

The background of the lower half of the image is a photograph of a graduation ceremony. A group of graduates in black gowns and yellow stoles are celebrating. Several graduates are holding bouquets of flowers and diplomas. In the air, several black graduation caps are flying, indicating a 'mortar board' ceremony. The scene is set outdoors in front of a modern building with large windows.

PANEVĖŽYS COLLEGE ACTION STRATEGY AND STRATEGIC ACTION PLAN FOR 2021–2026

Panevėžio kolegija / State Higher Education Institution (hereinafter – College) was established by Resolution No. 86 of the Government of the Republic of Lithuania of 30 August 2002, merging Panevėžys Technical School, Panevėžys Andrius Domaševičius School of Nursing and Rokiškis School of Pedagogy. On June 23, 2004, by Order No. 107 of the Minister of Education and Science of the Republic of Lithuania, the Pedagogy Division of Panevėžys Conservatoire was incorporated into the College. On October 22, 2010, Resolution No. 121 of the Government of the Republic of Lithuania changed the legal form of the College – from a state institution the College was transformed into a public institution. In the Register of Legal Entities of the Republic of Lithuania, the College is registered as a public legal entity acting as a public institution.

The College's operational strategy for 2021-2026 is based on the main activities of the Republic of Lithuania (State Progress Strategy "Lithuania 2030"; Vision of the Future of Lithuanian Science and Studies: "Science Lithuania 2030"; State Education Strategy 2013-2022, etc.) and the European Union strategy papers, their guidelines and objectives for the new EU programming period 2021-2027. It also provides for the continuity of some directions of the Integrated Development Strategy of Panevėžys College for 2011-2020, approved by Resolution No KT-7 of the College Council of April 11, 2011, to the conclusions of the external evaluation of the activities of Panevėžys College (June 2013), which contain recommendations for improvement of activities and reports on the implementation of the Strategic Activity Plan of Panevėžys College.

In drawing up the strategic action plan:

- stakeholder opinion analysis – staff and student surveys (freshman adaptations, graduate satisfaction studies, college organisational culture surveys) – was carried out.
- monitoring the implementation of the College's Strategic Action Plan 2014-2020 was carried out. Monitoring indicators are included in the College's activity reports.
- The outline of the College's Strategic Action Plan 2021–2026 was presented at the Academic Council meeting (AT Resolution No V4-11, 30/12/2020), at the Directorate meeting 18/01/2021.

The main objective of the College's action strategy for 2021-2026 is to increase the competitive advantage and impact of Panevėžys College on regional and national development through innovative and high-quality study and applied science activities.

The College's strategy is a strategy of innovative development, which is to enable the College community to implement a breakthrough in all the main areas of the institution's activities, purposefully shaping its future in the Lithuanian system of science and studies and in the European Higher Education Area. Although the College is relatively small in its number of students and remote from major higher education institutions in Lithuania, it is able to use its human resources potential and opportunities provided by the priority directions of the State Progress Strategy "Lithuania 2030" activities and support for their implementation, relevant investment action programmes of the European Union Structural Funds and other sources of funding in Lithuania and the European Union.

As part of this strategy, the College not only mobilises its internal potential, but also engages the social partners to jointly develop activities to strengthen the region and the country. The strength of the college is strong ties with business, knowledge of its needs, and a strong involvement in the business and social life of the region. The College initiates cooperation between the region and its other partners in the development of joint innovative projects that contribute to the development of smart specialisation directions in the region, promotes added value for all parties involved and helps to solve problems relevant to the region. The College, in cooperation with its partners, aims to make effective use of the benefits of the partnership.

In order to become a leader in the region, the College strengthens its position and influence in the region by optimising all areas of activity, paying particular attention to global trends in studies and scientific performance; improve the functioning of the College departments; strengthens the competences of the College community to make external changes. The strategy is based on one of the fundamental values of the College's activities –reliability, because we make every effort to secure the trust of social partners with our work.

COLLEGE MISSION

We carry out higher education studies based on scientific knowledge and practical skills, which provide students with modern competencies with added value in a smart society. We pool the region's potential for the implementation of the lifelong learning principle and the development of scientific development.

COLLEGE VISION

A modern, socially responsible institution that promotes student entrepreneurship, supports sustainable and sustainable development in higher education and studies is the centre of applied education in the region.

COLLEGE VALUES

- We are professional.
- We are reliable.
- We are for self-realisation.
- We are community based.
- We are tolerant.

GENERAL PRINCIPLES GOVERNING THE COLLEGE

- The objectives and activities of the College are integrated into the life of the state and society; it is open and professional as its activity is based on continuous improvement, serves the public interest through teaching and scientific, cultural and other activities in the public interest (*Law on Higher Education and Research, No XI-242, as of April 30, 2009*).
- The College ensures the unity of science and studies through close contact with practice – participation of teachers and students in applied research and experimental development work according to orders of business, industry and other organizations, regional development projects, consultative activities (*Statute of the College approved by Resolution No. 1083, as of the Government of the Republic of Lithuania of October 7, 2020*).
- The College provides high-quality conditions for individuals to acquire knowledge and improve the skills necessary for regional and national development. It bases its relations with students on the principles of goodwill, impartiality, and respect for one another, academic cooperation, equal opportunities and transparency (*Code of Ethics of the College approved by the General Meeting of college staff on December 1, 2011*).
- College staff are committed to the principle of loyalty to the College, to respect the interests of the College, to actively contribute to the implementation of the objectives of the College's activities, to represent the College with honour, to properly represent its name in Lithuania and abroad, to take responsibility for the smooth functioning of the College and the formation of a positive image (*Code of Ethics of the College, approved on 15 December 2011 at the General Meeting of the Staff of the College and the Code of Academic Ethics of Panevėžys College, Resolution No. V4-4as of 02.05.2018*).
- The College is committed to training professionals who meet the needs of the labour market, who are able to work in the digital society, to create conditions for the development of a person's abilities and lifelong learning, and to develop and support the college's material and human resources.

EXTERNAL FACTORS OF COLLEGE STRATEGY CHANGE

Panevėžys College is open to competition and is influenced by trends in global economics, education and science, and society.

Links of study results with labour market needs, employment of graduates.

Access to lifelong learning, flexible teaching/learning methods, and development of new skills.

Rapid modernisation of higher education – renewal of study programmes and infrastructure.

Development of entrepreneurship, creativity, innovation of teachers, students, provision of industrial practices, internships, promotion of other competencies.

Increasing the openness, internationalisation and competitiveness of the education system.

Promoting synergies between business and science (education – business – research – innovation).

Promotion of the involvement of students in R&D activities.

STRATEGIC PRIORITIES FOR ACTION

1. Concentration and strengthening of priority fields of study and applied research. Considering the supply of study programmes, specialisation, labour market needs, trends and priorities of higher education in the higher education market, the aim is to strengthen studies and applied science in engineering, informatics, health and business fields. The reinforcement of priority study fields is carried out by making effective use of existing higher education infrastructure and by additionally implementing STUDIES at ISCED level 5.

Ensuring the unity of studies and science. Priority is sought by strengthening study and scientific activities, integrating the results of applied research into the content of studies and more actively involving teachers and students in applied research and experimental (social, cultural) activities, carrying out work according to the orders of business, industry and other organizations in order to become a regional centre for applied research.

2.

3. Development of internationalisation of studies and science. This priority includes updating study programmes through an increase in their international dimension, including in a foreign language, as well as increasing the mobility of bidirectional students and academic staff through the wider use of the EU support programmes/funds. The College aims to use academic mobility as one of the most important tools for improving the quality and competitiveness of higher education and studies.

4. **Strengthening the competencies of the college community through teaching and learning.** This priority aims to ensure the training, subject (professional), research and general competences of the academic staff, which are relevant for the high-quality performance of studies and scientific applied activities and the strengthening of internationality, by creating an effective competence improvement system. When improving the competences of non-academic staff, the greatest attention is paid to strengthening professional competences.

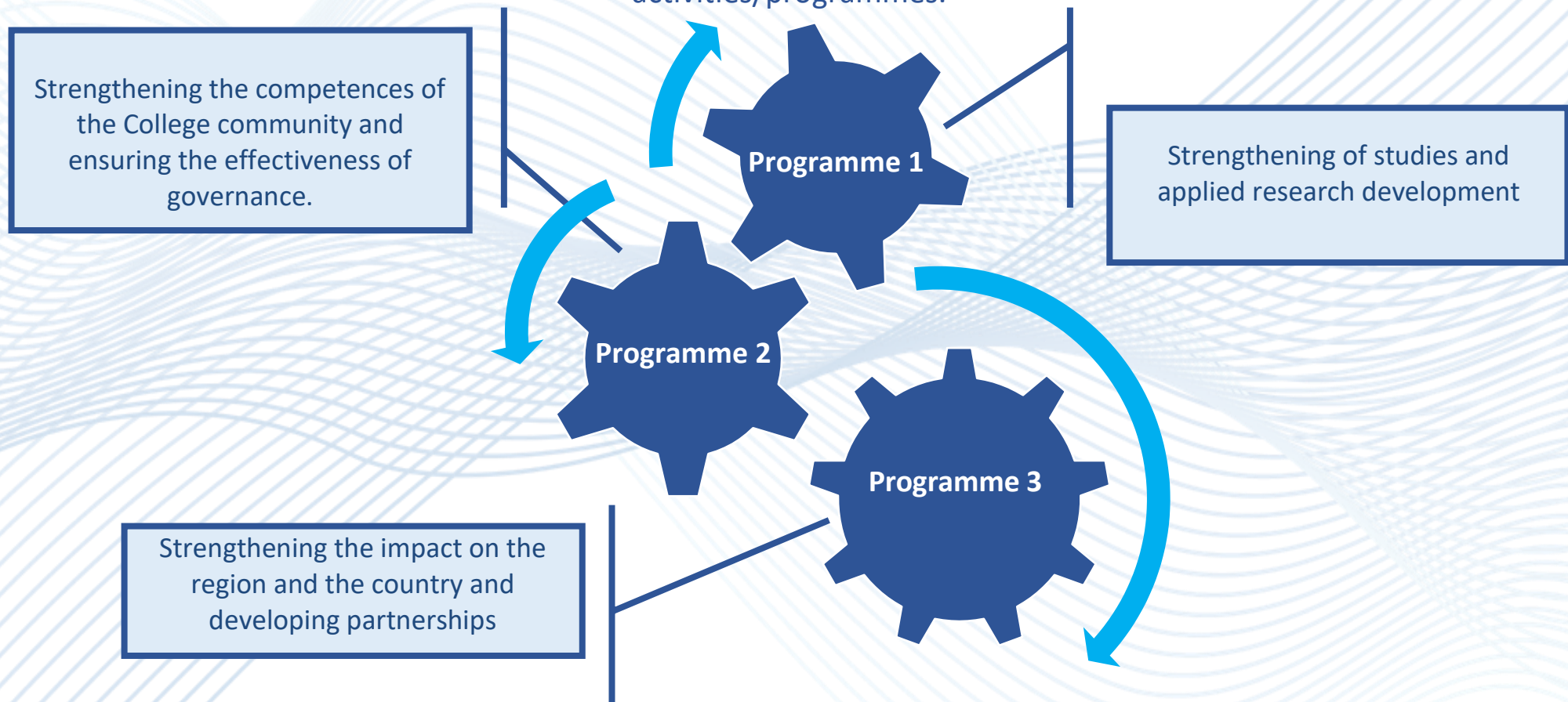
Quality assurance of activities and improvement of management efficiency. Priority includes improving the management of all activities: studies, research and experimental (social, cultural) development, non-formal education, finance, property, human resources, infrastructure. The College shall plan its processes and define their functions necessary to provide high-quality studies that meet the needs and expectations of stakeholders through a Quality Assurance System that complies with the Standards and guidelines for quality assurance in the European Higher Education Area (ESG), ISO 9001:2015 standard, principles of global quality management and Lean practices. In order to achieve effective process planning and management, the College uses internal self-analysis, feedback, audits and applies risk-based and opportunity-based thinking. One of the main directions of the college's governance efficiency is the active involvement of social stakeholders in the College's activities and internal management, providing more transparency and quality management for processes.

5.

6. **Strengthening the regionalisation of studies and applied science through strategic partnerships with business and other sectors.** This priority aims to use the good practices and infrastructure of strategic partners to develop students' entrepreneurial and practical skills, develop commercialisation activities for applied research, develop demand-as-you-go and innovative study programmes and provide the specialists in demand. The College aims to become a regional leader by bringing together general education and vocational school pupils around it, by giving them additional knowledge and practical skills in engineering and health sciences and by developing entrepreneurship and creativity among pupils and young people. The College shall ensure a diversity of forms and conditions for lifelong learning, taking into account the needs of the region and the country.

STRATEGIC ACTIONS/PROGRAMMES

The priorities for the strategic objective will be implemented through three strategic activities/programmes.



KEY INDICATORS FOR THE ATTAINMENT OF THE STRATEGIC OBJECTIVE (by 2026)

As part of its operational strategy for 2021-2026, the College will implement 6 strategic priorities through 3 strategic actions /programmes. In doing so, the College shall focus on these important progress indicators, which are expected to be achieved by 2026.

Programme	Key indicators for achieving strategic actions/programmes under the strategic objective	Desired result
E-1	Share of revenue from all services rendered in the total revenue structure of the Education Programme and the revenue received by the College, percentage.	50 %
E-2	Proportion of income from outsourced project activities and participation in international programmes as a share of total income from services rendered (excluding formal studies).	80 %
E-3	Increase in the proportion of graduates who are employed in a skilled position within 12 months of graduation.	10 %
E-4	Share of the region's graduates who completed secondary education in the current year and enrolled in Panevėžys College in the total number of the region's graduates enrolled in college.	40 %
E-5	Proportion of students participating in international mobility programmes.	15 %
E-6	Increase in the proportion of international mobility teaching visits.	15 %
E-7	Share of study fields accredited for the maximum period from all fields of study	70 %
E-8	Proportion of foreign students enrolled as full-time students out of total enrolments.	15 %

STRATEGIC ACTIONS / PROGRAMMES, THEIR OBJECTIVES AND TASKS

Strategic action (programme)	Objectives of the strategic action / programme	Interface with effect indicators	Tasks of the strategic actions/ programme
<p>Program 1. Strengthening studies and applied research development</p>	<p>Objective 1. Delivering high quality and competitive studies that meet national and regional needs.</p>	<p>E-3, E-4, E-7</p>	<p>Task 1. To strengthen the quality of ongoing studies and develop student-centred studies.</p>
	<p>Objective 2. Strengthen applied research activities and its harmony with ongoing studies.</p>	<p>E-2</p>	<p>Task 1. Ensure the development and quality of competitive applied research activities. Task 2. Strengthen the coherence between ongoing studies and applied science.</p>
	<p>Objective 3. Develop the internationalisation of studies and applied research.</p>	<p>E-5, E-6, E-8</p>	<p>Task 1. Develop two-way international mobility of teachers and students. Task 2. Ensure the internationalisation of ongoing studies and applied research.</p>
<p>Programme 2. Strengthening the competencies of the college community and ensuring management efficiency.</p>	<p>Objective 1. Ensure the sustainable development of the College.</p>	<p>E-1, E-2, E-4, E-8</p>	<p>Task 1. Systematically improve the qualifications of academic staff and strengthen subject (professional) competencies. Task 2. Strengthen the marketing system and its effectiveness by shaping the image of the college and attracting a sufficient number of students. Task 3. Increase revenues from R&D and other services. Task 4. Ensure continuous improvement of the organization. Task 5. Improving the qualitative composition of academic staff.</p>

Strategic activity (programme)	Objectives of the strategic activity / programme	Interface with effect indicators	Tasks of the strategic activities / programme
<p>Programme 3. Strengthening the impact on the region and country and developing partnerships.</p>	<p>Objective 1. Strengthen the College's operational partnership with the business and public sector.</p>	<p>E-2, E-4</p>	<p>Task 1. Participate in the formation and implementation of strategic plans for the development of Panevėžys city and region. Task 2. Cooperate with businesses and public sector enterprises, institutions, organizations, institutions in the training of specialists needed for the region. Task 3. Promote the partnership of Panevėžys region gymnasiums with the College and its social partners, orienting pupils towards engineering and health sciences.</p>
	<p>Objective 2. Provide the College with a favourable environment for meeting the cultural and educational needs of the region's society, as well as for studying and developing competences.</p>	<p>E-1</p>	<p>Task 1. Carry out scientific, health, cultural and social projects aimed at children, young people and senior citizens in the city and region.</p>