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MANUAL OF THE INTERNAL QUALITY ASSURANCE SYSTEM FOR STUDIES

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List of acronyms used in the document:

QMS – Quality Management System

IQASS - Internal Quality Assurance System for Studies

MRQ – Management Representative for Quality

ESG – Standards and Guidelines for Quality Assurance inf the European Higher Education Area

SFPC – Study Field Programme Committee

MSCPI – Monitoring System of College Performance Indicators

AKADIS - Panevėžys College Academic Study Information System

VMA – Virtual Learning Environment (Moodle)

INTRODUCTION

Panevėžio kolegija / State Institution of Higher Education (hereinafter - the College) is a state higher education institution of the Republic of Lithuania, where higher collegiate studies are conducted, based on professional practice and applied research and experimental development, and provides opportunities for lifelong learning.

Vision

Modern, socially responsible institution that promotes student entrepreneurship and supports sustainable and stable development as an institution of higher education and studies – the centre of applied sciences in the region.

Mission

To carry out higher education studies based on scientific knowledge and practical skills, providing students with modern competencies that have added value in the smart society. We focus the region's potential on the implementation of the lifelong learning principles and the development of scientific applied activities.

Performance objectives

- Implement studies providing higher college education and higher qualification meeting Lithuanian State, public and economy needs, level of science and modern technology.
- Develop regional relevant applied scientific research, consult local authorities and economy operators;
- Provide conditions for acquired knowledge and skills development;
- Educate open for education and culture society able to work in rapidly changing technological conditions.

The College operates a **Quality Management System** (hereinafter referred to as QMS), which is an integral and inseparable part of the **College's Action Strategy**. It provides the foundation for developing and fostering the quality of studies and research, as well as for enhancing the overall performance of the institution.

This system is regulated by the **Internal Quality Assurance System** for **Studies** (hereinafter – **IQASS**) manual and procedural descriptions, which define the process requirements, responsibilities for actions taken, and links with other internal and external documents. Other study-related processes are managed through the respective procedures, statutes, regulations, or descriptions approved by the College.

The IQASS has been developed in accordance with the recommendations of the **Standards and Guidelines for Quality Assurance in the European Higher Education Area** (hereinafter – **ESG**) and describes the internal system for study quality assurance, which is aligned with the QMS through related processes and procedures. The Quality Management System also incorporates activity principles recommended by international standards LST EN ISO 9001:2015 and EN ISO 21001:2018.

The College's QMS is focused on enhancing performance and efficiency within the continuous improvement cycle of operational and study quality, as well as meeting the needs of stakeholders.

Key concepts:

The Quality Management System (QMS) is a management system tailored to the needs of the College to guide and manage the quality-related activities of the organisation. It is grounded in the ESG and creatively incorporates internationally recognized practices derived from these standards:

- LST EN ISO 9001:2015 Quality management systems. Requirements.
- EN ISO 21001:2018 Education organizations - Management systems for educational organizations - Requirements with guidance for use.

The College's QMS is based on a process approach, focusing on improving efficiency and effectiveness in quality management, as well as meeting the needs of stakeholders.

Quality of studies is the sum of the characteristics of the elements of the teaching and learning (study) system, which is able to meet the current and perceived needs and expectations of stakeholders to the maximum extent possible.

Internal Quality Assurance System for Studies (IQASS) - a set of interrelated measures and documents that help to ensure the quality of studies at the College.

Manual Internal Quality Assurance System for Studies - a document that sets out the College's quality assurance system.

Deming Cycle (PDCA) - Plan-Do-Check-Act.

Monitoring System of College Performance Indicators (*MSCPI*) - an online system where College's performance indicators are entered, and the fulfilment of them is monitored and analysed.

I. QUALITY MANAGEMENT SYSTEM

ESG, Standard 1.1.:

Institutions should have a policy for quality assurance that is made public and forms part of their strategic management. Internal stakeholders should develop and implement this policy through appropriate structures and processes, while involving external stakeholders.

QUALITY POLICY

1. The College has developed a ***Quality Policy***[1] that is appropriate to the purpose and context of the organisation and supports the strategic direction. It covers all areas and elements of the College's activities. The Quality Policy and its links to the College's Strategic Business Plan are presented in *Annex 1*.

2. Internal stakeholders develop and implement the policy through appropriate structure and processes involving external stakeholders.

3. The ***Quality Policy*** helps to define responsibilities for quality assurance at all levels (College, faculty, department, centre, employee or student). The implementation of this policy is supported by the ***Code of Academic Ethics***, which declares academic integrity and academic freedom, and protects against any cases of intolerance or discrimination against students or staff.

4. The ***Quality Policy*** is drafted by the Management Representative for Quality. It shall be approved by a resolution of the Academic Board and shall be communicated to all College staff. The Quality Policy shall be made publicly available on the College website in Quality section and shall be forwarded to all College staff by email to darbuotojai@panko.lt after updates.

5. The Management Representative for Quality is responsible for monitoring and analysing the ***Quality Policy*** to ensure that it always remains relevant.

[1] This guide is mainly limited to the main documents governing the studies. If all the documents that guide the study process were to be transferred, the IQASS manual would be very long.

QUALITY IMPROVEMENT: ASSURANCE AND ENHANCEMENT

6. A brief description of quality assurance and enhancement is published on the College's website in the Quality section.

7. The governance structure of the College (Annex 2) enables the College to fulfil its mission, the institution's key strategic objectives and the College's quality assurance objectives.

8. The continuous improvement process is pursued through the Deming Cycle of the PDCA.

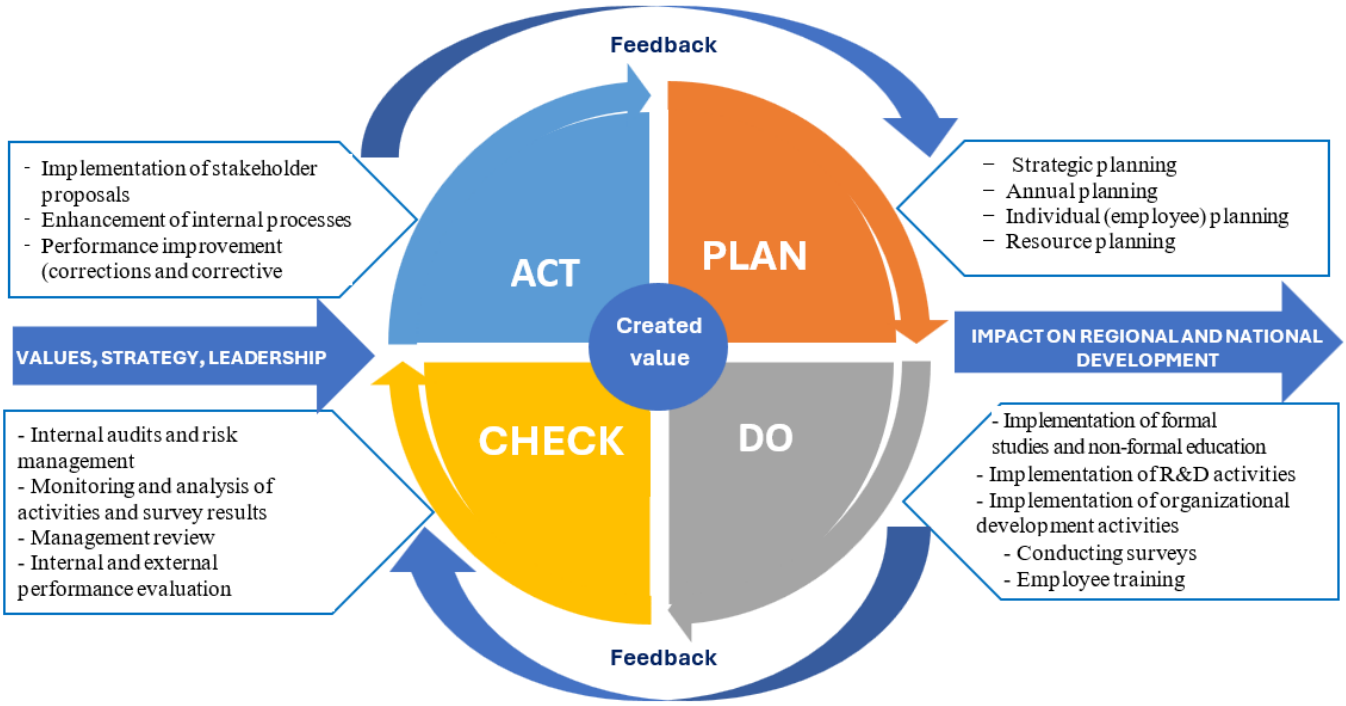


Fig. 1. Deming Cycle at the College

9. The process approach and the Deming Circle approach to quality management shall be used in the development and improvement of the QMS. The College's processes are divided into four process groups:

9.1. MANAGEMENT PROCESSES - covers the College's top management functions - *Management and Administration* and *Quality Management*. The purpose of these processes is to develop and plan the College's strategy oriented towards study and research development and related decisions, to ensure an efficient organisational structure, to perform SWOT analysis and assess risks, to plan, supplement and allocate the necessary resources (financial and human) to achieve the planned objectives; to ensure the quality of activities through the implementation, maintenance and continuous performance and QMS improvement (surveys, audits, monitoring and control of the IQASS, management of the environmental aspects).

9.2. CORE PROCESSES – create added value to the College's stakeholders, are directed towards the achievement of the College's main objectives and include *Studies*, *R&D* activities and *Non-Formal Education*. These processes are intended to create impact on society through the identification and satisfaction of stakeholder needs in pursuit of the College's mission. This group of processes is closely related to the management processes.

9.3. SUPPORT PROCESSES - ensures the efficient functioning of core business processes and includes *Documented Information and Records Management*, *Infrastructure Development and Procurement* (public procurement, development and provision of material resources, investment

projects, IT systems), and *Internal and External Communication*. These processes are designed to complement the processes and their activities with the necessary information, infrastructure and material resources.

9.4. IMPROVEMENT PROCESSES - "Encompasses organizational effectiveness and continuous improvement, ensuring a systematic measurement of achieved results and effectiveness (through annual activity reports and external evaluation, monitoring of stakeholder satisfaction and the implementation of their requirements, as well as the management of nonconformities and corrective actions)." These processes/activities contribute to meeting the interests and needs of stakeholders and increase the College's impact on society and other stakeholders. A flowchart of the processes is provided in *Annex 3*.

10. All processes and their constituent activities have identified responsible persons - process/activity owners - who are accountable for the performance of the processes/activities and the achievement of the objectives. The objectives are in line with the overall strategy of the College and the quality and environmental policy. A detailed flowchart of the processes and their activities, with the responsible persons (hosts) identified, brief descriptions and references to the documents governing the activities is given in *Annex 4*.

11. The Strategic Operational Plan contains performance targets for each year.

12. The basis of the Study Quality Assurance System is provided by the strategic documents of the College - the ***Statute of Panevėžys College***, ***the Strategy of Panevėžys College and the Strategic Action Plan 2021-2026***, which define the principles of quality assurance and the indicators to be formulated, ***Strategic Management Procedure Description PA 03***, which describes the established procedures for the systematic achievement of the College's mission, strategic objectives and key performance indicators and the progress of the institution as a whole; the ***Manual of Internal Study Quality Assurance System*** and the external and internal legal acts regulating the study process. The successful implementation of the system is ensured by the College's ***Quality Management System***, which is certified in accordance with the international standards LST EN ISO 9001:2015 and LST EN ISO 14001:2015, and which complies with the requirements of the standard EN ISO 21001:2018 (Education organizations - Management systems for educational organizations), and which consists of the IQASS Manual, the descriptions of the procedures, which set out the requirements for processes, the responsibilities for the actions carried out, and the linkages to other internal and external documents

13. The internal quality assurance system for the programmes of the study fields and the responsibilities for implementation are given in *Annex 5*.

14. The main objectives of quality assurance and improvement of the College's studies: - ensure the quality of studies and the achievement of the strategic objectives of the College, and to foster a culture of quality;

- continuously update the study programmes in order to fully meet the expectations of external stakeholders: prospective students, employers and external experts;
- ensure and continuously improve the competences of the teaching staff;
- uphold the College's reputation as a quality educational and scientific institution, as confirmed by the accreditation of the College and its study programmes by the Centre for Quality Assessment of Studies.

15. The overall quality assurance and evaluation of studies is based on:

- Quality Assurance Regulations and Guidelines of the European Higher Education Area (2015) https://www.vda.lt/uploads/documents/files/Studiju%20kokybe/2017_ESG_1-1.pdf and other documents of the Bologna Process, and the provisions of the Dublin Statements.

- The requirements of the Centre for Quality Assessment in Higher Education https://www.skvc.lt/default/lt/veiklos-sritys/kokybes-uztikrinimas-
https://www.skvc.lt/default/en/quality-assurance/about-quality-assurance

- Professional practice and applied research, experimental development/professional art and social responsibility, linked to sustainable development of the region, in cooperation with the local community, business and government groups, developing the capacity of the individual and the community to think and act independently and creatively.

16. The performance and effectiveness of the internal quality assurance system is guaranteed by the use of quality assessment methods including both qualitative and quantitative indicators, such as: self-assessment (annual reports on the College's performance, including the implementation of strategic performance indicators, SWOT, risk management, etc.); monitoring (e.g. student attrition, academic and administrative staff performance); surveys (e.g. questionnaires (with applicants, students, lecturers, employers, graduates); document analysis (e.g. student and lecturer mobility, research and development reports, student progress, career monitoring data); interviews (e.g. with applicants to discuss their future studies, with first-year students to discuss adaptation problems, with placement supervisors to discuss practical training results, with group tutors and seniors to discuss semester results, student support problems, etc.).

17. The effectiveness and continuous improvement of the system is also supported by regularly audited processes in accordance with the ***Quality and Environmental Systems Internal Audit Procedure PA 17, Performance Improvement Procedure PA 19*** and the ***Risk Assessment Procedure PA 07.***

18. Quality assurance is based on several principles:

- Quality improvement and enhancement is not treated as a separate process, but as a part of the strategic management of the organisation, which is monitored and managed in accordance with the ***Strategic Action Plan of Panevėžys College for 2021-2026*** in order to ensure the highest quality of learning, teaching, study programmes and research.
- Quality improvement and enhancement contribute to the creation and maintenance of a quality culture. The responsibility for ensuring and improving the quality of learning and teaching rests with every member of staff involved in teaching:
  - ✓ Students are responsible for their own learning and for providing constructive feedback on teaching and courses.
  - ✓ Responsibility for overseeing the quality of learning and teaching is distributed throughout the College, through the Faculty and the Programme Chairs/Committees of the Study Areas.
- Quality improvement and enhancement involve external stakeholders: representatives of business and other organisations, academic partners, governmental authorities.
- Quality assurance, improvement and enhancement shall be transparent, systematic and rigorous.

19. The Deming Cycle (Plan-Do-Check-Act) is applied to all processes. Aims, objectives and resources are planned to achieve the intended results in accordance with legal and stakeholder requirements and organisational policy; what is planned is implemented, monitoring of achievement of objectives is carried out and action is taken where necessary to improve the performance. The evaluation criteria and their specific meanings are set out in the ***Strategic Action Plan of Panevėžys College***. Monitoring of the quality of studies is carried out on the basis of the achievement of assessment criteria.

ALLOCATION OF RESPONSIBILITIES FOR QUALITY ASSURANCE (IMPROVEMENT AND ENHANCEMENT)

Institutional level

20. *The Council of Panevėžys College* is the governing body of the College's strategic affairs, ensuring its accountability to the public, social responsibility and rapid and effective response to environmental changes.

21. *The Director of Panevėžys College* - manages the College, organises its activities, ensuring the implementation of the College's strategic plan; hires and dismisses the College's employees; is responsible for the financial activities of the College, proper management, use and disposal of funds and assets; submits to the Council for approval the College's annual estimates of income and expenditure and a report on the implementation of these estimates; submits to the Academic Council for consideration and approval by the Council the College's annual activity report, including the implementation of the strategic plan, the College's strategic plan and the plans for the transformation of the College's structure; and carries out the other functions set out in the legislation and in the Statutes.

22. *Academic Council of Panevėžys College* - the governing body of the College's academic affairs, which ensures the collegiality of consideration of issues related to academic activities, the adoption of legal acts necessary for their implementation, taking into account the College's mission, operational goals, tasks and general academic interests. Functions of the academic council: determines the study procedure, approves study programs; evaluates the results of applied scientific research and experimental development and the quality and level of applied scientific research and experimental development and art activities of the College; approves the internal study quality assurance system and controls how it is implemented; determines the qualification requirements for the positions of teachers and research workers and the procedure for organizing the certification and competitions for the positions of teachers and research workers; approves tuition fees and determines the total number of study places, taking into account the possibilities to ensure the quality of studies and scientific and artistic activities; performs other functions specified in legal acts and the Statute of the College. Resolutions of the Academic Council are binding on all college employees and students.

23. *Deputy Director for Studies* - coordinates and is responsible for the results of the College's faculties and the activities of the Study, career and employment centre, the quality of studies and the improvement of the qualifications of academic staff, Non-formal education; organizes high-quality implementation of study programs, analyses material and human resources in study areas, makes suggestions for improving the quality of studies; controls the implementation of the resolutions and orders adopted in matters of academic activity, the evaluation and accreditation of study programs, the preparation of study program self-analyses, to carry out other assignments of the governing bodies of the College, in order to achieve the objectives of the College Statute in the fields of studies and scientific applied (art) activities.

24. *Deputy Director for Research and Development* - coordinates and is responsible for the results and quality of the activities of the College's Applied Research Activities, Applied Research & Innovation Centre, Library, Information Technology Centre, Maintenance and Supply Department, Dormitory and State Property Management and Public Procurement Service, aims the most efficient work of these departments; ensures the provision of the College Library with educational and scientific literature, access to international databases, provides computerized workstations in the reading room with the necessary software; organizes and coordinates R&D activities in the College, develops consulting services; implements the College's quality management system requirements related to infrastructure support and development processes and R&D activities.

25. *Study, career, and employment centre* - its purpose is to organize and carry out the planning, accounting, and quality control of the College study process, administer the activities of the College study process, prepare plans for attracting prospective students and implement student admission activities, administration and organization of the process of student and graduate career management services.

26. *The Management Representative for Quality (MRQ)* controls the implementation and functioning of the IQASS, annually presents the IQASS implementation report to the Academic Council, is responsible for strengthening the quality culture in the College and supervises the process of conducting surveys. MRO also participates in the self-analysis processes of both the institution and the study fields. The quality assurance and distribution of responsibilities for study programs are disclosed in *Annex 6.*

Faculty level

27. *Dean of the Faculty* - plans and organises the activities and study process of the Faculty; ensures the implementation of the goals and objectives set out in the Regulations of the Faculty and the fulfilment of its functions; coordinates the activities of the Faculty's staff, formulates tasks and evaluates the annual performance of the staff (except for lecturers); plan, with the involvement of the study programme committees, the need for material resources, textbooks, methodological publications, electronic resources, and other tools for study; use human, material and financial resources efficiently in order to achieve the Faculty's aims and objectives; analyse the qualifications of teaching staff and plan the need for academic staff; initiates the development of new study programmes and coordinate the monitoring, evaluation and improvement of existing study programmes in cooperation with the study programme committees; organises the preparation of high-quality and timely self-evaluations of study programmes and their submission to the Director of the College and the Centre for Quality Assessment in Higher Education; cooperate with social partners and alumni to promote their participation in the implementation and management of study programmes; provide information on the Faculty's academic activities and the organisation of studies to internal and external users, present the annual activity report to the Faculty's staff meeting; carry out other functions delegated by the Director or assigned by other documents of the College, as well as instructions of the Deputy Director for Studies within the limits of his/her competence.

Committee level of the Programme(s) of the field(s) of study (SFP)

28. The study field(s) programme(s) (hereinafter SFP) committee is the organisational academic body of the faculty responsible for the implementation of the aim(s) of the study field(s) programme(s), the continuous supervision, monitoring and improvement of the quality of the study field(s) programme(s). The Committee shall ensure:

- the relevance of the aim(s) of the programme(s) of study, the results and the content of the study programme(s) to the needs of the society and/or the labour market, and to the College's mission and strategic objectives.
- the integrity of the structure, content, methods of study and assessment of the programme(s) of the field(s) of study, and compliance with internal and external legal acts governing the studies.
- the coherent development of competences.
- the relevance of the content of the programme(s) in the field(s) of study to the latest developments in science and technology.
- continuous supervision, monitoring and improvement of the quality of the programme(s) of the field(s) of study.

INVOLVING STAKEHOLDERS IN THE MANAGEMENT AND QUALITY IMPROVEMENT AND ENHANCEMENT OF STUDIES

29. One of the main areas of change in the College's governance is the active involvement of social/external stakeholders in the College's activities and internal management, bringing more transparency and quality to the governance processes. The involvement of both external stakeholders from the public and private sector and internal stakeholders (Annex 4) in the College's decision-making processes helps to ensure the quality of the College's services.

30. **Cooperation with students**. The high level of quality of education is supported by the involvement of students and other social partners in decision-making processes. Student representatives participate in all institutions dealing with study issues, from the highest governing bodies of the College (the College Council, the Academic Council) to the Panevėžys college study field (fields) programme (programmes) committees (hereinafter SFPC), the Ethics Committee, the Disputes Committee and various working groups (e.g. in the work of the Study field programmes self-assessment group), in the student government, in the activities of the Student Scientific Society.

31. **Cooperation with the social partners**. External social partners help to ensure that the knowledge and skills provided in the study programmes are up to date. The participation of social partners in the management of the study field programme is ensured by cooperation agreements, employers' work in the Study field programme committees, organisation of student internships, suggesting themes for final theses and advising on the preparation of final theses, participation in the evaluation of study results and surveys on student internships, the suitability of the study programme results for the needs of the labour market and the competences of graduates. Experts in the relevant field, who participate in the qualification boards, provide useful advice on strengthening students' knowledge and skills in certain areas, adjusting the content of certain modules or adding new subjects to the study programme.

32. Stakeholder feedback is also essential for quality assurance and is managed in accordance with the QMS ***Conducting Surveys Procedure Description PA 10***.

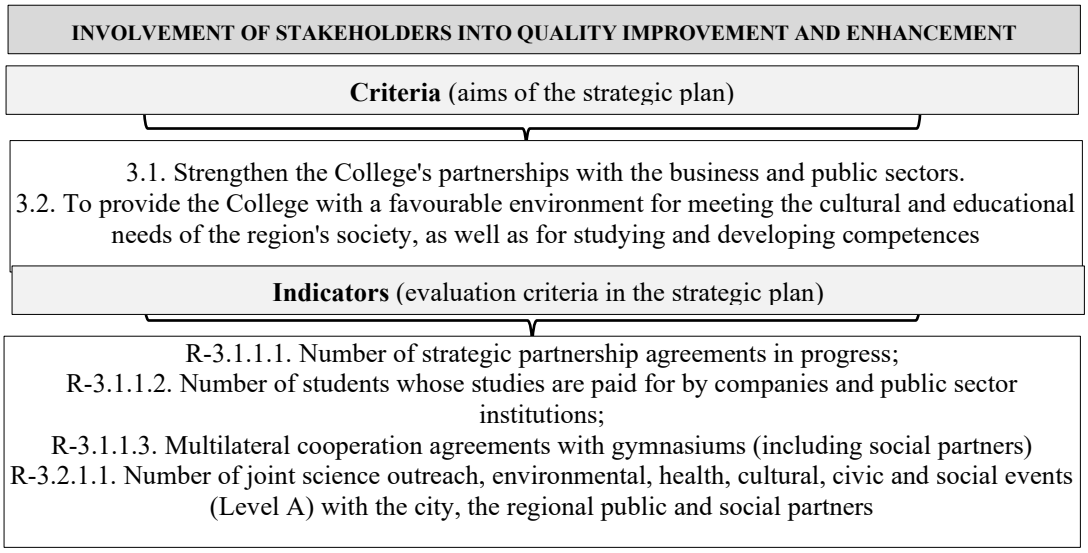


Fig. 2. Collaboration with stakeholders to ensure the quality of studies

* The value of the indicator in the Panevėžys College Action Strategy and Strategic Action Plan of 2021-2026

Supplementary quality criteria:

Table 1

CRITERION	INDICATOR	FULFILMENT
The College's Quality Management System complies with international standards	The College's Quality Management System is guided by the Standards and Guidelines for Quality Assurance in the European Higher Education Area. The College has a certified AC system	

Quality assurance is based on planning and analysis	Key performance objectives, targets and indicators are set	
Ensuring operational performance (effectiveness) and continuous quality improvement	Issues related to the quality of academic, scientific, and other activities are continuously addressed, and corresponding decisions are made.	
Improvement of the quality of governance, administration, and decision-making	The implementation, enhancement, or modernization of digital technologies	

II. DESIGN AND APPROVAL OF PROGRAMMES

ESG, Standard 1.2.:

Institutions should have processes for the design and approval of their programmes. The programmes should be designed so that they meet the objectives set for them, including the intended learning outcomes. The qualification resulting from a programme should be clearly specified and communicated, and refer to the correct level of the national qualifications framework for higher education and, consequently, to the Framework for Qualifications of the European Higher Education Area.

PRINCIPALS OF STUDY PROGRAMS DESIGN

33. The College has established processes and principles for the development and approval of study programmes:

- Study field programs are developed in the context of overall College strategy. By implementing the priority of strategic activity - *ensuring the unity of science and studies*, studies based on scientific applied research are developed at the College: students' abilities to carry out scientific applied research and experimental development work are developed by preparing final research papers (projects), involving students in scientific applied research and experimental development work implementation, participating in the activities of the College Students' Scientific Society, preparing and publishing scientific articles and presenting reports at national and international conferences. The elements of scientific research are applied in coursework, laboratory, practical, independent work, teachers use the results of the conducted research in module (subject) studies.

- Particular attention is paid to the *development of the necessary skills and competences for students* to succeed in their studies, *to enter the labour market and to be able to manage their intellectual and professional development and increase their employability*. In cooperation with the social partners, the College provides opportunities for programmes both to send students on internships/traineeships, to use the social partners' infrastructure and laboratories, and for students to develop their practical skills at the College itself in its or the social partners' specialised laboratories.

– When implementing the priority of strategic activity - *the development of the internationality of studies and science*, programs are created in such a way that they are relevant not only at the regional level. All programs allow students to gain international experience through a study and/or internship abroad. The internationality of the study programs is strengthened by inviting professional

teachers from foreign higher education institutions to teach the topics of individual modules (subjects).

- Study programs meet national and international requirements:
  - ✓ The goals and expected study results of the college study programs correspond to the type of study, stage and level of qualifications, based on academic and professional requirements.
  - ✓ The content of the study results set in the college study programs corresponds to the goals set out in the Bologna Declaration.
  - ✓ Study programs are prepared/implemented in accordance with all the requirements for the first stage of studies of the European Higher Education Qualification Framework for collegiate studies and upon completion of the studies, the professional bachelor's degree awarded to the students corresponds to the VI level of the description of the structure of Lithuanian qualifications.
  - ✓ Study programs are prepared, evaluated and updated taking into account the directives of the European Union, in compliance with the general and special requirements for study programs and the prescribed forms of study program descriptions and in accordance with the legal acts approved by order of the Minister of Education, Science and Sports of the Republic of Lithuania: ***General requirements for degree-granting first cycle and integrated study programs description***, ***Description of the general requirements for the performance of studies***, ***Descriptions of study fields*** (in their absence - the ***Regulation of the study field***), ***Description of study levels, Description of the procedure for external evaluation and accreditation of studies, evaluation areas and indicators, Methodology of external evaluation of study fields*** approved by the orders of the director of the Study Quality Assessment Centre and ***Evaluation methodology of the intended study programs***.

THE PROCESS OF QUALITY ASSURANCE AND CONTINUOUS IMPROVEMENT OF STUDY PROGRAMMES AT THE COLLEGE

34. In order to implement the priority of the College's strategy - ensuring the unity of studies and science - the College systematically updates study programmes, develops and submits new study programmes for accreditation, and optimises study programmes. Quality assurance of studies is based on the Deming cycle (plan-do-check-act), see Figure 3.

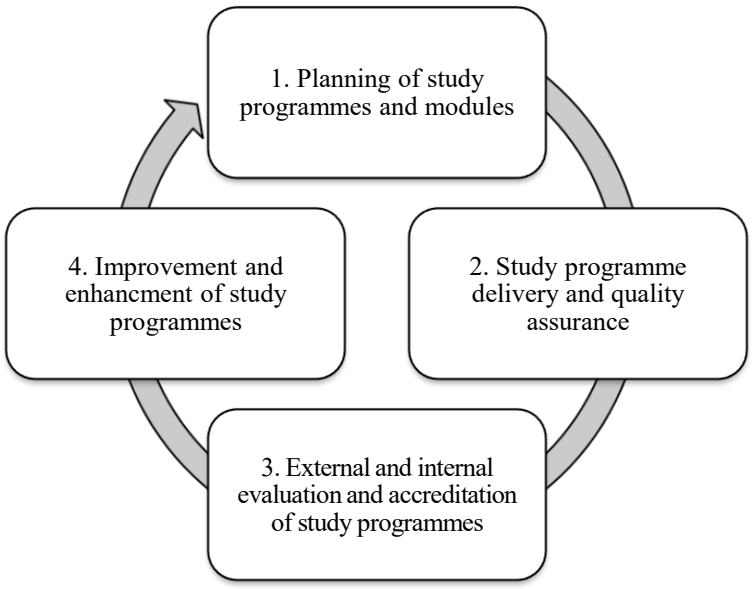


Fig 3. Process for quality assurance of the study process

35. Continuous improvement of study programmes objectives:
    - Ensure that the programme and its modules are kept up to date.
    - Ensure that the teaching methods of the module are appropriate to achieve the outcomes of the module.

- Ensure that assessment methods are appropriate to determine the achievement of learning outcomes.
- Ensure that student achievement and progress are satisfactory.
- Enhance the academic experience of students through feedback from student surveys.

36. The quality implementation of study programmes (organisation and execution procedures, control and evaluation) shall be governed by the ***Description of the Procedure for the Planning and Organisation of Studies PA 06.***

37. The management and internal quality assurance of the development, registration, implementation, renewal, liquidation, evaluation and monitoring of study field programmes shall be governed by the description of the ***Management Procedure of Study Fields Programmes of Panevėžys College.***

38. Responsibility for the quality of studies and the evaluation of its effectiveness in the College is delegated according to the areas of activity: the Academic Council approves the internal study quality assurance system and annually checks how it is implemented, approves study programs and submits proposals to the Director of the College regarding the financing of these programs and the structure of the College transformations needed to implement those programs, assess the quality and level of R&D activities. All departments participating in the study process, the Dean and the SFPC, which are under the Deputy Director for Studies, are also responsible for the execution of high-quality studies.

39. The main link in the quality assurance of the study programme is the faculty and the SFC committee, whose activities are regulated by the ***Regulations of the Study Field/s Programme/s Committee of Panevėžys College***. The SFP committee makes proposals to the Dean regarding the initiation of new study programmes and prepares new study programmes, carries out the quality supervision, improvement and monitoring of the study programme(s), participates in the publicity of the study programme(s), and provides information for the presentation of the study programme(s) in the College's website, maintains relations with alumni and social partners of the study programme(s), cooperates with the College departments responsible for student admission, study programme publicity, communication, international relations and other activities.

40. The Faculty monitors study programs, updates existing ones (reviews the content of modules (subjects), applied study and assessment methods) and prepares new study programs. The development of the study program is initiated by the faculty, which has assessed the need for specialists expected to be trained according to the study program in the country or region, as well as the employment opportunities of the graduates.

41. Students, social partners, employers and other persons specified in the description of the ***Management Procedure of Study Fields Programmes of Panevėžys College*** are included in the processes of creating and improving study programs. Feedback is also managed according to the ***Conducting Surveys Procedure PA 10***. Taking into account the results of the study, if necessary, the content of study programs, descriptions of subjects (modules), study schedule, and organization of the study process are adjusted.

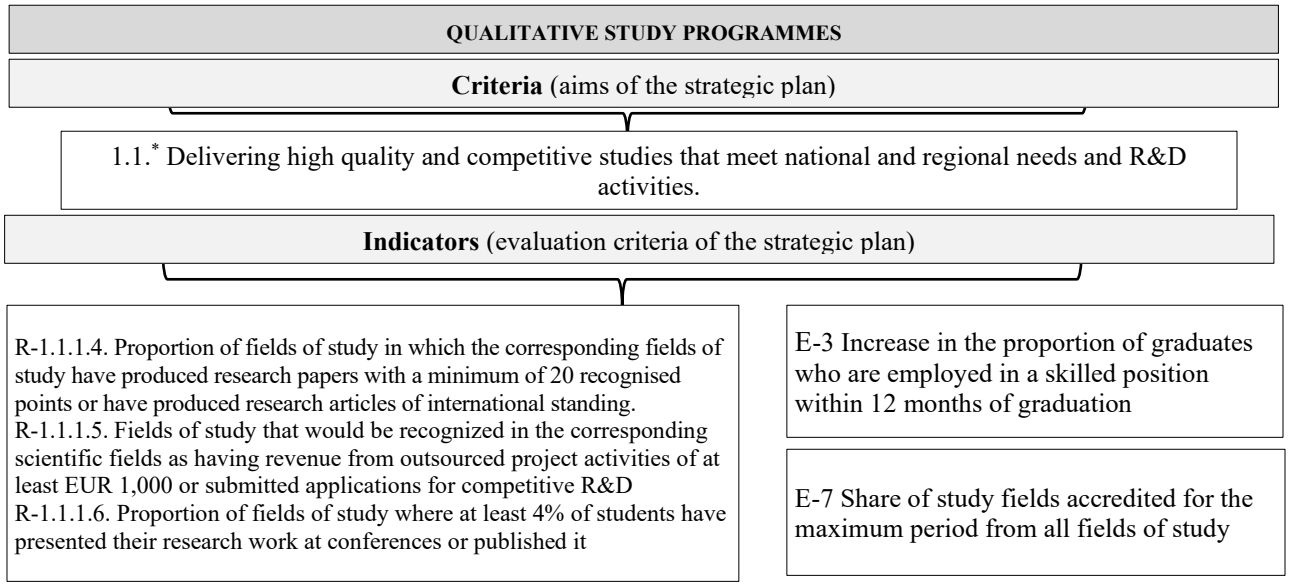


Fig. 4. Criteria and indicators for assessing quality of studies

* The value of the indicator in the Panevėžys College Action Strategy and Strategic Action Plan of 2021-2026

Supplementary quality criteria

Table 2

CRITERION	INDICATOR	FULFILMENT
Study programmes in line with educational requirements	The envisaged study outcomes are consistent with the structural parts of the first or short cycle of studies, vocational bachelor's or short cycle of studies, and their content, as regulated in the description of study stages approved by the Minister of Education, Science and Sport of the Republic of Lithuania	
Ensuring the internationalisation of study programmes	Conducted study programmes or modules (subjects) in English	
Planning new study programmes or updating existing ones	Study programmes developed or updated	
Applying the theoretical knowledge and practical skills acquired by students in specific professional activities	Students' theses have a practical, professional applicability	

III. STUDENT-CENTRED LEARNING, TEACHING AND ASSESSMENT

ESG, Standard 1.3.:

Institutions should ensure that the programmes are delivered in a way that encourages students to take an active role in creating the learning process, and that the assessment of students reflects this approach.

INVOLVING STUDENTS IN COLLEGE GOVERNANCE AND QUALITY ASSURANCE

42. The need for active student participation in the governance of higher education institutions is highlighted in the main Bologna Process documents, recognising students as "competent, active and constructive partners" and "full members of the academic community", able to participate in the governance of the higher education institution and to have an influence on both the higher education institution and the content of studies. The College fulfils this requirement and ensures that they have the opportunity to represent their interests in the main governing bodies such as the College Council, the Academic Council, as well as in the activities of the SFP Committees, the Ethics Committee, the Disputes Committee and various working groups.

ENSURING ETHICS OF ACTIVITY

43. ***The Code of Academic Ethics of the College*** defines the fundamental values of academic ethics - academic honesty, responsibility, equality, justice, non-discrimination, accountability, transparency, economical use of resources, academic freedom, impartiality in the evaluation of scientific and study works, trust, respect, general ethical norms, ethics of studies and applied scientific activities, implementation and supervision of the norms of the code of academic ethics.

IMPLEMENTING STUDENT-CENTRED LEARNING

44. The College aims to ensure that its studies are student-centred: the study system and its culture must be based on innovative study methods, closer communication between the teacher and the learner, and must promote student autonomy and involvement in the study process.

45. The College's study programmes are results-oriented, the lecturer's activities are focused on empowering students to find information and learning resources, students are responsible for their own learning and are active participants in the study process.

46. The implementation of the principle of student-centred teaching and learning at the College means:

- taking into account the diversity of students and their needs;
- listening to the needs of students by allowing them to choose their learning pathways flexibly;
- using a variety of teaching methods according to their suitability;
- the study process is constantly reviewed and evaluated by all stakeholders;
- regular evaluation and selection of delivery methods and pedagogical approaches;
- autonomy of learning is supported through appropriate guidance and tutor support;
- active cooperation and mutual respect between student and teacher is encouraged;
- encouraging student activity, mobility programmes, project and research activities and social action.

47. The study system, conditions, organisation, conduct, rights, obligations of students and students, and the relationship between students and the College shall be determined by the ***Regulation on Studies of Panevėžys College.***

ENSURING THE QUALITY OF THE ACHIEVEMENT ASSESSMENT PROCESS

48. Given the importance of assessing students' achievements for their development and future careers, great emphasis is placed on ensuring the quality of the assessment process as follows:

- assessors are familiar with current assessment methods and are encouraged to develop their skills in this area;
- assessment methods and criteria are made public in advance;
- assessment allows the student to demonstrate the extent to which the intended learning outcomes have been achieved;
- feedback is provided to students, including advice on the learning process where appropriate;
- assessment is consistent, fairly applied to all students and carried out in accordance with established procedures;
- a formal student appeals procedure is in place.

49. The College has processes and tools in place to collect data, monitor and act on student achievement information. Students' study results are recorded in ***AKADIS - Panevėžys College Academic Study Information System.***

50. The principles of evaluation of learning outcomes, the organisation of module (subject) learning outcomes evaluation and the description of cumulative evaluation are given in the ***Description of the procedure for evaluation of learning achievements of Panevėžys College***. Lecturers shall familiarise students with the content of the module (subject) and the assessment procedure before starting to teach the subject. The criteria for the assessment of study subject learning outcomes are specified in the ***Descriptions of study modules (subjects).***

51. The procedure for the organisation of students' professional internships at the College, the procedures, principles of reporting and evaluation, documentation and requirements for students shall be determined by the ***Description of the procedure for the organisation of internships at Panevėžys College***.

52. The structure of final theses (projects), their preparation, organisation of their defence and evaluation is determined by the ***Description of the Procedure for Preparation and Defence of Final Theses (Projects).*** The specific criteria for the evaluation of the results of each study programme shall be determined by a resolution of the study programme committee of the field of study. The ***Description of the Procedure for the Organisation of the Final Examination at Panevėžys College*** determines the preparation for the final examination and the tasks for the final examination, as well as the criteria for the evaluation of results.

53. Lecturers are familiar with the methods of evaluation of learning outcomes and improve their qualification in accordance with the qualification improvement programme for lecturers and researchers of Panevėžys College.

54. Students are provided with feedback on assessment in accordance with the requirements of the ***Panevėžys College Study Regulations*** and, if necessary, are advised on the learning process.

IMPARTIALITY IN LEARNING OUTCOMES ASSESSMENT

55. A student who disagrees with the assessment of the learning outcomes has the right to appeal. ***The Regulations on Appeals of Panevėžys College*** shall determine the procedure for their submission, examination and decision-making at the College.

56. ***The Performance Improvement Procedure PA 19*** shall establish the procedure for the resolution of student complaints at the College.

Supplementary quality criteria

Table 3

CRITERION	INDICATOR	FULFILMENT
Students' achievements	Students' academic achievements	
	Students' professional achievements	

IV. STUDENT ADMISSION, PROGRESSION, RECOGNITION AND CERTIFICATION

ESG, Standard 1.4.:

Institutions should consistently apply pre-defined and published regulations covering all phases of the student "life cycle", e.g. student admission, progression, recognition and certification.

ADMISSION OF STUDENTS AND RECOGNITION OF STUDIES

57. The College applies predetermined rules that cover the entire "life cycle" of a student, i.e., from admission, through the course of studies, to recognition and the award of diplomas.

58. The admission of students to the College is carried out in accordance with the ***Description of the Student Admission Procedure*** and the ***Rules of Student Admission to Panevėžys College PA 05.***

59. The admission procedure, admission requirements and other relevant information in Lithuanian and English are published on the College's website https://panko.lt/.

60. In order to enhance the accessibility of studies, the College develops a system of assessment and recognition of partial learning outcomes, formal, non-formal and informal competences acquired in a spontaneous way. The results of partial studies and competences acquired through formal education shall be assessed and recognised at the College in accordance with the ***Procedures for the Crediting of Partial Studies and Recognition of Competences Acquired Through Formal Education at Panevėžys College***. Learning outcomes of partial studies may be credited to persons who have graduated, studied or is studying in higher education institutions of Lithuania or foreign countries according to higher education study programmes, and competences acquired through formal education may be recognised as the outcomes of study of modules (subjects) to persons who have acquired or have been recognised with a qualification of at least 4th level according to the ***Description of the structure of qualifications in Lithuania, approved by the Government of Lithuania***.

61. The College participates in the centralised admission to Lithuanian higher education institutions and is guided by LAMA BPO the general provisions of this admission. The admission rules shall specify the study programmes for which admission will be granted, the principles of

establishing competition queues, the structure of the competition score, the formula for the competition score, and the admission procedure.

62. The number of students to be admitted to the College is planned in the ***Strategic Action Plan of Panevėžys College***. The faculties plan the enrolment of students into individual study programmes.

COURSE AND FORMS OF STUDIES

63. In the implementation of the ***strategic programme of activities - Development of Studies and Research***, the College develops student-centred studies, which pay special attention to the individual learner's experience, perspectives, education, interests, talents and needs.

64. The College offers flexible study options, offering full-time, full-time (evening), full-time (sessional) and part-time studies. The variety of forms and methods of studies used at the College is regulated by the ***College's Regulations on Studies***, the ***College's Procedures for the Organisation and Conduct of Full-time Sessional and Full-time Evening Studies***, and the ***College's Procedures for the Organisation of Distance and Hybrid Distance Studies***.

65. Full-time studies at the College are organised according to full-time, evening and sessional timetables, and part-time studies are organised according to sessional timetables.

66. In order to enhance the individualisation of studies, students are given the opportunity to attend lectures on an individual schedule and to study according to *an individual study plan*. Studying according to an individual schedule is usually chosen by full-time students studying according to a full-time schedule, combining studies with work. *An individual study plan* is usually offered to students enrolled in the College, for whom, after evaluating the results of their partial studies and/or competences acquired in formal and informal ways, the number of credited credits gives the opportunity to start studies in a higher course.

67. The College has also validated *partial studies* - learning within a part of a study programme that provides knowledge and competences which are assessed and confirmed by a study certificate. This is used by individuals who wish to acquire new competences as a result of a change in the nature of their work, and by graduate employees who wish to acquire specific knowledge in another field. Part-time students also tend to study according to an individual study plan.

68. Distance learning at the College is organised using the Moodle virtual learning environment, Zoom video conferencing tool and other technologies.

69. Students are provided with a positive study environment, full support and assistance in realising their ideas and achieving their goals, creativity development.

70. Non-formal education is a type of activity of the College, which provides education for adults (usually persons under 18 years of age) and children through various non-formal education programmes: meeting needs, qualification development and acquisition of additional competences, etc. It is managed in accordance with the description of the ***Organization and Administration of Non-formal Education Procedure PA 22.***

71. The College has developed and approved the ***Description of the Procedure for the Assessment and Recognition of Competences Acquired in Non-formal and Informal Education of Panevėžys College***, which defines the procedures for the assessment and recognition of competences, the persons responsible for the assessment and recognition of competences, and the requirements for candidates applying for recognition of competences. The competences to be assessed are those acquired in non-formal adult education, traineeships, direct work, voluntary activities and spontaneous learning.

INTERNATIONAL STUDENT MOBILITY

72.The internationalisation of study activities is one of the six priorities of the College's strategy, which is implemented in the framework of the programme "Development of Study and Research Development", which aims to develop the internationalisation of study and research development activities.

73. The process of international mobility of students is carried out in accordance with the ***International Relations Management Procedure PA 18*** , starting with the search for funding

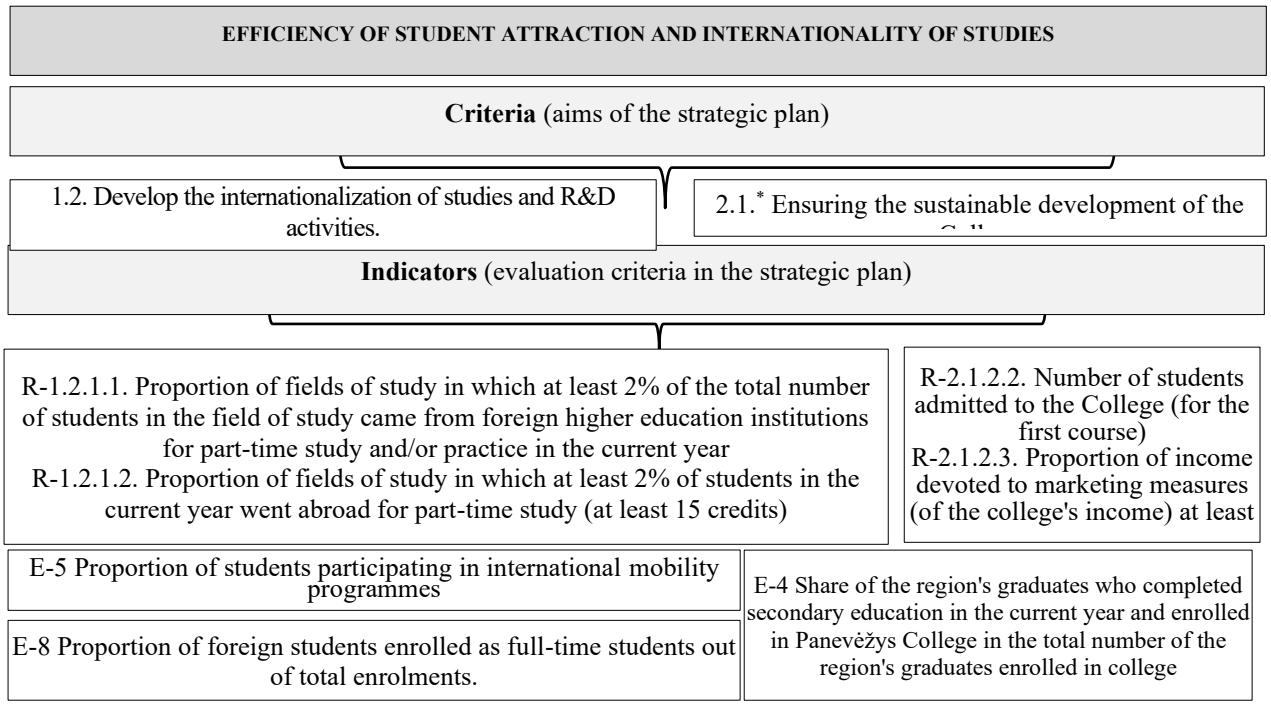
opportunities for international exchange projects, the search for international partners and the information, selection and organisation of the mobility of the students, as well as the evaluation of the quality of this process: feedback from the participants and the identification of the opportunities for the development of international relations.

74. The requirements for participation in the Erasmus+ programme are published on the College's website section International Relations.

COMPLETION OF STUDIES

75. Successful completion of studies is recognised by the award of a Higher Education Diploma. Competences acquired in the College in an informal way shall be confirmed by a certificate.

76. The graduates of the college study programmes shall be awarded a professional bachelor's degree or a professional bachelor's degree and a professional qualification in the respective field of study, as stipulated in the ***Law on Higher Education and Research of the Republic of Lithuania*** and ***the General Requirements for the Conduct of Studies*** and shall be issued a diploma and a diploma supplement certifying the qualification degree awarded.



5. pav. Criteria and indicators for evaluating marketing and student internationalisation measures

Supplementary quality criteria

Table 4

CRITERION	INDICATOR	FULFILMENT
Development of internationality of studies	New or updated Erasmus+ cooperation agreements	
Student satisfaction with the International Mobility Programme	Student feedback on the College website, Facebook, Instagram	

V. TEACHING STAFF

ESG, Standard 1.5.:

Institutions should assure themselves of the competence of their teachers. They should apply fair and transparent processes for the recruitment and development of the staff.

RECRUITMENT AND ADAPTATION OF STAFF

77. The College has implemented, maintained and continually improved its human resources (personnel) management process in accordance with the ***Personnel Management Procedure PA 11*** and the PDCA cycle.

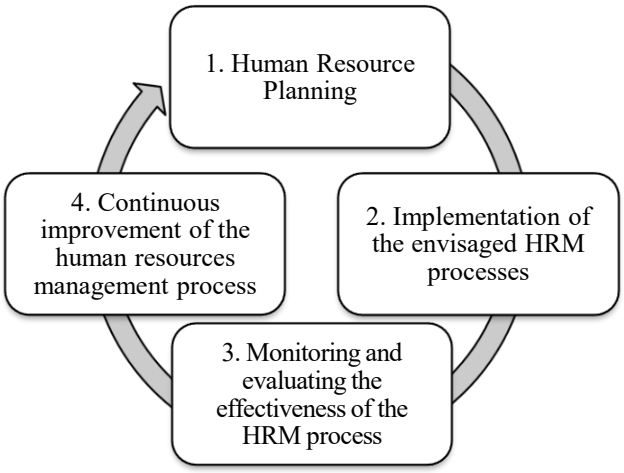


Fig 6. HRM quality assurance process (see PA 11 for a more detailed outline)

RECRUITMENT AND ADAPTATION OF STAFF

78. The College has processes in place to ensure that it has qualified staff to deliver programmes and to provide administrative support for those programmes. The main components of the human resources system consist of:

- selection and recruitment;
- provision of adaptation support for newly recruited staff;
– staff performance evaluation;
- staff training and development;
- motivating staff.

79. Adaptation support is provided to newly recruited academic and non-academic staff. Newly recruited academic staff shall be mentored by the Dean of the Faculty and the Chair of the SFPC Committee, while non-academic staff shall be supported by an assigned member of staff in the relevant unit. This helps new staff to become familiar with the working conditions, procedures and all the necessary information, to master the information systems used at the College, thus shortening the adaptation period, helping new staff to integrate more quickly into the College community, to make their work more efficient and to reduce staff turnover.

ENSURING STAFF COMPETENCE

80. The staffing of the College shall be planned by identifying quantitative and qualitative staffing needs. Staffing shall be carried out with a view to the efficient and targeted creation and

filling of posts of the College with eligible staff to ensure the achievement of the College's operational objectives.

81. The quality of teaching competence and teaching is ensured by transparent and fair recruitment of lecturers in accordance with the description of the ***Human Resource Management Procedure PA 11***, and certification of lecturers in accordance with the ***Regulations on the Organization of Attestation and Competitions for the Positions of Panevėžys College Lecturers and Research Staff***, professional qualification and educational competence development in accordance with the ***Qualification Development Programme for Teachers and Researchers of Panevėžys College*** and the ***Internal Regulations of Panevėžys College***, practical internships in accordance with the ***Description of the Procedure For Practical Internship of Teacher of Panevėžys College***, and feedback from students on the teaching of a subject (module) in accordance with the ***Description of the Procedure for Conducting Surveys PA 10***.

82. The College has established and is developing a system of competence development of academic staff as a priority tool for improvement of the quality of studies, applied research and experimental development, which creates conditions for achievement of the College's strategic goals. The College's academic staff is provided with appropriate conditions for systematic, targeted, consistent and timely development of their competences, promoting their lifelong learning, aiming at rational use of resources, and the approved ***Qualification Development Programme for the College's Lecturers and Researcher***s and the available ***Monitoring System of College Performance Indicators*** strengthen the planning of qualification development of the academic staff, the selection of the participants of the qualification events, and the monitoring and assessment of the adequacy and sufficiency of the academic staff qualification development.

83. To strengthen the link between studies and research, lecturers are given the opportunity to carry out research and apply the latest knowledge and innovations in their studies. The College's R&D activities are planned and carried out in accordance with the ***College's Strategy and Strategic Action Plan***, ***Description of the Procedure for the Management of Research and Experimental Development PA 23***, the ***College's Regulations on Research and Experimental Development Activities*** and the ***Description of the Activities of Panevėžys College's Research Groups***. The whole R&D process is based on the Deming cycle (Figure 6).

84. The R&D activities of the College are evaluated annually in accordance with the ***Regulation on Annual Evaluation of Research, Experimental Development and Artistic Activities of Colleges*** approved by the Minister of Education, Science and Sport of the Republic of Lithuania, as well as in the context of evaluation of the achievement of the indicators set out in the ***Strategic Action Plan of the College***. An annual evaluation report on the quality, level and results of applied research and experimental development activities is presented to the Academic Council of the College and an evaluation of R&D activities is carried out. The results of R&D activities are evaluated by grouping them into separate subgroups: dissemination of published research results (scientific papers), 26%; outsourced project activities, 60%; participation in international programmes, 1%. Academic staff shall report annually on the implementation of the R&D activity plan by submitting a list of the academic year's performance results, which shall be evaluated by a committee set up by a decree of the Dean of the Faculty. The academic staff's scientific activity and the level of relevance to the studies carried out by the College shall be evaluated during the attestation process, in accordance with the ***Regulations on the Organization of Attestation and Competitions for the Positions of Panevėžys College Lecturers*** and ***Regulations on the Organization of Attestation and Competitions for the Positions of Panevėžys College Research Staff.***

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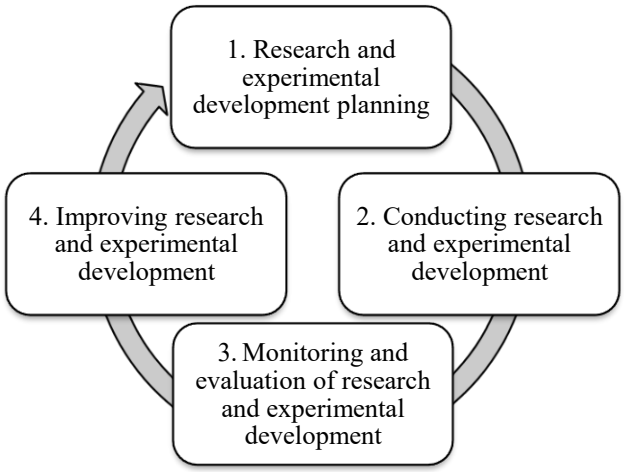


Fig. 7. Quality assurance process for research and experimental development (see PA 23 for a more detailed scheme)

INTERNATIONAL MOBILITY OF STAFF

85. Mobility of staff to ensure the internationalisation of studies and research activities is carried out in accordance with the ***International Relations Management Procedure PA 18.*** The aim of this process is to promote the quality, innovation and excellence of studies (improvement of teaching and learning methods, development of new curricula), to get to know each other and to share best practices (professional development), to increase the international dimension of teaching and learning (promotion of cooperation), and to improve language teaching. The Erasmus Charter for Higher Education granted to the College ensures the quality implementation of Erasmus+ activities in the institution. All necessary information for the mobility of lecturers is published on the College's website section International Relations.

86. Lecturers are encouraged to use new technologies and methods. They are trained to focus more on learning outcomes and student-centred learning and teaching.

87. Academic staff are enabled to participate in mobility programmes and internships.

PERFORMANCE EVALUATION

88. The College conducts an annual performance evaluation of academic and non-academic staff. ***The Description of the Procedure for the Establishment and Accounting of the Full-Time Workload of Lecturers of the College*** stipulates that the full-time workload of a lecturer, in addition to the contact and non-contact work directly related to the study process, shall include other academic activities, which include the implementation of applied research and experimental development works, project and organisational activities, and qualification development.

89. In accordance with the ***Regulations on the Organization of Attestation and Competitions for the Positions of Panevėžys College Lecturers***, every five years the College carries out a certification of lecturers, i.e. an evaluation of the lecturer's performance in accordance with the minimum qualification requirements for the post. Adequate qualification of academic staff creates favourable conditions for ensuring the quality of studies and research activities. Non-academic staff of the College are evaluated on the basis of the ***Description of Staff Performance Management and Performance Review*** during annual staff performance review interviews, which ensure continuous improvement and efficiency of staff performance by providing each staff member with constructive feedback on his/her performance and achievements, agreeing on clear individual objectives linked to

the College's strategy and the unit's objectives, while discussing with each staff member progress in his/her current position, opportunities for growth, and planning for the development of the staff member's competences, professional knowledge and skills.

MOTIVATION

90. The academic and non-academic staff of the College shall be motivated to contribute to the achievement of the College's strategic goals. The remuneration system of the College shall provide for financial incentives to the College staff for achieving significant results in research and development, initiation and development of regional, national or international projects, initiation and implementation of commercial and other ideas of significance to the College community, and other significant activities.

91. In order to strengthen the applied research activities and to encourage the lecturers to be more actively involved in applied research, the ***Remuneration System of Panevėžys College employees*** and the ***Panevėžys College Researchers' Incentive Programme*** for the current academic year provide for the financial incentive of the lecturers for the significant results of the applied research.

92. The best employees of the College shall be selected and awarded each year in accordance with the ***Description of the Procedure for Nominations for the College's Teacher of the Year, Researcher of the Year and Employee of the Year.*** The aim of such selection is to contribute to the improvement of the quality of studies by disseminating examples of good practice in the activities of lecturers, researchers and other staff members, and by contributing to the promotion of a culture of quality in the College.

93. A detailed description of staff incentives is set out in *Annex 12* in the ***Staff Management Procedure PA 11***.

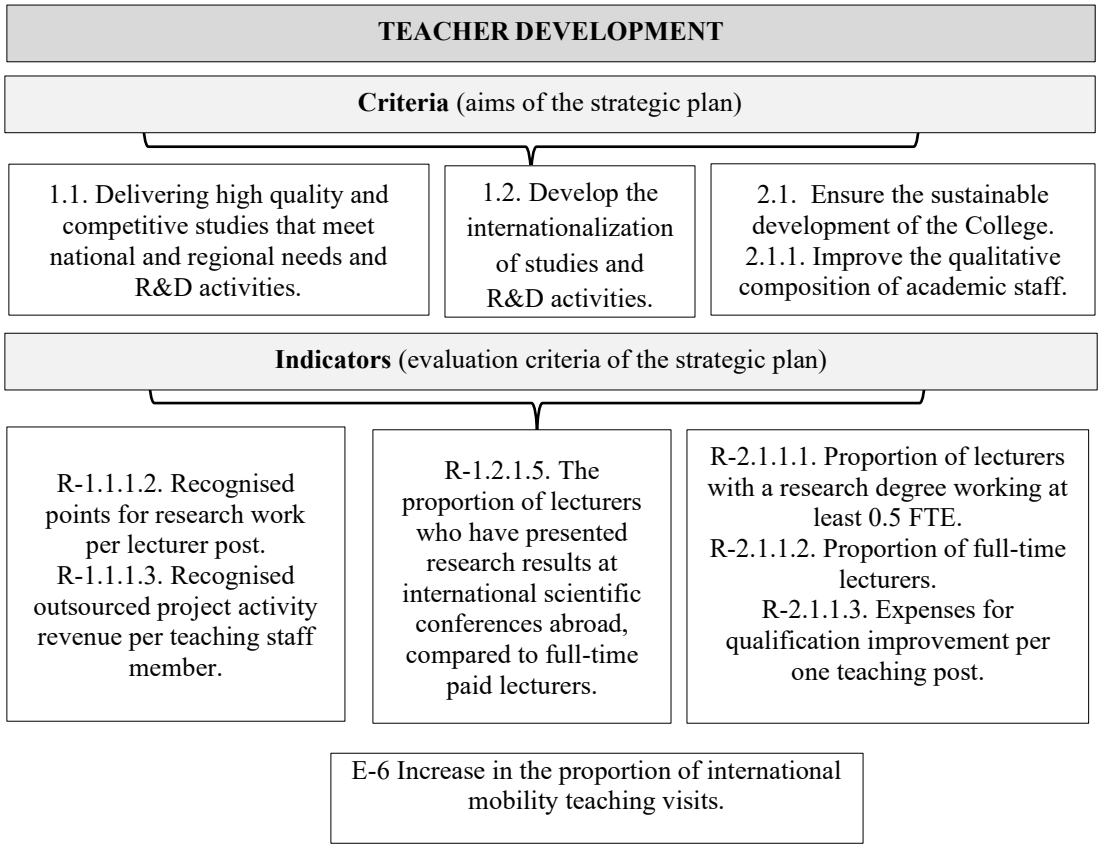


Fig. 8. Criteria and indicators for assessing the quality of academic staff

* The value of the indicator in the Panevėžys College Action Strategy and Strategic Action Plan of 2021-2026

Supplementary quality criteria

Table 5

CRITERION	INDICATOR	FULFILMENT
Composition of teaching staff	Sufficiency of lecturers with research degrees to implement the field of study	
	Sufficiency of lecturers with practical work experience for the implementation of the field of study	
Planning and monitoring the research activities of lecturers	Research in accordance with the approved annual plan for R&D activities	

VI. LEARNING RESOURCES AND STUDENT SUPPORT

ESG Standard 1.6.:

Institutions should have appropriate funding for learning and teaching activities and ensure that adequate and readily accessible learning resources and student support are provided.

94. The College ensures that students are provided with easily accessible resources and support.

STUDY RESOURCES AND INFRASTRUCTURE

95. The management of the College's material resources (infrastructure) is regulated by the legislation of the Republic of Lithuania and the internal documents of the College, which determine the procedure and procedures for infrastructure planning and management: ***PA-12 Description of the Procedure for Infrastructure Development***, ***Description of the Procedure of Information Technology Systems Management PA 13***, ***PA-21 Description of the Procedure for the Management of Investment Projects***, ***Description of the Procedures for the Use of the College's Funds and the Management, Use and Disposal of its Assets, the Procedures for the Organisation of the Public Procurement of the College***, and other documents.

96. The College shall continuously strengthen and develop the infrastructure necessary for distance learning as far as possible. All classrooms of the College are equipped with the necessary equipment for the broadcasting of distance lectures. For the implementation of hybrid studies, where part of the students participate in the class and the other part watches the lecture remotely, the College has purchased special cameras that track the lecturer's movements and transmit video and sound.

97. The College has a virtual learning environment Moodle, which is used to host teaching materials for the study process, to assess students' achievements, to hold virtual student consultations, etc. Remote lectures are delivered by using Zoom software.

98. The College effectively addresses accessibility issues of material resources, systematically adapts study infrastructure for students with special needs, ensures accessibility of electronic information resources and availability of licensed software, ensuring the quality of distance and independent studies.

99. College students and lecturers have free access to Microsoft Office 365 and other platforms, access to electronic information resources (subscription databases, university e-book platforms, etc.), and use of specialised licensed software via a Virtual Private Network (VPN).

100. The College provides a variety of real resources to support the learning process: printed and electronic books in libraries, e-books, databases, practical training centre, IT infrastructure.

101. Panevėžys College Library is a member of the Lithuanian Research Libraries Association (LRLA), and students have access to subscribed and tested research databases and e-book platforms in all departments of Panevėžys College Library: they are freely available when working on the College's computer network and can be accessed from home through a virtual private network (VPN) using the OpenVPN application.

102. The College administration supports the student organisations of the College by providing free use of the College premises, organisational equipment and furniture, and stationery.

103. The College shall host the information of the Student Representation on its website https://panko.lt/studentams/studentu-atstovybe/.

104. The College is a member of the Lithuanian Distance Learning Network LieDM Support and Development Consortium; therefore students can use the software provided by the consortium for video distance learning.

105. The Information Technology Centre provides servers to students on demand for the preparation of final thesis projects.

106. The College provides funding for the future freshmen camp, student representative events, the organisation of conferences of the Student Scientific Society and the publication of materials, and the activities of the ALUMNI Club.

107. Wireless internet connection is available in all teaching blocks and dormitories of the College for students to use on their computers and other IT equipment.

STUDENT SUPPORT AND GUIDANCE

108. The College develops a system of student support, which is regulated by the ***Description of the College's Procedure for Student Support and Adaptation of Students, the Procedure for Payment and Administration of Tuition Fees at the College, the Description of the Procedure for Student Rotation and Occupation of Vacant State-funded Study Places, the Description of the Procedure for Reimbursement of the Tuition Fee Paid for the Study, Administration and the Procedures of the Competitive Queue.***

109. Academic, financial, adaptation and other support is provided to students. Information on studies and student support is publicly available on the College's website in the section titled „For Students“.

110. Upon signing the study contract, each applicant receives a Student's Handbook published by the College, which contains concise information relevant to students (addresses of faculties, contacts, map of buildings, principles of timetabling, services provided to students, etc.).

111. In the first week of the academic year, an information week is organised for first-year students, during which new students joining the academic community are introduced to the College, the structure of studies, forms and methods of evaluation of studies and study outcomes, the system of credits for study modules, the system of crediting of partial study results and the system of recognition of competences acquired in formal and non-formal ways, the access to the resources

needed for studies, the opportunities for international mobility and extracurricular activities, and the activity of the Students' Scientific Society. Each student receives up-to-date information personally in the College's managed e-mail account.

112. Academic support for College students is provided by subject lecturers, curriculum committee chairs, practical training supervisors, deans, the College's Centre for Studies, Careers and Occupation, the International Relations, Marketing and Projects Department, and the Library.

113. Each academic group is assigned a group tutor, who also assists in solving problems that arise for students.

114. The College has developed a system of counselling: up to 10 % of the hours allocated to a module (subject) are allocated to student counselling, both individual and group counselling is provided, and lecturers provide face-to-face and hybrid counselling to students using the College's Moodle virtual learning environment and videoconferencing tools.

115. The Study, Career and Employment Centre provides a range of support for students:

- provides advice and guidance to students on the organisation of the study process at the College,
- advises students on the possibility of taking free electives,
- coordinates the College's Freshers' Induction Week,
- coordinates that every student who meets the established criteria receives financial support from the State Study Fund (social grants, state-supported loans, tuition reimbursement, etc.),
- ensures that the study process is flexible and can be adapted to the needs of students with disabilities.

116. Students are also provided with adaptation support. In order to help first-year students to adapt more quickly, the College places great emphasis on information dissemination. During an information day for first-year students the Chair of the SFP Committee provides students with a detailed introduction to the content of the study programme and keeps them informed and consulted on relevant issues.

117. In order to strengthen students' adaptive support, academic groups are assigned not only tutor-teachers but also student-mentors who help first-year students to adapt and socialise in a new academic and social environment. The objectives of mentoring and tutoring, the procedure for appointing tutors and mentors, their rights, duties and activities are regulated by the ***Description of mentoring and tutoring activities of Panevėžys College***.

118. Students are supported in their international mobility in accordance with the ***International Relations Assurance Procedure PA 18.*** The International Relations, Marketing and Projects Unit shall advise students on the possibilities of participating in the ERASMUS+ exchange programme and shall prepare the documents required for exchange studies at higher education institutions abroad. All the information students need about mobility is publicly available on the College's website https://panko.lt/en/english-international-relations/.

119. In order to meet the student's needs, the College Library participates in the study process by providing access to scientific information resources, assists students in choosing a strategy for searching information, and teaches the use of subscribed scientific information databases.

120. The supervisors of practical training shall advise and counsel students on the organisation of practical training, mediate in finding placements and in communicating with the immediate supervisors of practical training.

STUDENT MOTIVATION

121.The College also provides financial support for students. The best-performing students in state-funded studies receive an incentive scholarship. Incentive scholarships are awarded in accordance with the ***Resolutions of the Government of the Republic of Lithuania*** and the ***College's procedure for awarding and payment of incentive, one-off and targeted scholarships***. The number and amount of incentive scholarships at the faculty shall be determined by the Scholarship Awarding Committee.

122.Students who actively participate in the activities of the College (working in project activities, carrying out scientific research, preparing presentations for international conferences, presenting the College at fairs, performing the work of group elders, representing the College in professional competitions, etc.) shall be encouraged by one-off scholarships. One-off scholarships are awarded by the Scholarship Award Committee at the faculty, after evaluating the proposals of the Dean of the Faculty, the head of another College unit, the chairperson of the SFPC Committee, and the Students' Representative Office.

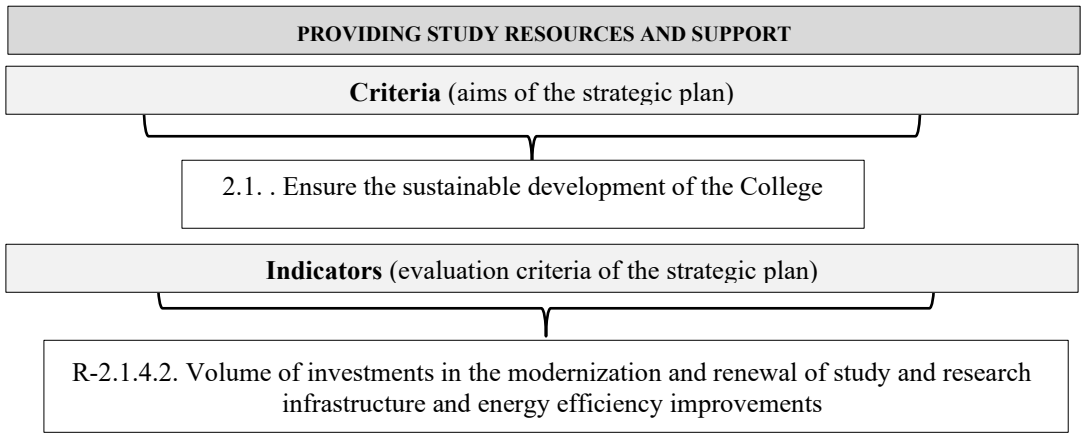


Fig. 9. Criteria and indicators for assessing the provision of study resources and support

* The value of the indicator in the Panevėžys College Action Strategy and Strategic Action Plan of 2021-2026

Supplementary quality criteria

Table 6

CRITERION	INDICATOR	FULFILMENT
Development of a Student Support System at the College	Financial support Adaptation and Academic Support	
Continuously Updated and Expanded College Infrastructure	Funds Used for the Renovation of the College Infrastructure IT in the Study Process Accessibility of Learning Resources for Studies	

VII. INFORMATION MANAGEMENT

ESG, Standard 1.7.:

Institutions should ensure that they collect, analyse and use relevant information for the effective management of their programmes and other activities.

123. To ensure a high level of quality of studies and effective management of other activities, the College collects, analyses and uses various quantitative and qualitative data to assess the quality of the College's processes.

124. The collected information is analysed and evaluated by the College Council, Academic Council, Directorate, faculties (deaneries, SFP committees).

125. The College has the following systems in place for collecting and analysing information:

- ***Student Academic Information System AKADIS***, integrated with LamaBPO and the Student Registry. It is used for the collection of student information, academic results, printing of diploma supplements, ordering and registration of certificates;
- ***MOODLE***, ***a virtual learning environment***, which hosts lecturers' electronic books, lecture materials and assignments for students, laboratory work, surveys and tests;
- ***Monitoring System of College Performance Indicators (MSCPI),*** which monitors: the implementation of the indicators of Panevėžys College's Strategy and Strategic Action Plan, as well as activity plans for the fulfilment of these indicators; Qualification Improvement information; performance results by Faculties, the Indicators of the Fields of Study, and other relevant information.
- Student and lecturer ***Lime Survey system***, which collects and analyses respondents' opinion on study programmes, teaching of subjects, organisation of the study process, etc. (see the list of surveys in *Annex 7*).
- In addition to the survey system, the AKADIS and MOODLE systems can collect information (preferences, problems, suggestions, etc.) from the academic community throughout the academic year, without waiting for the surveys to start at the end of the semester.

126. The College provides data, completes and uses the ***Student Register***, ***the Register of Diplomas, Certificates and Qualification Certificates, the Education Information System, IS "Parama"*** - the support information system of the State Fund for Study Support, and external data sources - the ***LamaBPO student admission database***.

127. Student career monitoring is carried out in accordance with the ***Student Career Monitoring Procedure PA 20.***

128. The College monitors the Strategic Action Plan in accordance with the description of the ***Strategic Management Procedure PA 03***, and the implementation of the set indicators. Reasons for non-achievement of indicators are analysed and corrective actions are taken.

129. The ***College's Annual Performance Report*** collects and analyses data on the performance of the institution as a whole and reports on it to the College Council.

130. Information on the satisfaction of students, graduates, employers and other social partners with study programmes is collected and analysed in accordance with the description of the ***Conducting Surveys Procedure PA 10***.

131. Students 'achievements are monitored at the end of the semester. Each month, student attrition shall be monitored, reasons analysed, and corrective action taken.

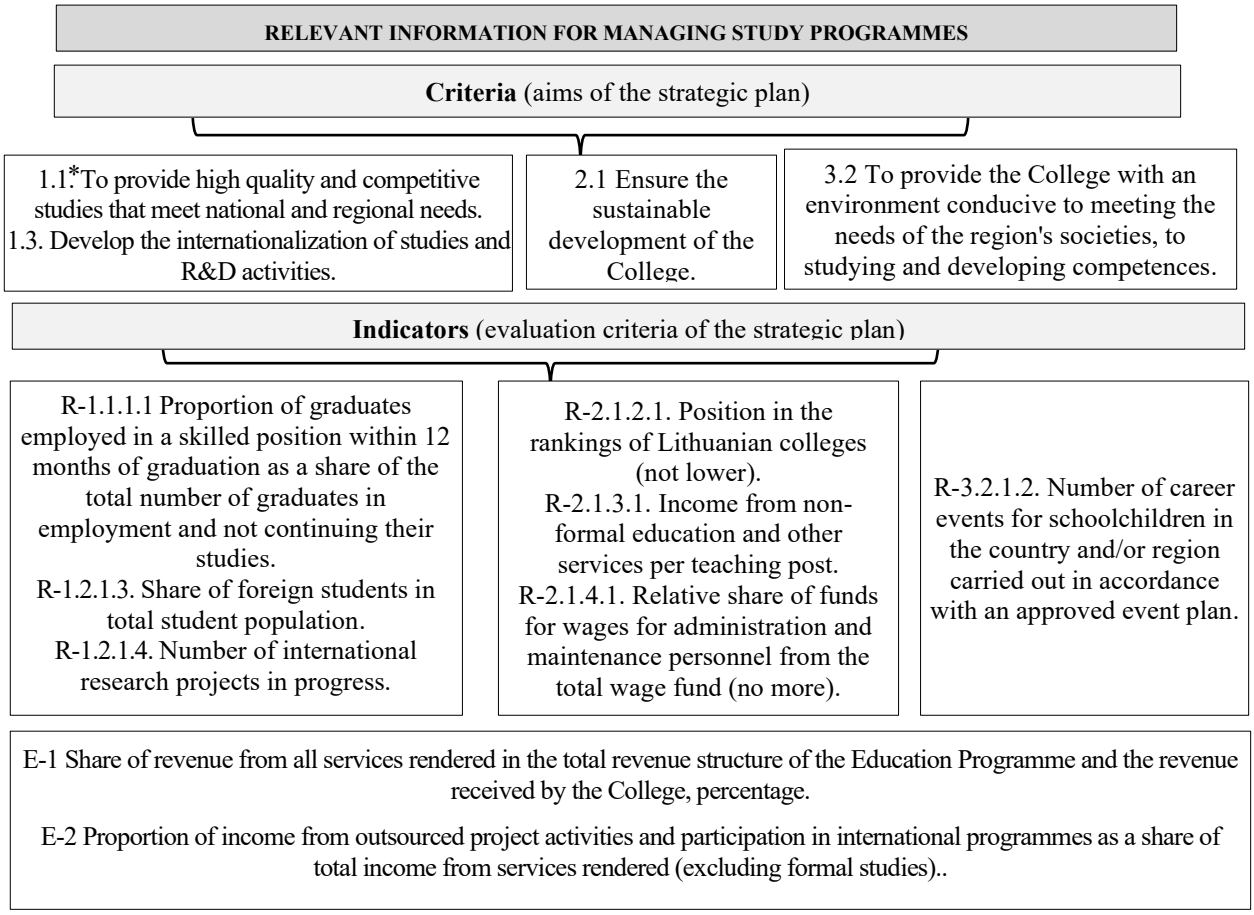


Fig. 10. Indicators of relevant information for the management of study programmes

* The value of the indicator in the Panevėžys College Action Strategy and Strategic Action Plan of 2021-2026

Supplementary quality indicator

Table 7

CRITERION	INDICATOR	FULFILMENT
Reducing student attrition	Monitoring student attrition and managing reasons for dropping out	

VIII. PUBLIC INFORMATION

ESG, Standard 1.8

Institutions should publish information about their activities, including programmes, which is clear, accurate, objective, up-to date and readily accessible.

132.The College shall make publicly available information about its activities, including study programmes, which shall be fair, clear, accurate and easily accessible at https://panko.lt/en/; https://panko.lt/en/visuomenei/.

133. Public information is regulated by the Standards and guidelines for quality assurance in the ***European Higher Education Area (ESG), the Law on Science and Studies of the Republic of Lithuania, the Description of Procedures for External Evaluation and Accreditation of Studies, the Methodology for External Evaluation of Study Fields, the Description of the General Requirements for Conduct of Studies, and the Statute of Panevėžys College, Communication Management Procedure PA 15.***

134. Public information shall be ensured:

- by publishing up-to-date, accurate and impartial (quantitative and qualitative) information on the study programmes and qualifications awarded in the information publications and on the College's website;

- providing the necessary information to applicants;

- publishing and regularly updating on the College's website information on quality assurance and improvement of studies;

- making available on the College's website documents regulating studies;

- publishing on the College's website the deadlines for external evaluation and accreditation of the College and the results of the College's institutional and external evaluations of the study fields;

- all structured and processed quantitative and qualitative information on the College's activities, key performance indicators, is presented each year in the College's Annual Activity and Financial Reports, which is presented at the College Council meetings, published on the College's website and is freely accessible to the College community, the public and other interested parties (stakeholders).

135. Detailed information on the College's public information (what and where) is given in Annex 8.

IX. ON-GOING MONITORING AND PERIODIC REVIEW OF PROGRAMMES

ESG, Standard 1.9.:

Institutions should monitor and periodically review their programmes to ensure that they achieve the objectives set for them and respond to the needs of students and society. These reviews should lead to continuous improvement of the programme. Any action planned or taken as a result should be communicated to all those concerned.

RELEVANCE OF STUDY PROGRAMMES TO STAKEHOLDER NEEDS

136. The College monitors and periodically reviews study programmes and the modules/subjects contained therein, to ensure that they achieve their objectives and meet the needs of students and society.

137. Study programmes are designed to align overall programme objectives with the institution's strategy and have clear expected learning outcomes.

MONITORING, EVALUATING AND IMPROVING/ENHANCING STUDY PROGRAMMES

138. Study field programmes are regularly evaluated and reviewed.

139. The main responsibilities for monitoring, reviewing, and managing changes to study field programs are defined in the description of the ***Management Procedure of Study Fields Programmes of Panevėžys College***.

140. The quality of study modules (subjects) shall be ensured in accordance with the ***Description of the Procedure for Attestation of Study Modules (Subjects) of Panevėžys College***.

141. Students, lecturers and social partners are involved in the review and updating/enhancement of programmes. Information is obtained through surveys, face-to-face meetings and interviews. Information is collected and analysed on student workload, progress, completion, student expectations, needs and satisfaction with the study programme, the learning environment, student support, material, methodological and human resources.

142. In the light of the information available, and after identifying areas of strength and areas for improvement, the programme and its organisation shall be improved.

143. Continuous feedback to students, employers and other relevant organisations shall be carried out in accordance with the procedures laid down in the ***Conducting Surveys Procedure PA 10.*** *Annex 7* sets out the ongoing quality studies/surveys.

Supplementary quality criteria

Table 8

CRITERION	INDICATOR	FULFILMENT
Set up, running and continuously improved Survey system	Systematic surveys carried out in accordance with the survey plan. Analysis of survey results. Based on the results of the surveys, improvement measures are planned. Students receive feedback on the improvement measures that have been implemented.	

X. CYCLICAL EXTERNAL QUALITY ASSURANCE

ESG, Standard 1.10.:

Institutions should undergo external quality assurance in line with the ESG on a cyclical basis.

In order to assess and validate the performance and efficiency of the College's internal quality assurance, the College participates in a periodic external quality assessment. In accordance with national regulations, the quality of both the College itself and the programmes of its study fields are assessed. The periodicity, areas and criteria for external evaluation shall be determined by the competent authority of the Republic of Lithuania.

EVALUATION OF THE INSTITUTION

144. In accordance with the Order of the Minister of Education, Science and Sports of the Republic of Lithuania on the approval of the ***Procedure for the External Evaluation and Accreditation of Higher Education Institutions and Branches of Foreign Higher Education Institutions, Evaluation Areas and Indicators***, and in accordance with the ***Methodology for Conducting an Institutional Review of a Higher Education Institution***, approved by the Centre for Quality Assessment in Higher Education (SKVC), the College shall participate in the external evaluation of the institution's quality on a periodic basis.

145. The external quality evaluation shall confirm the effectiveness of the internal quality assurance of the institution, promote progress, and provide information to the College and the public on the quality of the institution's performance.

146. The quality of the HEI shall be assessed in the following areas:

- Management
- Quality assurance
- Study and research (art)
- Impact on regional and national development

147. Preparation for accreditation at the College is carried out in accordance with the ***Procedure for Conducting an Institutional Self-Assessment PA 08*** by the QMS.

148. Quality assurance is a continuous process that does not end with external feedback, evaluation findings or follow-up activities within the College. Progress made since the last external evaluation shall be considered when preparing for the next external evaluation.

149. Each year the Council of Panevėžys College considers an annual report on the activities of the College based on the four areas of assessment set out in the ***Procedure for the External Review and Accreditation of Higher Education Institutions*** - governance, quality assurance, study and scientific/artistic activities, and the impact on regional and national development.

150. Follow-up after external evaluation shall be carried out by implementing the devised action plan of Panevėžys College for improvement of the College's activities to address the shortcomings identified during the external evaluation.

EVALUATION OF STUDY FIELDS

151. Accreditation of a study field - a procedure whereby the Centre for Quality Assessment in Higher Education confirms that the specific degree level or professional studies of the field of study being assessed meet the indicators set for them in the fields being assessed.

152. The external evaluation and accreditation of study fields shall be carried out in accordance with the following legal acts:

- ***Procedure for External Evaluation and Accreditation of Studies, the Evaluation Areas and Indicators***, (approved by the Minister of Education, Science and Sport of the Republic of Lithuania);

- ***Methodology for the External Evaluation of Study Fields*** (approved by the Director of the Centre for Quality Assessment of Studies).

153. The quality of the study fields is evaluated in the following areas:

1. Study aims, outcomes and content.
2. Links between science (art) and study activities.
3. Student admission and support.
4. Studying, student performance and graduate employment.
5. Teaching staff.
6. Learning facilities and resources.
7. Study quality management and publicity.

154. The Centre for Quality Assessment in Higher Education additionally carries out an annual analysis of the monitoring indicators for the fields of study. This is a tool for external quality assurance and publicity, as provided for in the Description of Procedures for External Evaluation and Accreditation of Studies, Areas of Assessment and Indicators.

155. The purpose of the annual report on monitoring indicators for fields of study is to publish the data on monitoring indicators for each field of study (by tier) at each higher education institution on an annual basis and to analyse the reasons for significant deviations. The results of the evaluation are published on the SKVC website.

Supplementary quality criteria:

CRITERION	INDICATOR	FULFILMENT
Accreditation of study fields	Study fields accredited for 7-year period	
	Study fields accredited for 3-year period	
	Non-accredited study fields	

CRITERION	INDICATOR	FULFILMENT
Accreditation of the College	7-year period	
	3-year period	
	Non-accredited	

ANNEXES

Annex 1

Linking Quality Policy to the College's Strategic Action Plan

QUALITY POLICY

Panevėžio kolegija / state Institution of Higher Education develops a quality culture that ensures the satisfaction of students' and other stakeholders' expectations and needs, the quality of higher education and compliance with the requirements of legal acts, and the continuous improvement of the quality management system performance. The quality policy implies the College's strategy and its objectives, and therefore quality is understood as the effective implementation of the priorities of the College's strategic goal, the Bologna Process and the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). This is the basis for our development. The top management and all employees, within their competences and responsibilities, commit themselves to:

At institutional level (*PSA 4-5; programmes 2-3)

- Keep the *Quality Policy* under constant review to ensure that it remains relevant and that every staff member contributes to its implementation.
- Ensure the efficient functioning and improvement of the *quality management system* and the provision of the necessary resources (PSA 5, SP programme 2, goal 1, objective 4).
- To create and promote an *inclusive work, teaching, and learning environment where discrimination and intolerance are not tolerated.*
- Ensure the provision of both *physical and human resources* for the successful implementation of high-quality studies (SP programme 2, goal 1, objective1; goal 2, objective 4, R-2.1.4.2.).
- Promote *stakeholder cooperation* in the quality improvement process (SP programme 3, goal 1, objective 1) and in strengthening the effectiveness of environmental protection.
- Motivate and facilitate the continuous *professional development of academic and administrative staff and the development of international cooperation* (PSA 4, E 6; SP programme 2, goal 1, objectives 1).
- *Enhance a culture that nurtures and improves the quality of operations* by fostering mutual respect, social responsibility, and collaboration among the college community, including students, faculty, and other staff members.

At academic level (PSA 1-4, 6; programmes 1, 3)

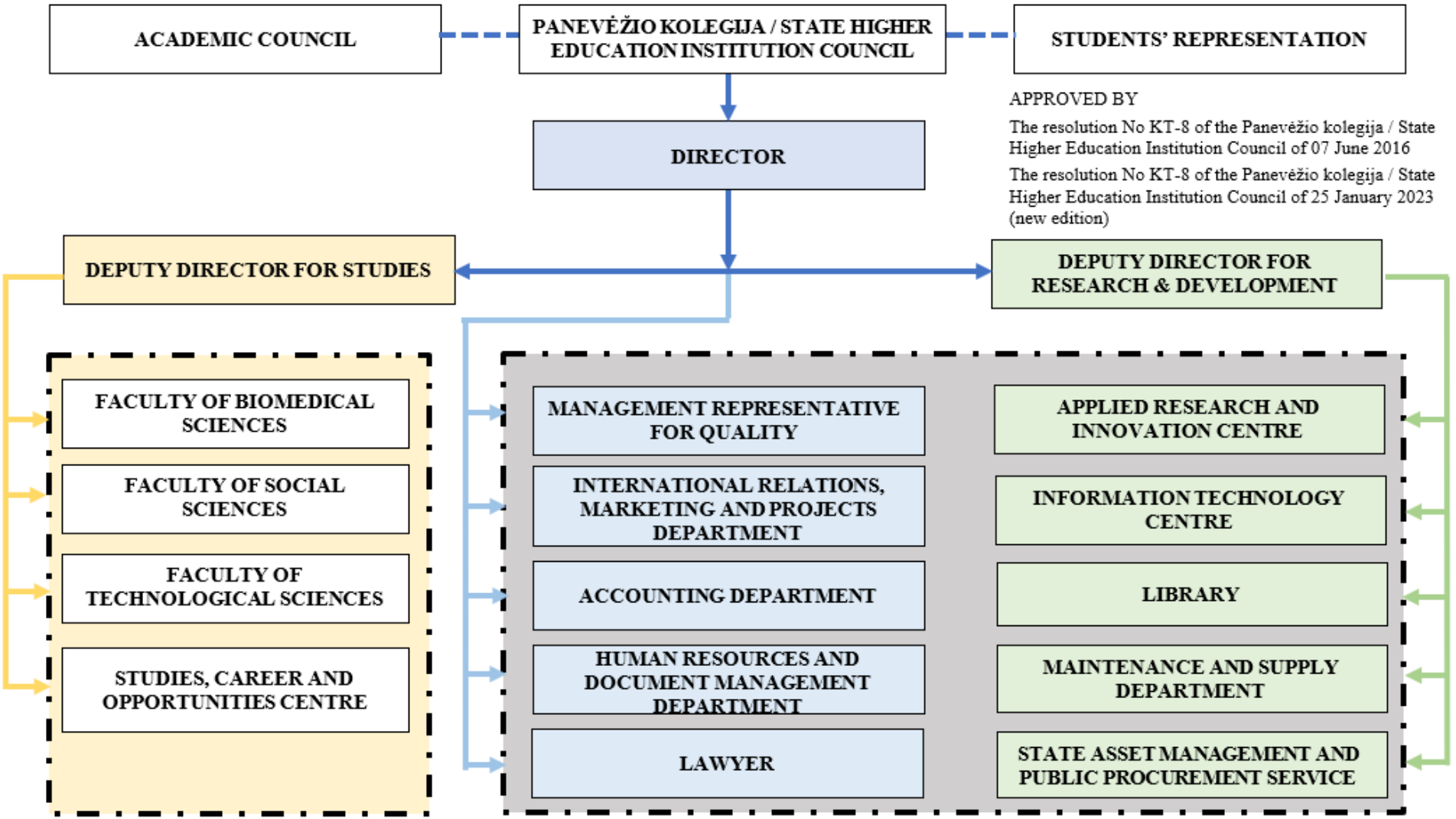
- *Maintain an adequate level of education and to create* a supportive and effective *teaching and learning environment for students* (SP programme 1, goal 1, objectives 1-2; goal 2, objectives 1-2).
- *Collaborate with* internal and external *stakeholders*, periodically reviewing, *updating, or creating new study programs that meet contemporary needs* and are oriented towards clear and foreseeable learning outcomes (PSA 3, 6, SP programme 3, goal 1, objective 2, goal 3, objective 2).
- *Involve students* as equal partners *in quality assurance processes.*
- Focus on *fostering student autonomy and entrepreneurship* in studies, as well as *promoting creative application of knowledge* in chosen activities (PAS 2, E 4; SP programme 1, goal, objective 1, R-1.1.1.1. ir R.1.1.1.6.; SP programme 3, goal 1, objective 1).
- Implement *modern teaching and learning methods* and creatively apply them (PSA 4).
- Enable and provide full *support for students' academic progress* (SP programme 1, goal 2, objective 1, goal 2, objective 1).
- Maintain *academic integrity.*
- Carry out applied research activities, *creating synergies between science and business*, and to encourage students' active involvement in them (PSA 1,2, E2, SP programme 1, goal 1, objective 1).
- Encourage students and faculty to actively engage in *expanding international academic exchanges and relationships*, aiming to acquire and disseminate best practices (PSA 3, E5, E6, E8; SP programme 1, goal 2, objective 1).
- Continuously *enhance the competencies of teaching staff and administrative personnel* to achieve quality improvements in operations (PSA 4; SP programme 2, goal 1, objective 1).

*** Abbreviations used:**

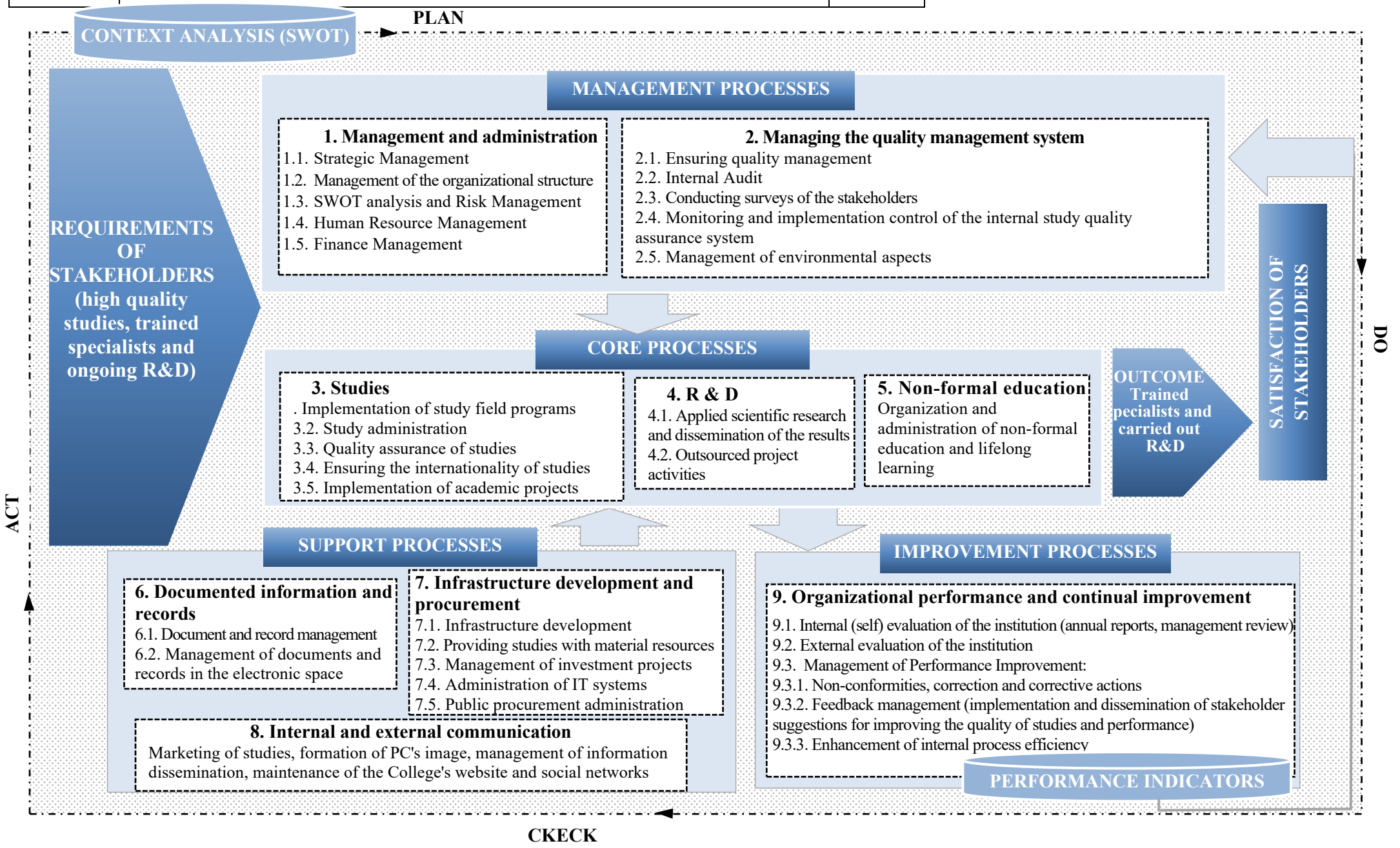
SP – Strategic plan; **PSA** – Priorities for strategic action; **R** – Evaluation criterion, **E** – Effect criterion

Annex 2

MANAGEMENT STRUCTURE OF PANEVĖŽIO KOLEGIJA / STATE HIGHER EDUCATION INSTITUTION



Annex 3. Process flowchart of Panevėžio kolegija / State Higher Education Institution



The College has identified 10 processes that are described in procedures or managed through approved policies, regulations, rules, descriptions or external normative documents. If a process is clearly described by external or internal documents, no separate procedure description is created. Procedures contain the requirements for the process, the responsibilities for the actions to be carried out, and the links to other internal and external documents, therefore, for the processes that are described by procedures, the references in the documents section of the table below are not repeated or only the main/most important ones are highlighted.

No.	Processes	Activities	Activity description	Documents
MANAGEMENT PROCESSES These processes include the College's top-level management functions and relate to strategic planning, organisational structure, policy formulation, leadership, the development of a culture of quality, and the planning and allocation of the resources (financial, intangible and human) needed to achieve objectives, and to ensure consistency of action in the planning, organising, and analysing of processes.				
1	**Management and administration** *Director*	**1.1.Strategic management** *Director*	Developing, implementing and publicising the College's strategy and strategic plan.	▪ PA 03 Strategic management procedure ▪ *Panevėžys College Strategy and Strategic Action Plan*
		1.2. Management of the organizational structure *Director*	Establishment of the organizational structure of the College, definition of roles, responsibilities, and collaboration among employees.	▪ Statute of Panevėžys College ▪ Panevėžys College staff job descriptions ▪ Regulations of structural units of Panevėžys College
		1.3. SWOT analysis and risk management *Director/ MRQ*	Analysis of the college's internal and external context and the application of risk-based thinking. Risks are assessed and managed considering the likelihood of occurrence and the impact on processes and objectives.	▪ PA 07 Risk assessment procedure
		1.4. Human resource management *Head of Human Resources & Documents Management Department*	This activity includes the College's human resource management activities and the definition of staff responsibilities and qualifications, staff selection, recruitment and adaptation, and training. It also regulates the working and administrative procedures for staff involved in the human resource management process.	▪ PA 11 Human resource management procedure
		1.5. Finance management	This activity includes accounting for the College's economic and financial activities	▪ Statute of Panevėžys College

		Chief Accountant	and controlling the economic use of material, labour and financial resources.	▪ Description of the use of the College's funds and the procedures for the management, use and disposal of its assets. ▪ The College's financial control rules ▪ College accounting manual ▪ College financial management and accounting procedures ▪ Description of procedures for the implementation of internal control at the College
2	**Managing the Quality management system** *Management representative for quality*	**2.1. Assurance of quality system management** *MRQ*	These activities include overseeing and continuously improving the College's Quality Management System, establishing a Quality Policy and fostering a quality culture.	▪ Internal Quality Assurance System for Studies IQASS ▪ Description of procedures ▪ Quality policy
		2.2. Internal audit *MRQ*	This includes the systematic monitoring of the quality and environmental system and the independent assessment of its effective implementation and maintenance.	▪ PA-17 Procedure of internal audit of QEMS
		2.3. Conducting stakeholder surveys	Organization and implementation of stakeholder surveys conducted at the College (data collection, data analysis, use of results, and their dissemination) to improve the quality of studies. https://panko.lt/apie-kolegija/studentu-apklausos-apie-studiju-kokybe-rezultatai/	▪ PA-10 –Conducting surveys procedure

		2.4. Monitoring and implementation control of the internal study quality assurance system *MRQ* *Deputy director for studies*	To ensure the quality of studies, continuous monitoring and analysis of the study quality assurance system is carried out according to the achievements of the evaluation criteria, the report of which is approved annually by the Academic Council	▪ Manual of internal quality assurance system for studies (IQAS)
		2.5. Environmental aspects management *MRQ*	This activity includes the determination of significant direct and indirect environmental aspects and their monitoring, regulates activities with the help of which the College aims to reduce the impact of its processes, products and services on the environment, and to save resources.	▪ PA 04 Environmental aspects management procedure ▪ Environmental Policy
CORE PROCESSES These processes create add value to the College's stakeholders and are geared towards achieving the College's key objectives.				
3.	**Study governance** *Deputy director for studies*	**3.1. Delivering programmes of study fields** *Deans* 3.1.1. Analysis of stakeholder needs and internal capacities *Deans* 3.1.2. Developing and accrediting study programmes C*hairmen of SFPC* 3.1.3. Continuous improvement of study programmes based on internal and external documents C*hairmen of SFPC*	These activities include the development, evaluation, improvement, registration and de-registration of study programmes, external evaluation, accreditation and monitoring of study fields.	▪ Management procedure of study fields programmes of Panevėžys College ▪ Regulations of the study field/s programme/s committee of Panevėžys College. ▪ Description of the procedure for attestation of study modules (subjects) of Panevėžys College ▪ Procedure for External Evaluation and Accreditation of Studies, the evaluation areas and indicators ▪ Methodology for external evaluation of study fields ▪ Panevėžys College faculty regulations
		3.2. Administration of studies	These activities include student enrolment, career monitoring, study planning, organisation, finding and coordinating	

		Deputy director for studies	international partners, student support, student surveys and the implementation of non-formal education.	
		3.2.1. Student admission and occupation management *Head of Studies, career and opportunities centre*	. Preparing for student admissions, conducting admissions, monitoring careers and analysing admissions results	▪ PA-05 Student admission procedure ▪ PA-20 Student career monitoring procedure
		3.2.2. Management of studies *Deputy director for studies, Deans*	Study planning, organization, execution, monitoring, evaluation of achievements and crediting of results.	▪ PA-06 Planning and organization of studies procedure
		3.2.3. Administration of student support *Head of Studies, career and opportunities centre*	Providing academic, financial and adaptive support to College students.	▪ College student support and student adaptation procedure
		3.3. Quality assurance of studies *Deputy director for studies*	*Internal* quality assurance of studies. These activities include: 1. the management of the Internal Quality Assurance System for Studies (IQAS), which specifies a set of interrelated measures and documents that help to ensure the quality of studies at the College, as well as the links with the recommendations of the Standards and Guidelines for Quality Assurance in the European Higher Education Area and the College's Strategic Plan. 2. Monitoring of study fields, performance and qualification development in the MSCPI. *External* quality assurance of studies is based on periodic participation in external quality assurance procedures organised by the SKVC and further follow-up with improvement/improvement actions based on expert recommendations.	▪ IQAS manual ▪ Monitoring system of College performance indicators MSCPI ▪ Procedure for External Evaluation and Accreditation of Studies, the Evaluation Areas and Indicators ▪ Methodology for the External Evaluation of Study Fields

		3.4. Ensuring internationalisation of studies *Coordinator of International Relations*	Coordination of international relations, search for funding opportunities for international exchange projects, search for and liaison with international partners, outreach to students, faculty and staff, recruitment, selection, organisation of mobility, and quality assessment (feedback from participants and identification of opportunities for the development of international relations)	▪ PA-18 International relations management procedure
		3.5. Academic project implementation *Project Manager at International Relations, Marketing & Projects Department*	Finding, submitting and executing academic projects for the College and its partners, planning project activities, appointing responsible persons, supervising, administering, implementing and reporting on academic projects.	▪ PA-14 Academic project management
4.	**Non-formal education** *Deputy director for research & development*	**Organization and administration of non-formal education** *Deputy director for research & development, Deans*	Planning, organizing, implementing, monitoring and evaluating the results of non-formal education.	▪ PA-22 Organizing and administering non-formal education procedure
5.	**R&D management** *Deputy director for research and development*	**4.1. Applied research and dissemination of results** *Deputy director for research & development, Deans*	Planning, organizing, conducting and disseminating applied research activities and evaluating the quality and level of the results of applied research.	▪ PA-23 Management of the R&D procedure
		4.2 Outsourced project activities *Deputy director for research & development, Deans*	Organizing and carrying out R&D and consultancy activities. The procedure for the establishment, change, dissolution and operation of research groups in the College's academic units and units whose regulations	▪ PA-23 Management of the R&D procedure

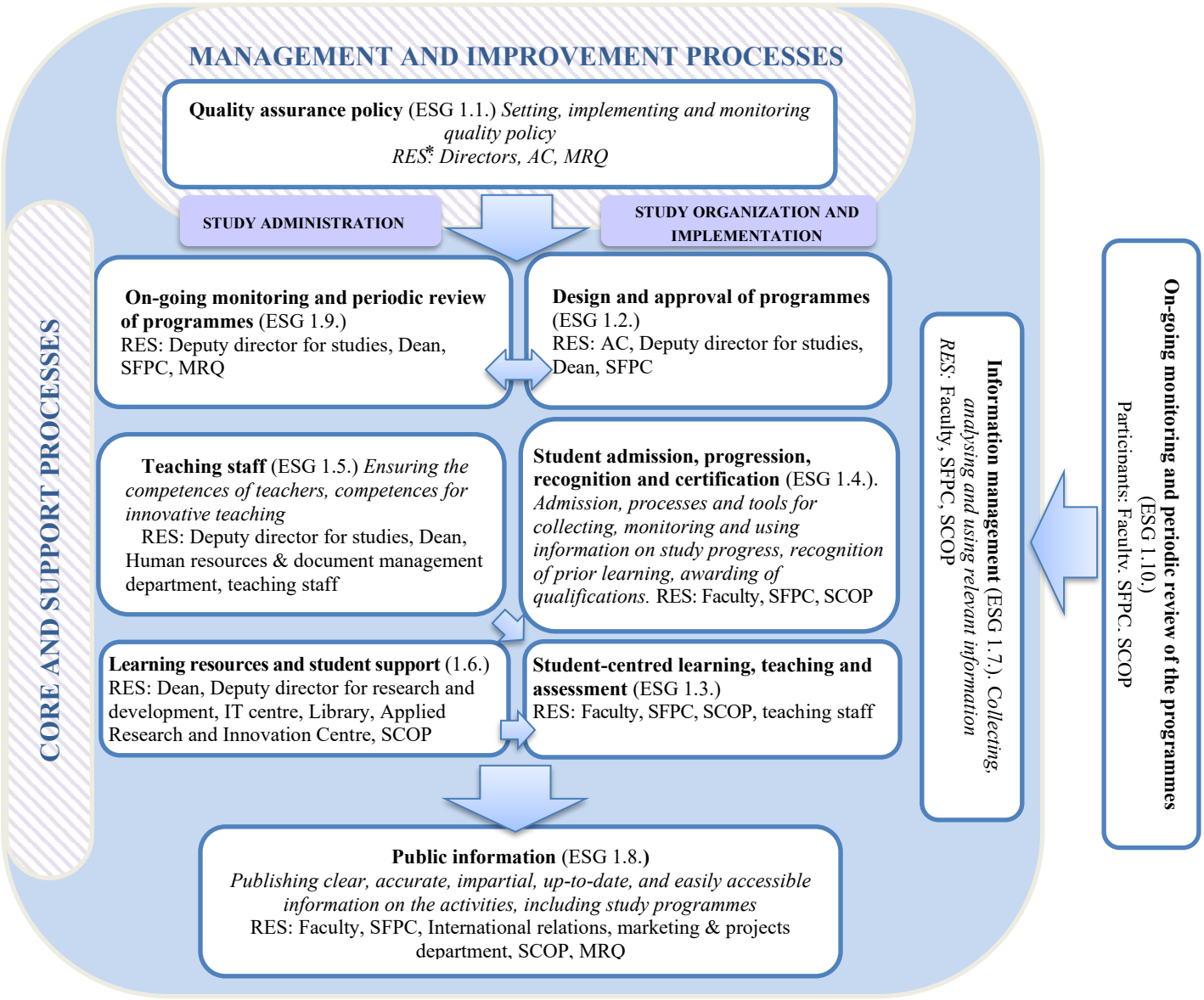
			provide for the performance of R&D activities shall be regulated.	
SUPPORT PROCESSES These processes ensure the efficient functioning of core processes and include document and physical resource management functions, communication.				
6.	**Documented information and records** *Head of Human Resources & Documents Management Department*	**6.1. Documents and records management** *Head of Human Resources & Documents Management Department*	It regulates the preparation, modification, receipt, registration, distribution, transmission, handling, archiving and management of documents.	▪ PA-01 Documents and records management procedure
		6.2. Management of documents and records on electronic space *Head of IT centre*	Regulates the procedures for documents and records in electronic media, ensuring the management, integrity and security of e-documents, as well as access rights to documents and records.	PA-02 Management of documents and records on electronic space procedure
7.	**Infrastructure and procurement** *Deputy director for research & development*	**7.1. Infrastructure development** *Deputy director for research & development*	▪ Assessment of the need for fixed and short-term assets; ▪ Maintenance, preventive, routine and overhaul procedures; ▪ Procedures for the use of services required by the infrastructure.	▪ PA-12 Infrastructure development procedure
		7.2. Providing studies with material resources *Deputy director for research & development*	Ensuring the adequacy and sufficiency of the material resources needed for studies.	▪ PA-12 Infrastructure development procedure
		7.3. Management of investment projects *Deputy director for research & development*	Procedures for realizing investment needs through the sourcing, planning, design and execution of infrastructure investment projects.	▪ PA-21 Management of investment projects procedure
		7.4. Administration of IT systems *Head of IT centre*	Proper use and protection of computer hardware and software, development of the necessary infrastructure, technical,	▪ PA-13 Administration of IT systems procedure

			programmatic and organizational tools, increasing the efficiency of software use.	
		7.5. Public procurement administration *Lawyer*	The Law on Public Procurement regulates the procurement of goods, services or works, the purpose of which is to conclude public sales contracts.	▪ Republic of Lithuania Law on Public Procurement of the and other legal acts regulating public procurement
8.	**Management of internal and external communication** *Head of international relations, marketing & projects department*		Establishing a unified approach to the management of the College's communications: ▪ Building the image of the College. ▪ Student attraction and marketing of study programmes. ▪ Maintenance and dissemination of the College's website, social media pages (internal and external dissemination management). ▪ The order of using College insignia.	▪ PA-15 Communication management procedure
IMPROVEMENT PROCESSES Improvement involves systematically measuring results (e.g., monitoring customer satisfaction, checking compliance, measuring effectiveness (internal audits, self-assessment)) and taking and managing improvement and enhancement actions. These processes/activities contribute to meeting the interests and needs of stakeholders and increase the College's impact on society and other stakeholders.				
9.	**Organizational performance and continual improvement** *Director*	**9.1. Internal (self)evaluation of the institution** 9.1.1. Annaul director's report *Director*	Annual review and analysis of the College's various areas of activity, strategic indicators and SWOT, its presentation to the College Council, and the dissemination of this information.	▪ The Law on Higher Education and Research
		9.1.2. Management review *MRQ*	Analysis of internal quality management system performance and fitness for purpose, monitoring and analysis of performance indicators, improvement of the quality management system, results of internal audits, corrective and corrective actions.	▪ ISO 9001:2015 Quality management systems – Requirements. ▪ ISO 21001:2018 Educational organizations – Management systems for educational organizations – Requirements with guidance for use ▪ IQASS
		9.2. External evaluation of the institution 9.2.1. Management of institutional self-analysis	The external evaluation of the institution is based on periodic participation in external quality assurance procedures organized by the SKVC and follow-up with improvement actions on the basis	▪ PA-08 Conducting institutional self-analysis procedure ▪ The procedure for the external review and accreditation of higher education institutions

		Deputy director for studies	of expert recommendations. These activities include the basic principles of quality assessment of a higher education institution, the main aspects of the external evaluation of the College's performance, the procedure for the preparation of the self-assessment, the process, and the regulation of the areas and criteria to be assessed.	and branches of foreign higher education institutions, evaluation areas and indicators ▪ Methodology for conducting an institutional review in higher education ▪ Guidelines for the preparation of the HEI self-assessment summary
		9.2.2. Monitoring the implementation of external evaluation recommendations *MRQ*	Follow-up of the progress report on the improvement measures foreseen to address identified weaknesses and improve performance following the external evaluation of the HEI	▪ Methodology for conducting an institutional review in higher education
		9.3. Performance improvement management 9.3.1. Non-conformities and corrective actions, *MRQ*	This activity includes non-conformance management, planning and execution of corrections and corrective actions.	▪ PA-19 Performance improvement management procedure
		9.3.2. Ensuring feedback *MRQ*	Organising and conducting stakeholder surveys at the College (collecting information, analysing data, using the results and publicising them) to improve/enhance the quality of studies.	▪ PA-10 Conducting surveys procedure
		9.3.3. Enhancement of Internal Process Efficiency Management, MRQ	These are targeted measures and decisions aimed at improving the quality and efficiency of the College's administration, studies, personnel management, and other internal activities. This may include process digitalization, reduction of bureaucratic procedures, clarification of employee responsibilities, improvement of communication, and data-driven decision-making. Enhancing internal processes is important for achieving better student services, reduced costs, and higher quality of services.	▪ ISO 9001:2015 Quality Management Systems – Requirements ▪ ISO 21001:2018 Educational Organizations Management System ▪ IQASS ▪ Panevėžys College Strategic Plan and Strategic Activity Plan ▪ Performance indicators in the MSCPI system

Annex 5

Model of Internal Quality Assurance System for Studies and Responsibilities for Implementation



***Abbreviations used:**

RES – responsible

ESG - the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

MRQ – management representative for quality

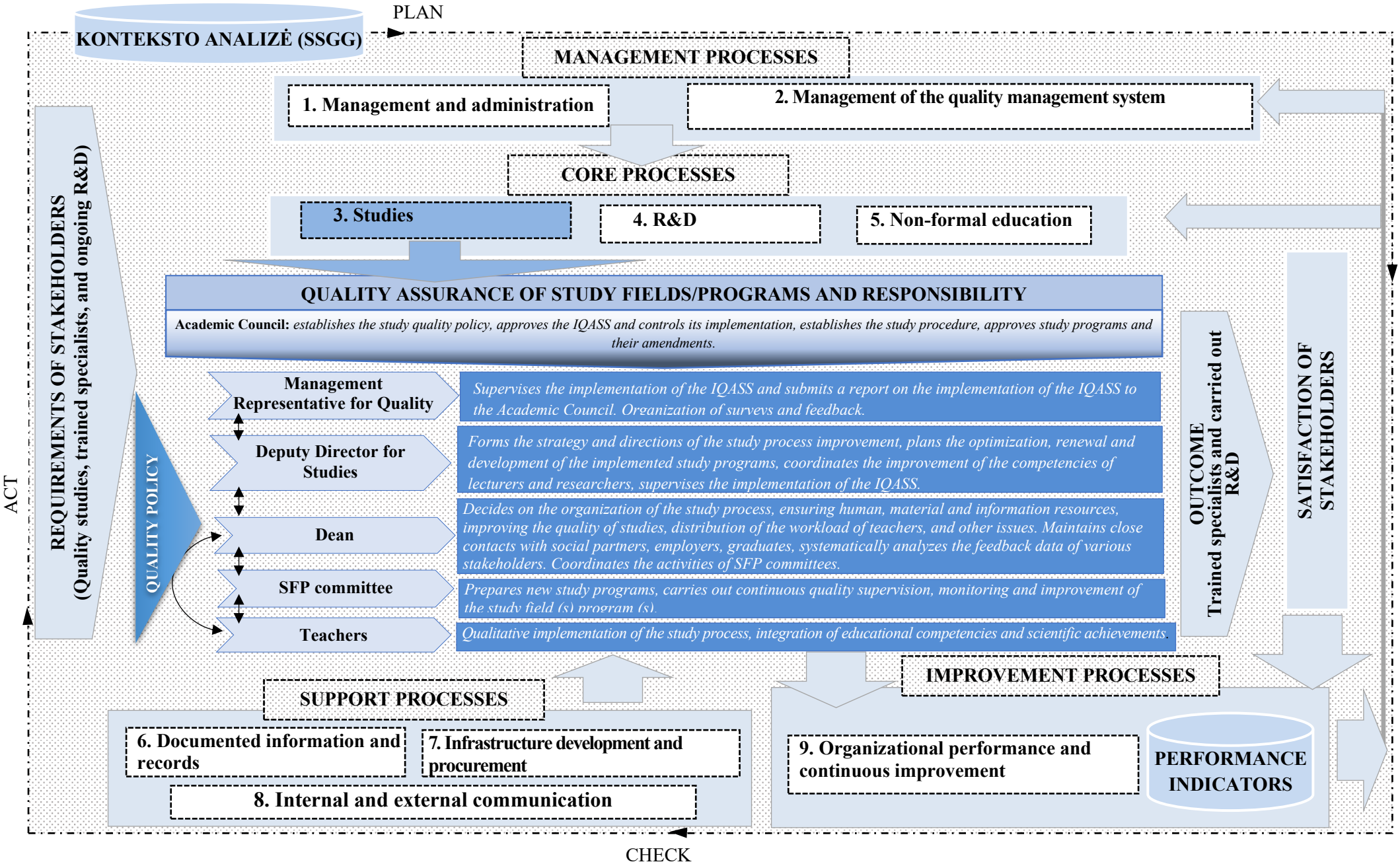
AC – Academic Council

SFPC – Study fields programme committee

SCOP – Study, career and occupation centre

IT – Information technologies

Annex 6. Quality assurance of study fields/programs at Panevėžio kolegija / State Higher Education Institution



Annex 7

Quality research/surveys conducted by the Panevėžio kolegija / State Higher Education Institution

Relevance of the study programme (survey of social partners):

- Demand for study programmes and relevance to labour market requirements (1),
- Employers' satisfaction with the trained specialists and possible areas of cooperation (2),
- graduate employability and career monitoring (3).

Quality of studies and their organisation

- Adaptation of students (4),
- quality of the module/subject and its teaching (5),
- the quality of the study programme and the organisation of studies (6),
- quality of professional practice (7).

Quality of non-formal education courses (8).

Public (students') opinion of the College (9).

Enrolments' perception of the image of the College and the effectiveness of publicity (10).

Study on the internal microclimate of the organisation (11).

Annex 8

Data collection and publication

General requirements for publicising information	**Data**	**Fulfilment** (link where it is published)
1. QUANTITATIVE AND QUALITATIVE INFORMATION ON STUDY PROGRAMMES AND QUALIFICATIONS	Study programmes, their objectives and expected learning outcomes. Qualifications and career opportunities.	https://panko.lt/en/; https://panko.lt/en/for-applicants/ ;
2. ESSENTIAL INFORMATION FOR APPLICANTS	Admission requirements (legislation, tuition fees, admission dates, grade calculator, etc.).	https://panko.lt/en/; https://panko.lt/en/for-applicants/ ;
	Student employability results are presented in the Annual College Performance Report.	https://panko.lt/en/about-us/documents/
3. INFORMATION ON QUALITY ASSURANCE AND IMPROVEMENT OF STUDIES	Results of student surveys on study quality.	https://panko.lt/en/about-us/quality-assurance/the-outcomes-of-student-surveys/
	Feedback to students (implementation of their observations and preferences after surveys).	https://panko.lt/en/about-us/quality-assurance/feedback-to-students/
4. DOCUMENTS GOVERNING STUDIES PUBLISHED ON THE COLLEGE'S WEBSITE	Documents regulating the College's study process.	https://panko.lt/en/category/studies-documents/ https://panko.lt/en/international-relations/
	Documents governing financial aid for students.	https://panko.lt/en/;
	Study calendar.	https://panko.lt/studiju-kalendorius/
	Timetables are published in the Virtual Learning Environment.	vma.panko.lt
	Study environment (hostels, internships, Erasmus+)	https://panko.lt/en/;
5. INFORMATION ON THE DEADLINES FOR EXTERNAL EVALUATION AND ACCREDITATION OF THE COLLEGE AND THE RESULTS OF THE EXTERNAL EVALUATION OF THE COLLEGE'S INSTITUTIONAL AND STUDY FIELDS	Results of the institutional evaluation and action plan to improve the College's performance following the external evaluation. Study programme evaluation and progress reports.	https://panko.lt/en/about-us/documents/accreditation-of-the-institution/ https://panko.lt/en/about-us/documents/evaluation-of-study-programmes/
6. THE MAIN INDICATORS OF THE COLLEGE ARE PRESENTED EACH YEAR IN THE COLLEGE'S ANNUAL ACTIVITY REPORT, WHICH IS PRESENTED AT THE COLLEGE COUNCIL MEETINGS AND PUBLISHED ON THE COLLEGE'S WEBSITE	Annual activity reports containing all qualitative and quantitative information in accordance with the requirements of the Law on Science and Studies of the Republic of Lithuania.	https://panko.lt/en/about-us/documents/activity-reports/ https://panko.lt/en/about-us/documents/financial-statements/