>
	<p>Actions taken:</p> <ul style="list-style-type: none"> • Unified student assessment criteria have been established in accordance with <i>the Description of the Procedure for the Assessment of Learning Achievements at Kauno kolegija</i>, approved by the Academic Council on 9 June 2020 (Resolution No. (2.2.)-3-38; New Edition by Resolution No. AT-89 of 17 December 2024). • <i>The Description of the Procedure for the Assessment of Learning Achievements at Kauno kolegija</i> has been updated in accordance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 1.3), approved at the Ministerial Conference in Yerevan on 14–15 May 2015. • <i>The Description of the Procedure for the Crediting of Learning Achievements at Kauno kolegija</i>, approved by Resolution of the Academic Council No. (2.2.)-3-21 of 31 October 2017 (New Edition approved by Resolution of the Academic Council No. AT-37 of 2 June 2025) was updated. <p>Further planned actions:</p>	<p>The updated <i>Description of the Procedure for the Assessment of Learning Achievements at Kauno kolegija</i> ensures greater clarity, transparency, and consistency in the assessment process in all study fields. It also strengthens students' confidence in the objectivity of assessments and promotes a culture of academic integrity.</p> <p>The updated <i>Description of the Procedure for the Crediting of Learning Achievements at Kauno kolegija</i> contributes to increased flexibility in the recognition of learning outcomes, promotes student mobility, and enables greater personalisation of studies. This procedure is particularly important for individuals who have completed or undertaken studies in higher education institutions in Lithuania or abroad and wish to continue their studies at Kauno kolegija. The procedures established in the document support the implementation of the lifelong learning concept by allowing learners to have their achieved learning outcomes credited, whether acquired through aligned or non-aligned study content. The procedure also regulates the crediting of learning outcomes achieved by students who have participated in exchange programmes.</p> <p>These changes directly contribute to improving the quality of studies, ensuring better alignment with the standards of the European Higher Education Area, and strengthening the quality culture at Kauno kolegija.</p>

	<ul style="list-style-type: none"> Coordinate the implementation of the provisions set out in <i>the Description of the Procedure for the Assessment of Learning Achievements at Kauno kolegija</i>. 	
	<p>Actions taken:</p> <ul style="list-style-type: none"> A draft description of the procedure has been prepared, defining the process of the monitoring of teaching and the provision of feedback to academic staff at Kauno kolegija. <p>Further planned actions:</p> <ul style="list-style-type: none"> Submit the draft document to the Academic Council of Kauno kolegija for consideration. After the approval of the document, to initiate the implementation of the monitoring of teaching and feedback procedures in academic divisions. 	<p>With the preparation of the draft <i>Description of the Procedure for the Monitoring of Teaching at Kauno kolegija</i>, the institution aims to establish a systematic mechanism for assessing teaching practices, providing methodological support to academic staff, and ensuring the quality of teaching. This document will strengthen the effectiveness of the study process, promote the professional development of the academic staff, and reinforce the importance of collegial feedback as an integral element of the institution's quality culture. The procedure will help ensure that the study process meets the expectations of the academic community as well as national and institutional quality requirements, thereby contributing to the consistent improvement of study quality and the strengthening of transparency at Kauno kolegija.</p>
	<p>Actions taken:</p> <ul style="list-style-type: none"> <i>The Description of the Procedure for Developing, Assessing, and Approving Intended Study Programmes at Kauno kolegija</i> has been supplemented to include provisions on the risk assessment of joint and double-degree study programmes, based on good practice from other European countries. <p>Further planned actions:</p> <ul style="list-style-type: none"> Ensure the implementation of the provisions of <i>the Description of the Procedure for Developing, Assessing, and Approving Intended Study Programmes at Kauno kolegija</i> when preparing and delivering joint and double-degree study programmes. 	<p>By supplementing <i>the Description of the Procedure for the Development, Evaluation and Approval of Intended Study Programmes at Kauno kolegija</i> (approved by Resolution of the Academic Council No. (2.2.)-3-12 of 22 September 2015; New Edition by Resolution No. AT-17 of 21 March 2024) with provisions on the risk assessment of joint and double-degree study programmes, the qualitative justification for the study programme planning and implementation has been strengthened, the likelihood of potential risks has been reduced and the preparedness of the institution to deliver high-quality international study programmes has been enhanced. This contributes to the achievement of the strategic goals of Kauno kolegija, increases the institution's credibility in the eyes of international partners, and strengthens its competitiveness in the international higher education space.</p>

	<ul style="list-style-type: none"> ● Plan the development of joint study programmes in order to meet the goals set out in the UNINOVIS Alliance application. 	<p>At present, Kauno kolegija does not deliver any joint study programmes. However, as a member of the UNINOVIS Alliance, the institution is committed to initiate the development of joint study programmes in order to strengthen internationalisation, academic partnership, and the quality of studies.</p> <p>Kauno kolegija has joined the European Universities Alliance Initiative and has won a large-scale strategic project UNINOVIS Data for L.I.F.E (101177239 - UNINOVIS - ERASMUS-EDU-2024-EUR-UNIV). One of the objectives of the project is to develop joint and double-degree study programmes that integrate mobility and practical training as an essential part of studies. The activities of the UNINOVIS Alliance envisage the development and delivery of joint bachelor's, master's, and doctoral study programmes. The programmes are being developed with the involvement of various stakeholder groups. Studies will be organised in the UNINOVIS competence centres according to their thematic areas, with opportunities for blended and online learning. The programmes will be international in nature, incorporating student mobility, practical internships, seminars, and the development of intercultural and linguistic competences, etc. This will enable Kauno kolegija to strengthen the quality of studies and internationalisation, integrate student mobility and practical internships, seminars, linguistic and intercultural competences, as well as expand cooperation with other UNINOVIS competence centres and various stakeholder groups.</p>
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	<p>Actions taken:</p> <ul style="list-style-type: none"> • A training plan for student representatives for the academic year of 2025–2026 was developed and approved (Order of KK Director No. 1-414 of 25 September 2025). • In the academic year of 2024–2025, 126 student representatives, representing the student communities of all faculties, were trained. <p>Further planned actions:</p> <ul style="list-style-type: none"> • In 2025/2026, train 275 student representatives (members of the Academic Council, Council, Study Programmes / Programme Committees) in accordance with the Student Representative Training Plan. • Provide additional incentives for student representatives. • update the student representative training programme based on collected data and identified needs. 	<p>By developing and implementing a training programme for student representatives, a structured and long-term measure has been created to strengthen student leadership and engagement.</p> <p>The training content covers a wide range of competences, including knowledge of students’ rights and responsibilities, effective communication and collaboration, the responsible use of artificial intelligence in academic activities, teamwork, leadership, conflict resolution, reflection, and self-development.</p> <p>After completing the training cycle, student representatives strengthened their competencies to effectively represent the community and participate in the activities of the Council, Academic Council, and study committees. They acquired practical skills that enable them to express their position in a reasoned manner, analyse issues related to the quality of the study process, and cooperate constructively with the administration.</p> <p>The consistent implementation of the training, the collection of feedback, and the continuous improvement of the programme contribute to enhanced quality of student representation, improved communication between the institution and students, and greater student involvement in decision-making processes.</p>
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	<p>Improved staff competences in the quality assurance of studies and performance.</p> <p>To ensure that staff involved in study programme development, evaluation, and quality monitoring processes are able to apply modern quality assurance principles, the following training sessions were organized in 2025:</p> <ul style="list-style-type: none"> • “Organisation of Learning and Collaboration”, 5 March 2025, duration – 3 academic hours. • “Learner Engagement and Progress Monitoring”, 14 March 2025, duration – 3 academic hours. • “Creation and Evaluation of Assignments (Tasks and Tests) in Moodle Classroom. Creation of Criterion-Based Assessment”, 16 May 2025, duration – 3 academic hours. • “Work in Moodle Classroom, Developing Content in the Distance Learning Environment” (for beginners), 21 May 2025, duration – 2 academic hours. • Practical workshops on Moodle classroom management, 9 June 2025, 20 June 2025, and autumn 2025 (total duration – 11 academic hours). • Strategic training for the management – 80 academic hours. <p>Further planned actions:</p> <p>-</p>	<p>The competences of academic and administrative staff in study quality assurance are being strengthened at the levels of the study course, study programme, and the performance of Kauno kolegija. A foundation has been created for systematic professional development based on European quality assurance standards and best international practices.</p>
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<p>2.2. Kauno kolegija should consider whether its Quality Manual might be enhanced to provide a more user-friendly and comprehensive guide for staff and students.</p>	<p>Actions taken: Document review and alignment activities were carried out following the integration of Alytus Faculty into Kauno kolegija (Government Resolution No. 380 of 22 May 2024). The updated descriptions have been incorporated into a unified document system and published on the intranet, ensuring a consistent management and quality assurance framework in the entire institution. Relevant forms, the descriptions of operational processes, and regulatory documents are accessible to staff and students in the document catalogue on Kauno kolegija intranet.</p> <p>Further planned actions: Update the Quality Manual after the completion and approval of Kauno kolegija Strategy 2030, ensuring that its content and structure are aligned with the new strategic goals and the process management model.</p>	<p>A functional basis for the implementation of an interactive Quality Manual has already been created on Kauno kolegija intranet: all quality assurance documentation is available online, standardised by process areas, and designed for user-friendly access.</p> <p>Expected impact: The updated Quality Manual will become a unified and interactive tool that enables staff and students to navigate institutional processes with ease, ensuring clear responsibilities, links between processes, and access to all relevant documents.</p>
<p>2.3. Kauno kolegija might consider the development of a programme level handbook, virtual or otherwise as a specific location where students can refer to institutional policies, procedures, and requirements for such topics as academic integrity.</p>	<p>Actions taken: Kauno kolegija has a Study Development Unit, which coordinates activities related to studies. The Unit is responsible for the management of study programmes. It coordinates the development of new study programmes, the improvement of existing programmes, and restructuring processes. The Unit coordinates the development of the study portfolio of Kauno kolegija, which includes strategic planning, innovations in study content, and teaching methodologies. It is also responsible for the development of distance studies, implementing</p>	<p>The development of the Guide “Studies at Kauno kolegija”, designed to familiarise students with institutional policies, procedures, and requirements, including academic integrity, and the creation of the Kauno kolegija students’ intranet, have improved communication and access to information for the academic community. The dissemination of institutional policies, procedures, and requirements related to academic integrity is carried out in an engaging format and through communication channels accessible to students. In September of the academic year of 2024–2025, 49 meetings were organised with all first-year academic groups, and in September of the academic year of 2025–2026, due to students being divided into streams, 15</p>

	<p>and expanding opportunities for distance and blended learning.</p> <p>The Study Development Unit participates in the activities of the study quality system: it collaborates with the Quality Management Unit and assists in the creation and implementation of internal evaluation and monitoring mechanisms. It coordinates the systems for study process quality, academic support, and information dissemination, ensuring a coherent approach to study management in the entire institution.</p> <p>A virtual Guide “Studies at Kauno kolegija” has been developed. The guide is designed to familiarise students with institutional policies, procedures, and requirements, including academic integrity, appeal and complaint processes, available support, and opportunities for additional activities.</p> <p>The <i>Description of the Procedure for Submitting and Handling Appeals and Complaints by Students, Unclassified Students and Applicants at Kauno kolegija</i> has been prepared and approved (approved by Resolution of the Academic Council No. 59 of 19 November 2025). The Description establishes the procedure for formation and operation of the Complaints Review Committee, as well as the processes for decision-making and providing information, ensuring transparency, fairness, and well-substantiated decision-making. The dissemination of values and ethical principles to students is actively implemented as well. In the 2024–2025 the following activities were organised:</p> <ul style="list-style-type: none"> • 10 thematic seminars supporting students’ 	<p>meetings were held. During these meetings, first-year students received essential information on academic and non-academic support, as well as opportunities for additional activities available at Kauno kolegija.</p> <p>These meetings contribute to increasing student awareness, reinforcing the principles of academic integrity, ensuring smoother integration of first-year students into the academic community, and enhancing their engagement in the activities of Kauno kolegija.</p> <p>Each year, an electronic <i>First-Year Student Guide</i> is prepared in both Lithuanian and English to help students to adapt more quickly at the beginning of their studies and find the main information in a clear and convenient format.</p> <p>A clear and detailed procedure for submitting appeals and complaints has been developed. This document is an important instrument ensuring transparency, fairness, and a well-defined process for addressing concerns related to the study process or other academic matters raised by students, unclassified students, and applicants. Clearly defined procedures enable students, unclassified students, and applicants to express their opinion or dissatisfaction constructively, as well as allow the institution to respond promptly and objectively, ensuring impartial and well-substantiated decision-making. This, in turn, strengthens students’ trust in Kauno kolegija as an open, responsible, and fair institution, promotes dialogue between students and the administration, and contributes to overall improvement in study quality. The procedure helps to prevent conflicts, reduces the risk of legal uncertainty, and aligns with the principles of good governance, higher education management, and quality assurance. The existence of this document demonstrates Kauno kolegija’s commitment to upholding high standards of academic ethics and to continuously improving the study environment and</p>
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	<p>academic and personal development (financial support, student rotation, learning methodologies, academic ethics, promotion of volunteering, time management); 213 certificates were issued to the participants.</p> <ul style="list-style-type: none"> • 6 informative seminars on values and ethical principles, which helped deepen students' understanding of the norms and responsibilities of the academic community. <p>The project "Preparation of a Gender Equality Plan and Implementation of Gender Equality and Equal Opportunities Measures to Change the Organisational Culture of Kauno kolegija" (No. 10-040-T-0010) was implemented. Within the framework of the project, the Gender Equality Plan was developed, and awareness-raising campaigns, training sessions, round-table discussions, and other events were organised, all contributing to the strengthening of institutional values and an inclusive organisational culture.</p> <p>Further planned actions:</p> <ul style="list-style-type: none"> • Disseminate the information to students about the Study Guide of Kauno kolegija" using engaging and student-friendly formats; • Collect feedback about the students' intranet and the Study Guide; • Further develop the Study Guide of Kauno kolegija and the students' intranet; • Disseminate the information to students about the procedure for submitting appeals and complaints; 	<p>institutional processes.</p> <p>These activities help ensure not only that students are well informed, but also that they are able to plan their study and personal time effectively, apply appropriate learning methods, uphold academic integrity, and actively engage in volunteering and community activities.</p> <p>In the academic year of 2025–2026, 12 seminars are planned on topics relevant to students, including financial support, student rotation, learning strategies, academic integrity, the promotion of volunteering, and tolerance. These seminars will provide students with practical knowledge that will help them plan their studies more effectively, participate responsibly in academic life, and engage more actively in community activities.</p>
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	<ul style="list-style-type: none"> • carry out ongoing monitoring of the handling processes of appeals and complaints. <p>In addition, it is planned to organise seven seminars on values and ethical principles, which will help to deepen students' understanding of the norms of the academic community, responsibility and the importance of integrity in the study process.</p>	
<p>2.4. AC should review and revise its quality assurance system to ensure its full compliance with Part 1 of the Standards and Guidelines for Quality Assurance in the European Higher Education Area. In doing so, it should ensure, in particular, that student-centred learning, teaching and assessment are properly understood and adequately addressed in the quality assurance system.</p>	<p>Actions taken:</p> <p>Following the reorganisation of Alytus College through merger (Resolution No. 380 of the Government of the Republic of Lithuania, 22 May 2024), the unified internal quality assurance system of Kauno kolegija, based on the Standards and Guidelines for Quality Assurance in the European Higher Education Area, was introduced at Alytus Faculty.</p> <p>Purposeful consultations are provided to the staff of Alytus Faculty on consolidation processes and the use of study administration systems, such as the Study Management System (Oracle / PeopleSoft Campus Solutions), the virtual learning environment (Moodle), the academic staff activity planning system (DVP-IS), the timetable scheduling programme (aScTimetable), and the student register for the implementation of quality assurance measures.</p> <p>Further planned actions:</p> <ul style="list-style-type: none"> • Consultations are provided, as needed, on the application of specific quality assurance measures in the operational practice of Kauno kolegija. 	<p>Kauno kolegija has a unified quality management system, the main document of which is the Quality Manual. The Quality Manual sets out the quality policy at Kauno kolegija, principles of quality assurance, processes, responsibilities, and the procedure for monitoring activities. It integrates the following main quality management processes:</p> <ul style="list-style-type: none"> • the procedures for collecting, analysing, and using feedback from students, academic staff, social partners, and alumni; • the procedures for developing, reviewing, and improving study programmes; • the mechanisms for ensuring the quality of teaching and assessment; • the annual self-assessment procedures for study fields and for the institution; • the procedures for planning and assessing the activities of academic staff (DVP-IS); • the internal audit and risk management procedures; • the procedures for operational planning and reporting. <p>This system ensures that all faculties, including Alytus Faculty, operate according to unified rules for quality assurance. It guarantees that study content, assessment methods, and feedback processes are systematically analysed and improved, and that data are collected centrally and used for decision-making.</p>

	<ul style="list-style-type: none"> • Training sessions or seminars are organised when required. • Ensure the annual assessment of the compliance of the internal quality assurance system with the ESG, involving all faculties and updating measures based on the assessment results. • Further develop the integration of data analysis (Information System for Indicator Analysis RAIS) into the quality assurance system to strengthen evidence-based decision-making. 	<p>The annual assessment of the compliance of the internal quality assurance system with the ESG standards and guidelines is carried out and presented in the annual activity report of the Strategic Planning and Quality Management Unit.</p> <p>Consultations are provided, as needed, on the application of specific quality assurance measures in the operational practice of Kauno kolegija. Training sessions or seminars are organised when necessary.</p> <p>By providing purposeful consultations to the staff of Alytus Faculty on the consolidation process and the use of study administration systems, such as the Study Management System and the virtual learning environment, collaboration between the central administration of Kauno kolegija and faculty units was strengthened. These consultations contributed to smoother change management, enhanced staff competences, and ensured more efficient administration of study processes.</p> <p>Attention was focused on the implementation of quality assurance measures, with the aim of standardising processes in the entire institution and ensuring their alignment with higher education quality guidelines. This approach not only reduced the risk of potential administrative errors but also strengthened data management and improved the justification for decision-making.</p> <p>These actions have resulted in increased efficiency in the use of study management systems, closer organisational cooperation, and greater transparency and quality control in the entire institution. In the long term, this creates conditions for further improvement of the performance of Kauno kolegija and for strengthening its competitiveness in the field of higher education.</p>
2.5. AC should develop and implement a mechanism that	<p>Actions taken:</p> <p>Since 2024, the effectiveness of the</p>	<p>The annual assessment of the compliance of the internal quality assurance system with ESG standards and guidelines,</p>

<p>regularly assesses its quality assurance system in terms of its robustness and effectiveness with a view to establishing a system that focuses on quality enhancement. The review should also address the effectiveness of the procedures designed to ensure compliance with ethical standards.</p>	<p>implementation of the internal quality assurance system has been assessed at Alytus Faculty. The Faculty carries out the assessment of quality processes based on the criteria applied at Kauno kolegija, covering study quality assurance measures, feedback analysis, and aspects related to compliance with academic ethics.</p> <p>Further planned actions: Continue the annual assessment of the adequacy and effectiveness of Kauno kolegija internal quality assurance system, ensuring the involvement of all divisions, including Alytus Faculty.</p>	<p>as well as its adequacy and effectiveness, is carried out in the entire Kauno kolegija, including Alytus Faculty. This ensures that quality assurance processes are periodically assessed and that the results of the assessment become the basis for institutional learning and decision-making, integrating ethical principles, academic integrity, and values policy as an integral part of the quality management system.</p> <p>The results of the assessment are analysed in the annual activity report of the Strategic Planning and Quality Management Unit, forming the basis for improvement measures and recommendations, which are subsequently integrated into the implementation of the Strategic Activity Plan of Kauno kolegija.</p>
<p>2.6. AC should develop a mechanism for students and staff to regularly provide feedback on institutional matters.</p>	<p>Actions taken: Following the merger of Alytus College with Kauno kolegija (Government Resolution No. 380 of 22 May 2024), Alytus Faculty was integrated into centralised stakeholder feedback management system of Kauno kolegija. This system is regulated by <i>the Description of the Procedure for Managing Feedback from Stakeholders at Kauno kolegija</i>, approved by Resolution of the Academic Council No. (2.2)-3-11 of 4 September 2015 (New Edition by the Resolution of the Academic Council No. (2.2)-3-22 of 4 May 2021), and by the Quality Manual, which identifies stakeholder feedback as one of the main components of the institutional quality management system.</p> <p>Since 2025, Alytus Faculty has begun to conduct the following centrally administered periodic surveys:</p>	<p>By applying a unified feedback system, students, graduates, staff, and social partners are actively involved in the continuous improvement of Kauno kolegija. This ensures that stakeholders' feedback is systematically collected, analysed, and used in decision-making, thereby strengthening a student-centred and quality-oriented institutional culture.</p> <p>The feedback cycle (survey → analysis → recommendations → decisions → communication) is established as a permanent component of the quality management system. This cycle enables the identification of strengths, the detection of areas requiring improvement, and the assessment of the impact of implemented changes.</p> <p>By publishing survey results on the institution's website and intranet, Kauno kolegija reinforces transparency, increases trust in institutional processes, and ensures data-informed dialogue with the academic community.</p> <p>The integration of Alytus Faculty into this system has ensured unified feedback standards and contributed to strengthening the quality culture of the entire Kauno kolegija.</p>

	<ul style="list-style-type: none"> • student surveys (evaluating the quality of teaching, study organisation, internships, and support services); • graduate surveys (evaluating employment, the relevance of competencies, and satisfaction with studies); • employer surveys (evaluating cooperation, internship opportunities, and the need for competencies); • staff surveys (evaluating working conditions, management, and internal communication aspects). <p>The survey results are analysed at faculties, departments, within study field committees, and by the Strategic Planning and Quality Management Unit.</p> <p>Further planned actions:</p> <p>-</p>	
2.7. AC should publish information on follow-up action taken in response to the feedback collected.	<p>Actions taken:</p> <p>A dedicated feedback section has been created and is regularly updated on Alytus Faculty website. It includes a “You Said – We Did” section, designed to inform the community about the actions implemented in response to feedback from students, graduates, staff, and social partners.</p> <p>Further planned actions:</p> <p>Continue implementing the “You Said – We Did” initiative in all faculties, ensuring a consistent structure and clear presentation of information.</p>	<p>This ensures that the feedback system of Kauno kolegija works in both directions – not only collecting and analysing data, but also clearly informing the community about the actions taken and the results of decisions. The inclusion of Alytus Faculty in this practice ensured that the same standards are applied in the regional branch as in the main institution.</p>

<p>2.8. As a matter of priority, AC should ensure that the QA Department is adequately staffed.</p>	<p>Actions taken: At Kauno kolegija, quality assurance functions are carried out by the Strategic Planning and Quality Management Unit, which operates at the institutional level and coordinates the quality management system across the entire institution, including Alytus Faculty. The Unit employs two staff members responsible for strategic planning, the coordination of quality management processes, the management of the feedback system, the monitoring of ESG principles, the management of self-assessment processes, and the development of quality assessment measures.</p> <p>Further planned actions: -</p>	<p>This model creates conditions for the implementation of a horizontal quality culture, where responsibility for quality becomes a common function of the entire community. Strengthening the competences of Kauno kolegija staff, applying data analysis tools, and digitising processes help to effectively implement quality management principles, ensure data-driven decision-making, and promote continuous improvement.</p> <p>This operational model is considered sustainable, as it combines sufficient human resources, a clear division of responsibilities, and efficient process management, thereby ensuring the stability of the quality management system and the continuity of improvement.</p>
<p>2.9. AC should extend its quality assurance system so that it fully covers all aspects of the operations of the College, including administration, governance, leadership, research and community service.</p>	<p>Actions taken: The internal quality assurance system of Kauno kolegija, which after the merger, also includes Alytus Faculty, covers all aspects of the activities of Kauno kolegija.</p> <p>Further planned actions: -</p>	<p>The quality management system at Kauno kolegija is comprehensive and integrated, covering all aspects of the institutional activities – from studies and research to administration, leadership, and community service.</p> <p>The integration of Alytus Faculty into this system has strengthened a unified quality culture and ensured that quality principles are applied consistently across the entire institution.</p>
<p>2.10. AC should formalise the review of administrative units as part of its quality assurance system.</p>	<p>Actions taken: At Kauno kolegija, the review of activities in academic divisions and administrative units is formalised and fully integrated into the internal quality assurance system, as stipulated in the Quality Manual and <i>the Description of Self-Assessment Reports and Activity Planning</i> (Order of KK Director No. 1-380 of 18 October 2018; New Edition by Order No. 1-488 of 16 November</p>	<p>The assessment of the activities of administrative units is consistently integrated into the quality assurance system of Kauno kolegija. The annual self-assessment practice enables a systematic review of the effectiveness of administrative activities, their alignment with strategic goals, and the quality of services provided.</p>

	<p>2023). These processes are equally applied to Alytus Faculty, ensuring that its administrative units are assessed using the same methodology and periodicity as those of the main institution.</p> <p>Further planned actions:</p> <p>-</p>	
<p>2.11. AC should ensure systematic follow-up from quality assurance activities, including recommendations from external reviews.</p>	<p>Actions taken:</p> <p>The implementation of recommendations from the external institutional review is monitored annually and reported in the Annual Activity Report of Kauno kolegija. The implementation of the external institutional review recommendations is provided in a separate annex. Monitoring of the implementation of recommendations from the external review of study fields is carried out when preparing the annual self-assessment reports of the academic divisions and progress reports following the external review. The same procedures are applied at Alytus Faculty as in other academic divisions of Kauno kolegija.</p> <p>Further planned actions:</p> <p>-</p>	<p>This ensures that follow-up activities after external reviews are really implemented at Kauno kolegija and function as an integral part of the quality management system.</p> <p>The annual analysis of the implementation of recommendations, included in the annual activity report of Kauno kolegija, allows for systematic assessment of progress, tracking of the effectiveness of actions, and planning of further improvements.</p>
<i>For the Area of Studies and research (art)</i>		
<p>3.1. Each study field should define the meaning and implications for its programmes of the commitment to innovation-based higher education.</p>	<p>Actions taken:</p> <p>The updated 2026–2030 study field strategies, which emphasise innovation-driven studies through the use of hackathons, flipped classroom principles, problem-based learning, case studies, and the gamification of the learning process, contribute to improving both the quality and</p>	<p>Kauno kolegija pays great attention to the continuous updating of study programmes and study content. The content of studies is constantly updated in active cooperation with study field committees. These committees constantly monitor changes in the labour market, collect feedback from stakeholders, and analyse changes in legal requirements. Based on this information, they review study programmes,</p>

	<p>effectiveness of studies. These methods strengthen student engagement, autonomy, and motivation while fostering critical and creative thinking. 43 study programmes delivered at Kauno kolegija (except short-cycle programmes), include an integrated study course / module Creativity and Entrepreneurship.</p> <p>Lithuanian language courses are offered to foreign students to facilitate their integration into the KK community. 54 students from various countries around the world, such as Bangladesh, Jordan, Pakistan, Algeria, Sri Lanka, Ukraine, India, Sudan, Nigeria, the Philippines, Cameroon, Morocco, and Tunisia, attend Lithuanian (foreign) language courses.</p> <p>Further planned actions:</p> <p>-</p>	<p>assess whether the competences offered meet current needs, and make proposals for updating content and applying innovative teaching methods. Approved changes are incorporated into study plans and course descriptions, and committees continuously monitor how they affect the quality of studies and students' achievements.</p> <p>In addition, international cooperation models are used to broaden the field of intercultural competences, while practical learning activities help students acquire skills that meet the needs of the labour market. Innovative teaching methods not only improve the quality of studies, but also encourage teachers to improve their pedagogical and digital competences, contributing to the modernisation of the entire study process.</p> <p>Student entrepreneurship and creativity skills are considered essential in today's labour market. 43 study programmes offered by Kauno kolegija (except short-cycle study programmes) include an integrated study course / module Creativity and Entrepreneurship. Therefore, the development and strengthening of these competences increases the competitiveness of graduates in the labour market and promotes their ability to generate new ideas, create added value, and initiate changes in their professional activities.</p> <p>The integration of entrepreneurship and creativity into all study programmes at Kauno kolegija has significantly strengthened both student competences and the institution's culture of innovation. First of all, students have acquired systematic knowledge about idea generation, problem identification, value creation, and the application of entrepreneurial principles in real-life situations. This has significantly increased their ability to independently solve complex challenges and create original solutions in their professional field. The integration of this course / module helped to foster stronger interdisciplinary cooperation –</p>
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		<p>students from different study programmes were given the opportunity to work in teams, applying different skills and problem-solving methods. This environment encouraged the practical application of creativity, taught students to manage uncertainty, and communicate effectively within a team.</p> <p>By participating in hackathons, students test their creativity, problem-solving, and entrepreneurial skills in real-life situations, i.e., students work with real-world problems and challenges, look for innovative solutions, and quickly come up with tangible results or suggest ways to solve problems. Working in mixed teams helps them develop interdisciplinary cooperation, learn to communicate effectively, and manage time and project tasks. During hackathons, students interact closely with business representatives, mentors, and experts, gaining valuable insights into market needs, professional trends, and real-world working methods.</p> <p>The integration of digital badges into the study process as a means of gamification of the teaching process had a significant impact on student motivation, engagement, and study experience. Gamification encouraged more active participation in activities: students were more willing to complete additional tasks, participate in projects, practical activities, or optional initiatives.</p> <p>The integration of artificial intelligence (AI) into the study content has accelerated the application of innovative teaching methods. Academic staff have incorporated real AI tasks, practical projects, data analysis, and automation activities into their courses, thus creating a more interactive learning environment that meets the needs of the labour market. The inclusion of the AI dimension in the content of study programmes has significantly enriched the quality of studies and strengthened students' preparedness for the modern labour market. By integrating AI topics into different fields of study, students gained the latest knowledge about the</p>
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		<p>possibilities, risks, and ethical aspects of AI application and, most importantly, practical skills to use AI tools in their professional activities. This has increased their technological literacy, strengthened their analytical thinking, and improved their ability to make data-driven decisions.</p> <p>All together, these actions strengthen the position of Kauno kolegija as an innovative, open, and student-oriented institution of higher education in the national and international higher education arena.</p>
<p>3.2. Kauno kolegija should consider whether it would be advantageous to develop criteria to govern its decisions on the retention of programmes with low or declining student enrolments.</p>	<p>Actions taken:</p> <p><i>The Description of the Procedure for Determining the Minimum Number of Applicants Admitted to Individual Study Programmes at Kauno kolegija</i> was prepared and approved (approved by the Resolution of KK Council No. (2.5E)-54-25 of 27 June 2024.).</p> <p><i>The Description of the Procedure for Assessing and Improving the Quality of Study Programmes Implemented at Kauno kolegija</i> was updated (approved by the Resolution of the Academic Council No. (2.2.)-3-10 of 26 June 2017; New Edition by Resolution No. AT-36 of 13 June 2024).</p> <p>In the academic year of 2024–2025, specific decisions were made to suspend admission to study programmes that did not reach the required minimum number of applicants:</p> <ul style="list-style-type: none"> • 2025 – Object Art; Business English; Law and Data Protection; Agribusiness Technologies (part-time); Multimedia Technology (in Alytus); Automobile Transport Engineering (in Alytus and Tauragė); Logistics (in Alytus); Food Technology (in Alytus); Physical Therapy 	<p>In accordance with the <i>Description of the Procedure for Determining the Minimum Number of Admitted Students for Individual Study Programmes at Kauno kolegija</i>, the decisions made regarding the optimisation of the study programme portfolio have contributed to a more rational allocation of resources, the strengthening of study quality, and more effective management of the study offer. Study programmes are evaluated according to the following profitability and viability criteria: the relevance of programme content, availability and sufficiency of academic staff, financial sustainability, output in applied research and art activities, the proportion of students who complete their studies on time, admission indicators, the minimum number of admitted students in each programme, graduates' career success (i.e., the percentage of graduates employed in occupations classified in Groups 0–3 of the Lithuanian Classification of Occupations within 12 months after graduation), and the overall number of enrolled students. These measures have enabled the institution to focus on in-demand and competitive study programmes, thereby ensuring more sustainable institutional development and improved results in the admissions process.</p> <p>Based on the above-mentioned viability and profitability criteria, decisions on optimising the study programme portfolio are taken through the following process: an analysis</p>

	<p>(in Alytus); Tourism and Hotel Management; Oral Hygiene (English); Photography (English); Fashion Design (English).</p> <p>Further planned actions: Continue monitoring the minimum number of applicants required for admission to study programmes, analysing trends by study fields and regional divisions. Where necessary, and upon identifying risks, initiate a targeted follow-up evaluation of the study programme to ensure the quality of studies and the rational use of resources.</p>	<p>of the study programme is carried out and an improvement action plan is prepared, which is then reviewed by the Study Field Committee. After the approval of the Study Field Committee, the proposed amendments are submitted to the Dean of the Faculty. Study programme amendments may also be initiated by the Study Field Committee, subject to coordination with the Dean of the Faculty. Final decisions regarding amendments to a study programme are adopted by the Academic Council.</p>
<p>3.3. In monitoring its progress towards the goal of achieving a 360% increase in funding for contract research, Kauno kolegija should be alert to the possibility that a diversion of staff time to this activity might have a negative impact on teaching and curriculum development, and on staff engagement with fundamental / basic research.</p>	<p>Actions taken: In response to amendments to the Law on Higher Education and Research, as of 1 July 2024 Kauno kolegija revised its academic positions, introducing research positions (Associate Professor, Assistant Professor, Junior Assistant Professor) and teaching positions (Senior Lecturer, Lecturer, Lecturer-Practitioner), and established minimum qualification requirements for each position. <i>The Description of the Procedure for Planning and (Self-)Assessing the Activities of Academic Staff at Kauno kolegija (New Edition by Order No. 1-221 of 29 April 2025), defines the scope and structure of the academic year workload for each position. For Associate Professors, R&D and/or art activities are mandatory and must constitute no less than 70 percent of the working hours in the full-time workload. For Assistant Professors, R&D and/or artistic activities are mandatory and</i></p>	<p>The variety of academic staff positions allows the institution to purposefully direct staff either towards teaching activities or towards R&D and art activities. The national legal framework and the high requirements placed on higher education institutions to carry out R&D activities under contracts with business and public sector entities mean that, in the new strategic period, commissioned applied research will remain a priority area. The establishment of research positions and the recruitment of staff into these positions will strengthen research groups to ensure that the planned indicators are achieved. The activities of researchers will continue to focus on producing high-level publications, carrying out commissioned R&D activities, as well as preparing and implementing research projects.</p>

	<p>must constitute no less than 60 percent of the working hours in the full-time workload. For Junior Assistant Professors, R&D and/or art activities are mandatory and must constitute no less than 50 percent of the working hours in the full-time workload. In the activity plan of a Senior Lecturer, no less than 15 percent of the full-time workload must be allocated to R&D and/or art activities. For Lecturers and Lecturers-Practitioners, R&D and art activities may not be planned.</p> <p>When preparing Kauno kolegija Strategy 2030, the implementation of the strategic programme “Applied science and art activities focused on the development of society” and its objective “to develop innovative and sustainable products, services and technological process innovations in cooperation with social partners” were reviewed. The review assessed dynamics in the volume of commissioned R&D activities in 2021–2025 by research field and by the established R&D units. The strengths and opportunities of this area of activity were identified, and the strategic programmes for research and art activities of the R&D units for the next five-year period were approved.</p> <p>Further planned actions: Introduce research staff positions from 2026.</p>	
3.4. Kauno kolegija is encouraged to develop and apply its concept of “internationalisation at home”, whilst continuing in its efforts	<p>Actions taken: A comprehensive International Development Plan of Kauno kolegija for 2026–2030 has been prepared (approved on 30 September 2025, under the project “Creation of the Comprehensive</p>	<p>After the development of the comprehensive International Development Plan of Kauno kolegija for 2026–2030, Kauno kolegija has strengthened its systemic approach to internationalisation as an integral aspect of study quality. The principles of “Internationalisation at Home” have become an</p>

<p>to promote the value of mobility to its students and staff.</p>	<p>International Development Programme of Kauno kolegija HEI to Become a European University of Applied Sciences” in accordance with the Ministry of Education, Science and Sport of the Republic of Lithuania, Science Development Programme Progress Measure No. 12-001-01-02-01 “Strengthening Innovation Ecosystems in Science Centres”.</p> <p>Study programmes include measures for the development of internationalisation at home in accordance with the Kauno kolegija Guidelines for Internationalisation at Home.</p> <p>Further planned actions:</p> <ul style="list-style-type: none"> • update study programme descriptions to include aspects of internationalisation. 	<p>essential component of study programmes: the study content now includes measures aimed at fostering intercultural competences, foreign language learning, and the development of skills for international cooperation.</p> <p>Students of Alytus Faculty have been provided with broader opportunities to study foreign languages through an expanded list of elective courses, including courses such as Spanish, which was chosen by 13 students. These measures have allowed students to further individualise their studies, strengthen their linguistic and intercultural competences, and better prepare for an international career.</p> <p>As a result of purposeful work in the field of internationalisation, student mobility at Alytus Faculty increased significantly in 2025 – 10 students have already participated in long-term mobility for studies or internship (another 4 are going to take part in mobility by the end of the year), and 7 students took part in short-term mobility activities, compared to 3 outgoing students in 2024.</p>
<p>3.5. Kauno kolegija might consider increasing the number of programmes offered in Russian and in English to attract students from Eastern and Southern Europe.</p>	<p>Actions taken:</p> <p>Increased number of study programmes delivered in a foreign (English) language:</p> <ul style="list-style-type: none"> • in 2022, three study programmes were delivered in English: English for Public Relations, Tourism and Hospitality Management, and International Business. • in 2023, an additional portfolio of study programmes was offered, and in 2024 five study programmes were delivered in a foreign (English) language: Software Systems, General Practice Nursing, International Business, Tourism and Hotel Management, and English for Public Relations. • in 2025, the offer of study programmes 	<p>In 2022, three study programmes were offered and delivered in a foreign (English) language: English for Public Relations, Tourism and Hotel Management, and International Business. Kauno kolegija has been consistently expanding the offer of study programmes delivered in foreign languages in order to increase the institution’s internationalisation and attractiveness to international students. In 2022–2025, the number of programmes delivered in English increased from three to five, and the number of study programmes offered increased to eight. This expansion reflects the strategic goal of Kauno kolegija to strengthen its international visibility and improve access to studies for students from diverse cultural backgrounds.</p> <p>Although the changes in geopolitical situation and stricter migration procedures affected the number of applicants, the introduction of a higher-quality selection system ensured that</p>

	<p>expanded to eight, with five of them delivered in English.</p> <p>A new study programme, Image Design (to be delivered in Russian), was developed. However, admission did not take place due to low interest. Target markets for attracting international students have been identified, and stricter selection procedures have been implemented, including motivational interviews, English-language testing, and assessment of basic subject knowledge.</p> <p>Further planned actions:</p> <p>Increase the offer of study programmes delivered in a foreign (English) language that respond to the needs of the international labour market.</p> <p>According to Kauno kolegija strategy, by 2030 it is planned to deliver 15 study programmes in a foreign (English) language.</p>	<p>studies in foreign languages are undertaken by motivated students who meet the requirements. This has contributed to strengthening the quality of studies and to the sustainable growth of student mobility.</p> <p>In the long term, Kauno kolegija plans to further develop its portfolio of study programmes delivered in foreign languages, ensuring a balance between quality, accessibility, and internationalisation.</p>
<p>3.6. AC should analyse root causes of the steady and significant decline in the numbers of students enrolled on its study programmes with a view to ensuring the sustainability of its current and future programme portfolio.</p>	<p>Actions taken:</p> <p>The quality of study programmes delivered at remote divisions is assessed periodically, applying the measures of the internal quality assurance system of Kauno kolegija. Meetings of the Study Field Committees are held at least twice per calendar year.</p> <p>The reasons for student drop-out, admission results, academic performance indicators, the number of graduates, and employment data have been analysed.</p> <p>The analysis of the student feedback and the assessment of the effectiveness of study activities have been carried out at Alytus Faculty.</p>	<p>Regular quality assessment of study programmes delivered in remote divisions, data-based analysis of student progress, dropout rates, employment, and feedback, as well as assessment of labour market needs, enable timely identification of challenges and implementation of targeted preventive measures. This contributes to improving the quality of studies.</p> <p>The analysis of the feedback and the assessment of labour market needs allow for better alignment of study content with the expectations of students and employers. This strengthens the effectiveness of study activities, increases the sustainability of study quality, and enhances the institution's ability to respond flexibly to a changing environment.</p> <p>Based on the results of the analysis, performance improvement measures are planned in the annual activity</p>

	<p>Labour market needs are constantly assessed in Alytus region, and meetings are organised with social partners to discuss the relevance of studies and their alignment with regional labour market demands.</p> <p>Based on the results of the analysis, preventive measures aimed at improving student retention and strengthening motivation have been included in the annual activity plans of the divisions and have already been initiated:</p> <ul style="list-style-type: none"> • meetings are held with each academic group and academic group leaders; • individual consultations are conducted with students who intend to terminate their studies; • consultations are provided on the elimination of academic debts, taking academic leave, or continuing studies; • visits to companies and community-building events are organised; • academic staff provide information about first-year students who do not attend classes, in order to provide timely support. <p>Further planned actions:</p> <ul style="list-style-type: none"> • develop opportunities for personalisation of studies in accordance with <i>the Description of the Procedure for Personalising Studies at Kauno kolegija</i>; • establish incentives for the best-performing students; • introduce support measures for students experiencing learning difficulties. 	<p>plans of the divisions. These include: meetings with each student academic group and academic group leaders; individual consultations with students, as needed, regarding their studies and/or potential termination of studies; responding to email inquiries to identify study-related issues, reasons for termination of studies, and to provide the necessary academic support; involvement of social partners in the study process, including organising visits to companies or organisations to strengthen motivation for studies; organising events that encourage collaboration and build a sense of community; at the beginning of the semester, receiving information from the academic staff of the divisions about first-year students who do not attend classes; providing students with consultations on the elimination of academic debts, extensions of final assessments, study interruptions or academic leave, and continuation of studies; conducting individual interviews with students intending to terminate their studies in order to identify the reasons for their decision and offer appropriate support or alternatives; and organising meetings with academic group tutors (academic staff) to analyse emerging issues related to studies or their organisation.</p> <p>Following the merger of Alytus College with Kauno kolegija and the beginning of study process integration, student drop-out rates at Alytus Faculty increased from 22.02 per cent in the academic year of 2023–2024 to 24.14 per cent in 2024–2025. This increase was influenced by several interrelated factors. During the post-merger review of study documents and information in the study systems, student records were updated, which led to the identification of a higher number of previously misregistered or inactive students, thereby naturally increasing the formally recorded drop-out rate. In addition, during the period of institutional reorganisation, students experienced greater uncertainty, which for some</p>
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		<p>resulted in reduced motivation to continue their studies. The alignment of the requirements for academic progress, assessment, and studies at both institutions meant that some students faced stricter assessment criteria and failed to meet the newly applied standards of progress. Finally, administrative disruptions at the beginning of the reorganization and demographic challenges specific to the region further increased the risk of dropout. For these reasons, the increase in student dropout rates should be regarded as a complex outcome of institutional changes and data clarification.</p>
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<p>3.7. AC should shift to a more pro-active and forward-looking approach to programme development based on a systematic analysis of medium- and long-term needs of the regional labour market, and build teaching and research competences accordingly.</p>	<p>Actions taken:</p> <p>National and regional labour market needs are continuously analysed, and the demand for existing and new study programmes is assessed. When updating study field strategies, an analysis for specialists in Lithuania and its regions is carried out. This includes statistical employment data, reports from the Employment Service and EURES, documents of regional development councils, employer surveys, and insights from social partners.</p> <p>Based on the data analysis, decisions were made regarding the optimisation of the study programme portfolio:</p> <ul style="list-style-type: none"> • a new study programme Green Energy Engineering was launched; • regional divisions, including Alytus Faculty, started implementing the study programmes of Social Work and Pre-School and Pre-Primary Education, with successful enrolment for the 2025–2026 academic year. <p>At Alytus Faculty, continuous labour market monitoring is carried out, feedback data are analysed, and meetings are organised with social partners and representatives of local authorities regarding the demand for specialists in the region. After assessing the human and material resources available at Kauno kolegija, the implementation of study programmes delivered at Kaunas academic divisions was initiated at Alytus Faculty.</p> <p>When preparing Kauno kolegija Strategy 2030, a system for long-term labour market needs analysis was integrated, including forecasts of</p>	<p>The systematic application of a data-driven approach ensures the update of study programmes and the training of specialists to meet regional and national needs. Based on the collected data, decisions on updating the programme portfolio helped to allocate resources rationally and to strengthen the quality of studies. The new programmes introduced at Alytus Faculty (Social Work, Preschool and Pre-primary Education) demonstrate purposeful development in line with regional needs and create broader opportunities for local young people to study closer to home.</p> <p>To ensure sustainable regional development, dialogue is maintained with local authorities and employers, while state initiatives (targeted scholarships, financial compensations for graduates working in the regions, and housing or travel cost compensations) are incorporated as part of a system that helps attract and retain young specialists in the regions.</p> <p>In the long term, this model ensures that the development of the study programmes of Kauno kolegija is based on sustainable, data-driven decisions that align with the social and economic development directions of the regions and with national priorities.</p> <p>The following study programmes are planned to be delivered at Alytus Faculty in 2026–2030: Social Work, Pre-School and Pre-Primary Education, Organization Management (LT and EN), Accounting, Physical Therapy, General Practice Nursing, Dietetics, Building Engineering Systems, Green Energy Engineering, Gastronomy Art and Entrepreneurship, Furniture Engineering, Cyber Systems and Security.</p>
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	<p>specialist shortages and priority occupational groups by region.</p> <p>Further planned actions:</p> <ul style="list-style-type: none">• Development of the study programme portfolio in line with Kauno kolegija Strategy 2030;• Regular monitoring of labour market needs.	
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<p>3.8. AC should design a more systematic framework for research and applied research within the institution by:</p> <ul style="list-style-type: none"> • Clearly distinguishing between research, consulting and other service activities. • Developing, communicating, monitoring and evaluating a long-term strategy for research and applied research. • Providing guidelines to define the different types of studies and research activities that academic staff can carry out, with separate objectives and production targets at the level of individuals, research groups and departmental / disciplinary organisational units. • Establishing research targets for each category of research and for each strategic research direction aligned with the strategic objectives of the institution and the regional development strategy. <p>Providing effective support for research activities and developing incentive policies for academic staff to pursue the targets set via providing</p>	<p>Before the merger with Alytus College, applied research activities at Kauno kolegija were planned in accordance with KK Strategy 2021–2025 and the KK Applied Science (Art) Activity Programme (Resolution of the Academic Council No. (2.2.)-3-67 of 21 December 2020, New Edition by Resolution of the Academic Council No. (2.2.)-3-72 of 7 December 2023). The management of applied science and art activities at Alytus Faculty has been integrated into the common applied science and art activity management system of Kauno kolegija.</p> <p>Actions taken:</p> <p>In 2024, key performance indicators for Alytus Faculty for the second half of the year were established (Resolution of KK Council (2.5E)-54-36 of 30 October 2024), which also included indicators for applied research activities.</p> <p>At the end of 2024, the analysis of applied science and art activities of Kauno kolegija was carried out, five priority fields for applied scientific research activities were approved (Resolution of the Academic Council No. AT-66 of 22 November 2024), R&D units were established (Resolution of the Academic Council No. AT-66 of 22 November 2024), and research topics were defined.</p> <p><i>The Description of the Procedure for the Management of Applied Research, Experimental Development and Art Activities</i> was approved (Resolution of the Academic Council No. AT-67 of 22 November 2024, New Edition of the Academic Council No. AT-56 of 21 October</p>	<p>A clear structure for managing R&D and art activities at Kauno kolegija, including Alytus Faculty, has been established and is known to all academic departments.</p> <p>The integration of Alytus Faculty researchers into various researcher groups has strengthened the overall capacity of these groups to conduct applied research oriented towards regional needs.</p> <p>The planned development of scientific infrastructure at Alytus Faculty will enable the expansion of applied scientific research in Alytus region by also integrating researchers from Kaunas academic divisions.</p> <p>The planned improvement of the support system for applied science and art activities will cover the entire institution, aiming to motivate researchers to achieve strategic objectives – to produce high-quality publications, conduct commissioned research with business partners, and participate in international research project programmes.</p>
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<p>research funding and research facilities.</p>	<p>2025). The document defines the activities and types of researcher groups as well as the principles of funding.</p> <p>Researcher groups and subgroups were formed and approved (Order of KK Director No. 1-603 of 23 December 2024), with researchers from Alytus Faculty integrated into these groups. The annual activity plans of the researcher groups are based on financial resources.</p> <p>Further planned actions:</p> <p>In December 2025, the science and art programmes of R&D units will be approved, defining strategic objectives, research topics, performance indicators and performance indicators, and the required science (art) infrastructure for a five-year period.</p> <p>The development of scientific infrastructure at Alytus Faculty by establishing an applied research centre in the field of food and healthy lifestyle that meets the needs of the region and a modern green innovation space dedicated to experiments and applied activities.</p> <p>Improvement of the support system for applied science and art activities.</p>	
<p>3.9. AC should define methodological standards to include research-based teaching into the course syllabi.</p>	<p>Actions taken:</p> <ul style="list-style-type: none"> To implement the study programme consolidation process, seven working groups were established by order of the Director of Kauno kolegija. These groups were responsible for consolidating study programmes within specific study fields that had been delivered at Alytus Faculty (ALF) and other academic divisions of Kauno 	<p>Ten study programmes were consolidated in order to optimise the study offer, reduce programme overlap, and ensure more efficient use of resources.</p> <p>The work of the established working groups ensured a smooth study programme consolidation process, helped identify differences in study content, and supported decision-making regarding programme updates.</p> <p>After the consolidation of the study programmes, programme descriptions and draft study plans were prepared, preserving</p>

	<p>kolegija. The working groups were assigned as follows: a working group for the consolidation of the Nursing and Midwifery study field programmes: General Practice Nursing (code 6531GX001) delivered at Alytus Faculty, and General Practice Nursing (code 531GX040) delivered at the Faculty of Medicine; a working group for the consolidation of the Rehabilitation study field programmes: Rehabilitation (code 6531GX047) delivered at Alytus Faculty, and Rehabilitation (code 6531GX037) delivered at the Faculty of Medicine; a working group for the consolidation of the Informatics Engineering study field programmes: Information Technology (code 6531BX001) and Multimedia and Visual Communication (code 6531BX039) delivered at Alytus Faculty, and Multimedia Technology (code 6531BX023) and Cyber Systems and Security (code 6531BX024) delivered at the Faculty of Informatics, Engineering and Technology; a working group for the consolidation of the Food Technology study field programmes: Food Product Technology (code 6531FX001) delivered at Alytus Faculty, and Food Technology (code 6531FX014) delivered at the Faculty of Informatics, Engineering and Technology; a working group for the consolidation of the Management study field programmes: Business Administration (code 6531LX120) and Business Management (code 6531LX004) delivered at Alytus</p>	<p>the valuable and unique elements of each programme and integrating them accordingly.</p> <p>After the consolidation of Alytus College study programmes, the interaction between applied science and art activities is being strengthened. As part of this process, students are involved in R&D and art activities and R&D projects, and are encouraged to prepare publications and present reports at scientific conferences. Research competences are developed across all study programmes. Annual monitoring of the implementation of R&D and art activities is carried out according to study and research fields.</p>
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	<p>Faculty, and the programme Office and Enterprise Administration (code 6531LX089) delivered at the Faculty of Business; a working group for the consolidation of the Business study field programmes: Transport and Logistics Business (code 6531LX003) delivered at the Alytus Faculty, and Logistics (code 6531LX085) delivered at the Faculty of Business; a working group for the consolidation of the Accounting study field programmes: Accounting (code 6531LX001) delivered at Alytus Faculty, and Accounting (code 6531LX092) delivered at the Faculty of Business.</p> <ul style="list-style-type: none"> • The study plans and course / module descriptions of the following study programmes were updated: Organization Management, Accounting, Cyber Systems and Security, Logistics, Multimedia Technology, Food Technology, General Practice Nursing, and Physical Therapy. <p>Further planned actions:</p> <ul style="list-style-type: none"> • promote collaboration among academic staff by integrating research results into the study process. 	
3.10. AC should design and implement a strategic plan for internationalisation that identifies the thematic areas, target countries and actions needed to foster strategic and systematic international	<p>Actions taken:</p> <p>A comprehensive International Development Plan of Kauno kolegija for 2026–2030 has been prepared (approved on 30 September 2025, under the project “Creation of the Comprehensive International Development Programme of Kauno kolegija HEI to Become a European University of</p>	<p>For the first time at Kauno kolegija, a Comprehensive International Development Plan has been prepared and approved, creating an institutional foundation for systematic, consistent, and future-oriented internationalisation development.</p> <p>Internationalisation has shifted from being a separate area of activity to becoming a horizontal priority integrated into all</p>

<p>collaborations with partner institutions.</p>	<p>Applied Sciences” in accordance with the Ministry of Education, Science and Sport of the Republic of Lithuania, Science Development Programme Progress Measure No. 12-001-01-02-01 “Strengthening Innovation Ecosystems in Science Centres”).</p> <p>Further planned actions: Integrate the Comprehensive internationalisation Development Plan into Kauno kolegija Strategy 2030, ensuring that internationalisation principles and activities are incorporated into the annual activity plans of all level institutional divisions.</p>	<p>institutional processes – from study programme development to staff management and research activities.</p> <p>This change ensures that all members of the academic community clearly understand the importance of internationalisation and are able to apply its principles in their activities. By developing international cooperation, Kauno kolegija strengthens its identity as a European University of Applied Sciences, increases its visibility in the international arena, and promotes academic partnership and cultural diversity.</p> <p>The goal set for 2030, that at least 95% of students benefit from internationalisation activities, marks a qualitative breakthrough in the implementation of the international strategy of Kauno kolegija and ensures that internationalisation becomes a tangible part of the everyday experience of every member of the academic community.</p>
<p>3.11. To effectively pursue its internationalisation objectives, AC should diffuse and enhance foreign language skills among all internal stakeholder groups, including students, academic and administrative staff.</p>	<p>Actions taken:</p> <ul style="list-style-type: none"> • Students of Alytus Faculty have been provided with opportunities to study foreign languages by choosing from the list of elective study courses / modules of Kauno kolegija. • Alytus Faculty offers a foreign language (Spanish) as an elective course; in 2025, 13 students chose this course. • English language courses are offered to academic and non-academic staff of Kauno kolegija to strengthen their language competences and prepare them for participation in international mobility, project-based, and academic activities. <p>Further planned actions:</p> <ul style="list-style-type: none"> • Expand the offer of foreign languages. 	<p>The expansion of foreign language offers has enabled Alytus Faculty students to personalise their study experience, develop intercultural competences, and better prepare for international professional activities. As a result of these measures, student participation in international mobility activities has increased: while in 2024 only 3 students from Alytus Faculty went abroad for long-term studies or internships, by 1 November 2025 the number had already reached 10, with an additional 4 students planning to take part in mobility by the end of the year; moreover, 7 students participated in short-term mobility activities.</p> <p>At the same time, foreign language courses for academic and non-academic staff have strengthened the institution’s capacity to participate in international projects, communicate with foreign partners, and teach in a foreign language. These activities have become an important part of the implementation of the KK Comprehensive International Development Plan 2026–2030 and help to increase the</p>

		international visibility and inclusion of the academic community.
<i>For the Area of Impact on regional and national development</i>		
4.1. Kauno kolegija should systematically analyse the data that it collects to monitor the impact of its graduates and research activities in meeting regional and national objectives.	<p>Actions taken: Since 2024, the quality and impact of R&D and art activities have been analysed annually at the academic department and institutional levels during the annual self-assessment. For this purpose, the faculty self-assessment form has been updated (Order No. 1-434 of 26 September 2024). In 2023 and 2025, a social responsibility report was prepared, analysing the impact of research activities on regional and national objectives. The impact of graduates is analysed by collecting data on their employment and on employers' opinions regarding the preparation of specialists.</p> <p>Further planned actions: Following the approval of Kauno kolegija Strategy 2030, to develop a methodology for assessing the impact of graduates and research activities on regional and national objectives.</p>	<p>The impact of research activities on regional and national objectives is part of the annual activity self-assessment. The indicators used in the analysis are based on the external evaluation methodology for research and artistic activities. The following aspects are analysed: the relevance of the topics of implemented applied scientific research and of events organised for disseminating the results of applied research activities to the needs of the regional business and public sectors; the significance of commissioned research and project activities for the region; the most important cases of participation by academic staff and other researchers or artists in the activities of state, regional, and/or municipal institutions, agencies, and organisations; the most important cases of consultancy; the most important instances of participation by academic staff and other researchers or artists in working groups, committees, associations, and similar bodies addressing important economic, social, cultural, or other significant issues and problems; the most important fields and results of the R&D and/or art promotion activities of academic staff and other researchers, artists. The planned measures will make it possible to refine the indicators for assessing the impact of graduates on regional and national objectives, which are needed for decision-making.</p>
4.2. Kauno kolegija should consider using the model of relationship building that it has established with Tauragė Municipality to explore opportunities for cooperation in other parts of the region.	<p>Actions taken: Following the successfully implemented model of relationship building with Tauragė District Municipality, Kauno kolegija actively expanded partnerships with municipalities, institutions, and social partners in other regions, aiming to strengthen the regional accessibility of higher</p>	<p>The experience gained by Kauno kolegija through its cooperation with the Tauragė Municipality has become a systemic model for building relationships with regions, successfully applied in other municipalities across Lithuania. This model is based on long-term partnership, mutual trust, and practical collaboration in the fields of education, social welfare, culture, innovation, and business.</p>

	<p>education and to develop the potential for applied scientific research.</p> <p>Cooperation agreements were signed with: Kazlų Rūda Municipality, Jonava District Municipality, Birštonas Municipality, Kaunas District Municipality, Panevėžys Social Services Centre, Jonava District Social Services Centre, Kėdainiai Family Support Centre, and the Association of Heads of Social Service Institutions of Lithuania.</p> <p>Implemented joint projects and activities:</p> <ul style="list-style-type: none"> • A project implemented with Kupiškis District Municipality and Kupiškis Local Action Group, during which Kupiškis Tourism Marketing Strategy was developed and is already producing tangible results. • An artistic initiative implemented with Prienai District Municipality – an original mural was created on the municipality building, reflecting the identity and cultural landscape of the town of Prienai. • Applied science and art activities of Kauno kolegija were presented in Biržai and Pakruojis districts, and practical forms of cooperation were discussed, including non-formal education courses, student internships, project partnerships, business consultations, and innovation development in the regions. • Joint initiatives regarding the training and attraction of qualified specialists, as well as planned applied research activities, were discussed with Ukmergė District 	<p>Over the past two years, Kauno kolegija has significantly expanded its network of regional partners, now covering all regions of Lithuania, and the scope of signed agreements and implemented initiatives demonstrates the sustainable strengthening of regional engagement. Joint projects (e.g., the FoodTech & Health Innovation Hub, Kupiškis Tourism Marketing Strategy, the visual identity model for Utena Cultural Centre) have reinforced the role of Kauno kolegija as a regional centre of innovation, creativity, and applied research.</p> <p>These initiatives directly contribute to increasing the accessibility of higher education in the regions, strengthening local communities, and training specialists according to regional needs. In this way, Kauno kolegija creates added value for the regions, establishing itself as a reliable partner in the context of sustainable regional development and the knowledge economy.</p>
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	<p>Municipality.</p> <ul style="list-style-type: none"> • In the context of Alytus Faculty, cooperation with Alytus town and district municipalities is being developed to strengthen the competitiveness of the region, create study offer solutions aligned with local labour market needs, and integrate Alytus Faculty into the applied research network of Kauno kolegija. • Following the example of Tauragė Municipality, a model of targeted scholarships is being implemented in other regions, under which municipalities contribute to the training of necessary specialists. The procedure for supporting specialist studies approved in Tauragė district has enabled students of the study programmes of Organization Management and Social Work to receive financial support for their studies at Tauragė Division of Kaunas kolegija. • On 23 October, 2024, Agreement No. F23-337 was signed and extended (from December 17, 2024, to January 17, 2025) with Utena Cultural Centre for the creation of a brand communication model based on direct visualization. <p>Further planned actions: Develop long-term strategic partnerships with municipalities, involving them in joint initiatives in the fields of education, social services, health, and culture.</p>	
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	Develop joint projects with municipalities in Kaunas District, Alytus, Pakruojis, Biršai, and other regions, focusing on lifelong learning, career guidance, applied research, and innovation.	
4.3. Kauno kolegija should embark on a proactive marketing campaign to raise graduates' and social partners' awareness of the opportunities to take individual credit bearing modules for continuous professional development purposes.	<p>Actions taken:</p> <p>In 2024, a pilot study was conducted on the professional competence development and training needs of social partners and graduates, and its results were used to develop a new proposal for competence development. Based on the study data, a portfolio of relevant programmes was developed, including individual credit-bearing modules intended for both alumni and external specialists.</p> <p>In 2024, Kauno kolegija developed 47 new non-formal education programmes (7 of them at Alytus Faculty) and delivered training under 11 registered programmes. In 2024, a total of 1,662 individuals received certificates, and the implemented training programmes ("Computerised Financial Accounting of Company Operations" and "English Language A1.1 Level") were funded by the European Social Fund Agency.</p> <p>Further planned actions:</p> <p>Activate the Lifelong Learning Centre as the main coordinating unit responsible for the dissemination of micro-credentials and individual credit-bearing modules.</p>	The number of certificates issued in 2024 (1,662 individuals) and the expanded offer of non-formal learning demonstrate real growth and increasing engagement in lifelong learning. These measures have helped strengthen the position of Kauno kolegija as a regional centre for professional development, capable of responding quickly to labour market changes and the needs of social partners.
4.4. AC should conduct a more systematic analysis of needs in relation to its regional	<p>Actions taken:</p> <p>Annual labour market needs analyses are carried out in Alytus region.</p>	In implementing the recommendation for a more systematic needs analysis, Alytus Faculty has begun to regularly carry out research on regional labour market needs, covering the

<p>development activities, including applied research, consulting services and lifelong learning activities.</p>	<ul style="list-style-type: none"> • Thematic analyses of regional sectors (engineering, healthcare, services, etc.) are conducted. • Round-table discussions, meetings at the Faculty, and visits to social partners and employers are organised. • Based on the data from these analyses, the study programme portfolio is developed to meet regional needs. <p>R&D service contracts with financial remuneration have been signed with UAB “Litalka”, Varėna Nursing Home, and other regional economic entities.</p> <p>Training courses for healthcare professionals, training for specialists in the main areas of construction technical activities, internships for physiotherapists, and packages of non-formal adult education programmes have been prepared.</p> <p>Further planned actions:</p> <ul style="list-style-type: none"> • Strengthen cooperation with regional businesses, local authorities, and the public sector in order to obtain data on qualification and competence needs. • Further expand partnerships with companies and municipal institutions with the aim of increasing the number and diversity of commissioned R&D services. 	<p>analysis of specialist demand, commissioned R&D activities, and lifelong learning services. The research is conducted in cooperation with Alytus Regional Development Council, industrial and business associations, Alytus branch of Kaunas Customer Service Department of the Employment Service, Alytus City Municipality Administration, Alytus Regional Development Council, and social partners.</p> <p>To ensure consistency, Alytus Faculty conducts annual monitoring and analysis of regional labour market trends, thematic analyses of regional sectors (e.g., trends in the development of industry, healthcare, construction, and service sectors), round-table discussions, and visits to social partners in order to identify the needs for commissioned R&D activities and lifelong learning services.</p> <p>Implemented change:</p> <p>The establishment of a regular labour market analysis practice and active cooperation with businesses, associations, and local authorities enable Alytus Faculty to better justify the renewal of study programmes and the implementation of new study programmes in Alytus region according to regional needs. For example, the analysis carried out in 2024 revealed an increasing demand for engineering specialists; therefore, in 2025 Alytus Faculty submitted the intended study programme Green Energy Engineering to the Centre for Quality Assessment in Higher Education (SKVC) for evaluation in order to obtain permission to deliver it in Alytus. Following a positive review by SKVC experts, this study programme will be implemented at Alytus Faculty from 2026. Active cooperation between Alytus Faculty and regional companies and organisations has yielded tangible results in the expansion of commissioned R&D activities. The competences of academic staff and researchers have been applied to solving real business and public sector challenges,</p>
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		<p>creating favourable conditions for strengthening applied research areas. The Faculty has signed R&D service contracts with financial remuneration with partners such as UAB “Litalka-Elektronik”, Merkinė Care Home, Varėna Nursing Home, Alytus Town Municipality Administration, UAB “Laroche”, and other organisations. These R&D projects contribute to improving company operations, implementing innovations, and supporting regional economic development, while simultaneously strengthening the reputation of Alytus Faculty as a reliable partner in applied research and innovation.</p> <p>In response to the identified qualification needs, professional development courses for healthcare specialists, training for specialists in the main areas of construction technical activities, internships for physiotherapists, and packages of non-formal adult education programmes were also developed, directly addressing the needs of organisations and companies in the region.</p> <p>These measures help Alytus Faculty to be an active centre of innovation and competence in the region, strengthen cooperation with businesses, and promote the growth of commissioned R&D activities and lifelong learning services.</p>
<p>4.5. AC should develop mechanisms, which extend beyond surveys and informal and unstructured dialogue with the social partners, and indicators to evaluate the effectiveness and impact of its regional development activities.</p>	<p>Actions taken:</p> <p>A structured mechanism for assessing the impact on regional development activities has been implemented at Kauno kolegija. The impact is systematically analysed in the annual self-assessment reports of the divisions, prepared in accordance with the Reporting Procedure (Order of KK Director No. 1-488 of 16 November 2023), and is summarised in the annual activity report of Kauno kolegija. These reports present quantitative and qualitative indicators reflecting the impact of study activities, R&D, lifelong</p>	<p>Kauno kolegija has implemented a formalized mechanism for assessing regional impact, based on data analysis and a feedback system. This mechanism includes both quantitative indicators (number of projects, partners, participants) and qualitative impact analysis, allowing for an objective assessment of Kauno kolegija contribution to regional development.</p>

	<p>learning, and community engagement on regional development.</p> <p><i>The Description of the Procedure for Managing Feedback from Stakeholders at Kauno kolegija</i> (Resolution of the Academic Council No. (2.2)-3-11 of 4 September 2015, New Edition No. (2.2)-3-22 of 4 May 2021) specifies various data collection methods – surveys, interviews, document and data analysis, round-table discussions, therefore the feedback process involves more than formal questionnaires. In addition, the 2024 activity report provides data on the regional impact of applied research and commissioned R&D projects (e.g., Kupiškis tourism strategy, “Kauno energija” brand awareness research, employer image studies), demonstrating that impact assessment is based on actual results and evidence.</p> <p>Further planned actions:</p> <p>-</p>	
<p>4.6. AC should develop a coherent framework for the development of its lifelong learning activities, including future priority areas based on an analysis of medium- and long-term labour market needs, and for the assessment of their impact.</p>	<p>Actions taken:</p> <p>A consistent lifelong learning system has been established and implemented at Alytus Faculty, based on the labour market needs of the Southern region and regional development priorities. In accordance with the Reporting Procedure (Order No. 1-488 of 16 November 2023) and <i>the Description of the Procedure for Managing Feedback from Stakeholders at Kauno kolegija</i> (Resolution of the Academic Council No. (2.2)-3-11 of 4 September 2015, New Edition 4 May 2021), lifelong learning activities are integrated into the annual planning and quality management</p>	<p>The lifelong learning system implemented at Alytus Faculty has become consistent, data-driven, and impact-oriented. Labour market analysis data are used directly for planning new training programmes, while feedback results are applied to improving them.</p> <p>The Faculty has established itself as a regional centre for competence development, systematically responding to labour market changes.</p> <p>Lifelong learning activities are recognised as part of Kauno kolegija’s quality assurance system – they are planned, implemented, evaluated, and summarised in the annual self-assessment and activity reports, thereby ensuring a long-term impact on the social and economic development of the region.</p>

	<p>cycle of Alytus Faculty.</p> <p>A systematic labour market analysis of the Southern region was carried out, and a database of potential clients was compiled (covering the healthcare, social services, education, IT, food industry, and engineering sectors). Specific training needs were received from eight companies and institutions.</p> <p>Since January 2025, eight new competence development programmes have been developed and implemented in the fields of social services, IT, healthcare, and food production, addressing regional needs.</p> <p>After each training, participant feedback is collected through anonymous online surveys, and the data obtained are systematically used to improve programme content and plan new training activities.</p> <p>Lifelong learning activities are integrated into the annual activity plan of Alytus Faculty, and their impact is assessed in the self-assessment report of the division based on established indicators (number of participants, institutional involvement, new partnerships, scope of services).</p> <p>Further planned actions:</p> <p>In 2026, expand training on the topics of food and healthy lifestyles by integrating them into the activities of the FoodTech and Health Innovation HUB at Alytus Faculty.</p> <p>Develop new professional development programmes based on updated labour market data.</p>	
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	Develop partnerships with municipalities, educational, health, and business institutions, conduct continuous needs analysis and feedback monitoring.	
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