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University of Applied Engineering Sciences of
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QUALITY MANUAL

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INTRODUCTION

The University of Applied Engineering Sciences (abbreviated in Lithuanian as *KTK*; hereinafter referred to as *University*) is an institution of higher education providing public services and training specialists in the field of technical engineering. The University runs professional bachelor's degree studies and conducts applied research. Beside formal studies, the University offers service of qualification upgrade as well as informal training and education of adults.

During the one hundred years of its activity, the university has established itself as an institution developing and strengthening the engineering potential of Lithuania which is an integral part of the network of higher education institutions of Lithuania as well as of the entire Baltic Region. This achievement has been made due to systematic focus on the quality of its activities by the University. Commitment to the assurance of quality and systematic improvement is reflected in the strategy of the university for the years 2016–2030, and the attitude of the dedication towards quality and its systematic improvement is deeply rooted in the Vision and Mission of the University. Quality is also singled out as one of the fundamental values of the University (along with Responsibility, Innovativeness and Teamwork) which are manifested in the everyday activity of the staff and students of the University.

The focal activity of the University as a higher education institution is teaching and learning; therefore, the entirety of the quality assurance policy of the university is first of all directed towards the assurance of the quality of the two activities. In this context, the University explicitly specifies that the assurance of science and management quality is of equal importance.

The policy of quality assurance at the University is based on the fundamental attitude that the responsibility for the provided services and the overall assurance of quality first of all is undertaken by the institution itself, i.e., the University considers that its core instrument of the quality assurance system is the internal assurance of quality based on the recognition and manifestation of the principles of academic ethics, specifically, academic honesty, respect and citizenship duty as well as personal responsibility.

In response to the European trends, in its activity, the University adheres to the priorities of the European space of higher education outlined and established in Leuven/Louvain-la-Neuve Communiqué (2009). The internal system of quality assurance is based on the provisions and guidelines of the European space of higher education outlined in Yerevan Communiqué (2015).

The quality assurance system of the University is based on the procedural attitude, is oriented towards an increase of the efficiency of its activity as well as towards systematic improvement and the satisfaction of the needs of the stakeholders.

The Quality manual of the University is drafted and renewed by the quality specialist of the University. The Quality manual is reviewed by the Vice-Director for studies and research of the

University and is subsequently approved by the Director of the University. The Quality manual becomes valid since the day of its approval.

1. QUALITY ASSURANCE POLICY OF THE UNIVERSITY

The quality assurance policy of the University consists of three fundamental parts: the concept of quality, the quality management system, and the quality systematic improvement strategy.

1.1. Concept of quality

The University adheres to the idea that, depending on the specific objective, different concepts of quality may be selected. Quality may be treated as:

- *conformance to established requirements*. This is the level of the conformance of the activities and study programmes of the University to the established internal and external requirements. In this particular case, insufficient quality is manifested by failure to adhere to the established requirements;

- *perfection*. This is the conformance of the activities and study programmes as well as the applied research of the University to the highest achievements of other higher education institutions;

- *satisfaction of needs and expectations*. This is conformance of the activities and study programmes as well as the applied research of the University to the needs and expectations of each and every stakeholder (students, employers, University staff, social partners and the society in general).

Due to varying interpretations of the concept of quality it is impossible to universally apply one of the above outlined aspects for the assessment of all the activities of the University. As the fields of activity of the University are denoted by their variety, when assessing a specific activity, the relevant aspect of the attitude to quality is selected.

1.2. Quality management system

The quality management system of the University is developed and improved on the grounds of the Mission of the University, its values, on the provisions and guidelines of the European space of higher education, on the principles of the social responsibility, cooperation and partnership, on the principles of the European Foundation for Quality Management Excellence Model, ISO 9000 family quality management standard principles by applying them for the satisfaction of the needs of the students and staff, for the management of the quality of the processes of studies, for the improvement of activity results and the elimination of inadequacies, for the enhancement of the staff potential, for increased of cooperation with foreign partners as well as for other relevant activities.

The quality management system of the University is based on the following general principles:

- *Orientation towards the client*. The University is committed to its clients – to the students of full-time studies and part-time education, to the social partners and employers. In order to optimally satisfy the needs and expectations of its clients, the University systematically improves the implementation of its study process, its course and the assessment of results.

- *Research results-based motivating study environment.* In its pursuit of getting established in the national and European space of higher education, the University is developing a study environment focusing on science achievements, know-how and the results of applied research getting integrated into the study process-based environment of studies. By running applied research and conducting work of experimental development denoted by participation of students, the University implements study programs ensuring the unity studies and science as well as conforming to the needs of the labour market. The University develops and maintains a motivating environment of studies which promotes studying and provides students with possibilities of becoming integral participants of the study process. In the course of studies, the culture of giving arguments and developing critical reasoning is fostered along with the social responsibility and ability to solve problems. The motivating study environment has an impact on the activeness of the University teachers who not only develop the learning environment, but also, in cooperation with students, learn new ways of systematic improvement and perfection of this environment. In the course of preparing and improving study programmes, learning is instilled as the foundation of the implementation of this process by considering the needs of the students.

- *Transparency and internationality.* The competence, knowledge and ability of the staff constitute one of the key factors of the quality of studies at the University. The University is always open to the top specialists in their fields who are capable of developing a motivating study and work environment. The multiplicity of the services provided by the University – including the implementation of full-time and part-time studies and provision of an opportunity of studies for individuals who have already gained higher education, possibility to gain qualifications by studying under the status of an unclassified student thus increasing one's qualifications, recognition of competences acquired in an informal/natural way – is thus open to all the members of the society thus contributing to the implementation of the concept of life-long learning. The following forms of international cooperation are manifested at the University: student exchange, upgrade of qualification of the University teachers and management personnel at foreign institutions, lecturing in foreign languages, etc., which belong to the key aspects of the internationality of the study process and the assurance of the quality of studies at the University.

- *Staff involvement.* The staff is the foundation of an institution which constitutes its core potential. The staff works by adhering to the staff regulations defining the duties, rights and responsibilities of the personnel. The University is creating and fostering internal culture involving the staff into the implemented activities and providing conditions for gaining maximal benefit from the individual abilities of each and every member of the staff. Each member of the staff is an integral part of the University; therefore, the process of staff involvement and motivation is of particular importance.

- *Procedural attitude.* The quality of the services provided by the University directly depends on the quality of the processes taking place at the University as the result is being created in the course of the aforementioned processes. The activity of the University is organised and implemented according to the following processes: planning, organisation, implementation and control; these segments are interconnected in a system and constitute an ever-running loop.

- *Systemic attitude.* The processes taking place at the University are defined, treated and managed as a uniform system. The University has set forth uniform objectives and indicators for the entire institution. The quality objectives are systematically implemented at all the departments of the University. The systemic attitude to management is also based on the differentiation between the core and secondary process, continuous improvement of all the processes taking place at the institution and the assurance of internal communication by employing the established procedures.

- *Fact-based decision taking.* Systematic improvement of the activity and the efficiency of the decisions taken at the University are based on analysis of data and information. Plans of activity of specific departments and members of staff are drafted and the achievements are evaluated by considering objective proof of the functioning quality management system.

- *Mutually beneficial relationship with suppliers.* In its pursuit of providing quality service to its clients, the University, by ensuring quality organisation and implementation of its work, selects staff denoted by top qualification. The University seeks open and direct cooperation with its staff by providing conditions for qualification upgrading as well as professional and personality development.

- *Systematic improvement.* Systematic improvement of activity is one of the core objectives of the University which is being continuously pursued. The University seeks systematic improvement of its services; therefore, it has established a system of managerial assessing analysis, self-analysis, staff and student surveys and internal audit processes which serve as assistance in exploring the efficiency of the quality policy, quality objectives and the entirety of the processes taking part at the University. Systematic improvement of the study quality is involved in structured processes which are harmonised with the activity strategy of the University thus ensuring decision taking based on facts as well as the achievability if the planned results. The improvement of the quality of studies is implemented by accruing and analysing data on studies as well as the related processes and the processes having impact on the studies.

The foundation of the University quality management system is clear distribution of responsibilities regarding the activities of quality assurance and improvement among the governing bodies of the University and specific departments, members of staff and students of the University. On the grounds of these general principles, the fundamental objectives of quality assurance are outlined:

1.1.1. To develop a quality assurance system at the institutional level which jointly covers the quality of teaching, learning and other services provided by the University.

1.1.2. To ensure and improve the quality of studies and other services provided by the University at the institutional and national levels.

1.1.3. To support mutual trust of all the social stakeholders thus facilitating the recognition of the University and its progress at the national and international levels.

1.1.4. To provide information on quality assurance to the social stakeholders as well as to the whole society.

1.3. Strategy of systematic quality improvement

The strategy of systematic quality improvement of the activity of the University is based on the management cycle which sets forth the stages of implementation of any activity: a) activity planning; b) activity implementation; c) evaluation of activity results; d) reflection of activity results (Fig. 1)

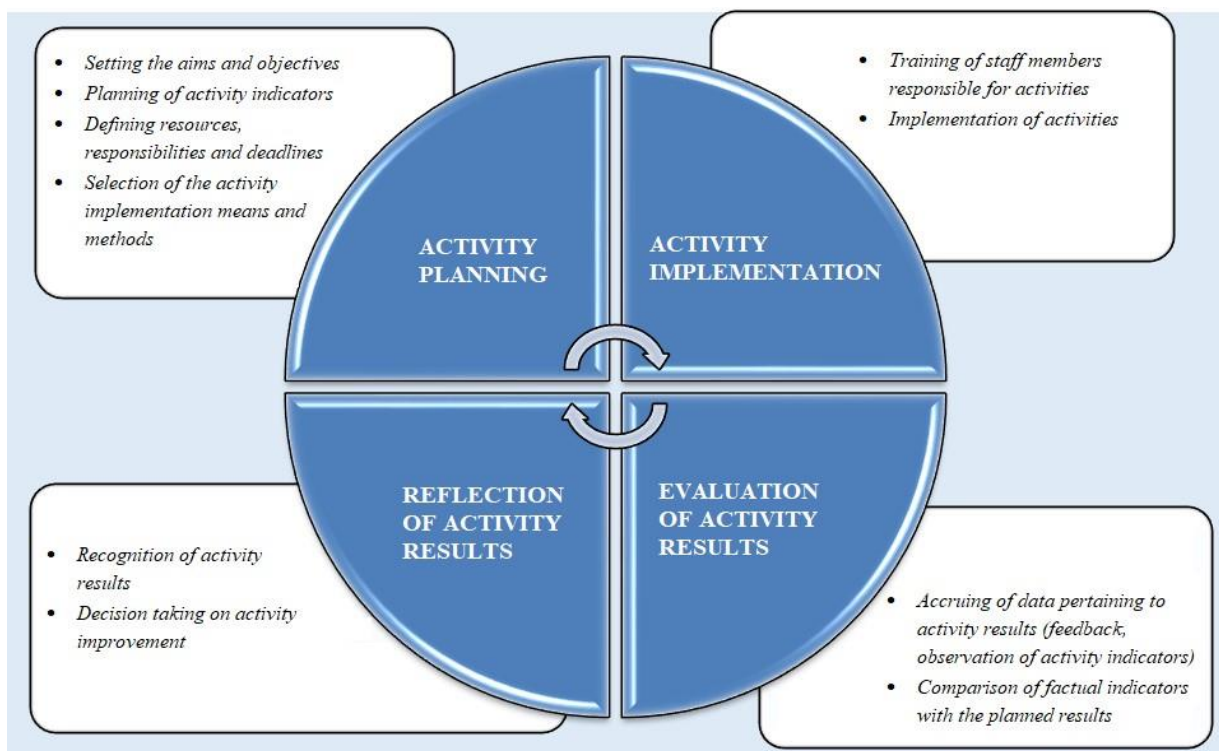


Fig. 1. Management cycle of the University of Applied Engineering Sciences

The strategy of systematic quality improvement of the activity of the University is intended to ensure the achievement of the objectives of the activities pertaining to quality increase as outlined in the strategic plan of the University. The strategic priorities of the activity of the University indicate the guidelines for directing the efforts of activity improvement. On the basis of these priorities, the University periodically updates its quality improvement plan. The quality improvement plan of the University is approved by the Academic Council of the University.

2. QUALITY ASSURANCE PROVISIONS AND REGULATION

The premise of quality assurance at the University is clear segmentation of activities and regulation of procedures. With this objective, the University has outlined nine fundamental activities which serve as a prerequisite for continuous quality assurance, support and improvement.

2.1. Study programme development and approval

The development of study programmes and their approval serves as an indispensable part of quality assurance at the University ensuring that only studies adhering to the requirements stipulated in legal acts shall be exercised at the University. The University develops and implements study programmes conforming to the strategic provisions of the University and follows these provisions:

- The general objectives of programmes conform to the strategy of the University and involve clearly defined study results;
- Study programmes are developed by involving students and other social stakeholders;
- Programmes are improved via internal and external assessment as well as by taking various recommendations into consideration;
- Study programmes reflect the missions of higher education defined by the Council of the European Union;
- The programmes have been devised with a target to ensure harmonious improvement of the student in pursuing the learning aims;
- The programmes define the expected volume of the student's work in ECTS credits;
- The programmes outline clearly structured possibilities of acquisition of practical skills ;
- Programmes are approved by adhering to the formal procedures of the University.

The development of study programmes and their approval is regulated by the following internal documents of the University:

[2.1. Study Regulations of the](#) University of Applied Engineering Sciences;

[2.2. Descriptor of the Order of the Study Programme Management of the](#) University of Applied Engineering Sciences;

[2.3. Descriptor of the Order of Preparation, Defense and Assessment of Graduation Papers of](#) University of Applied Engineering Sciences;

[2.4. Descriptor of the General Requirements for Practical Training.](#)

2.2. Student-oriented learning, teaching and assessment

The University stipulates that one of the fundamental sources of success of an institution of higher education is the practice of collegiality between the university teachers and students; therefore, the involvement of students into the study processes taking place at the University is treated as one of the fundamental factors of the internal quality assurance of the conducted studies. The study process and related activities are organised by adhering to the following provisions:

- The variety of students and their needs are considered; conditions are created for flexible choices of the learning paths;
- Various methods of teaching are taken into account and employed by considering their appropriateness;
- Various pedagogical methods are flexibly employed;
- Regular evaluation and corresponding selection of the ways of teaching and pedagogical methods is ensured;
- Independence of the learner is promoted while ensuring the appropriate counselling and the support of the teaching staff;
- Mutual respect of students and University teachers is promoted;
- Adequate procedures for the investigation of students' complaints are established.

When considering the importance of the assessment of students' achievements for their accomplishments and future career, attention is largely focused towards the assurance of the quality of the assessment process:

- Assessors have been acquainted with the current methods of assessment; they are also encouraged to improve their skills in this field;
- Assessment criteria and methods as well as the criteria for giving specific grades are publicly announced in advance;
- Assessment allows the student to demonstrate the level of achievement in comparison with the expected study results;
- Students are provided feedback which, whenever necessity arises, involves advice regarding the study process;
- Assessment is coherent and honestly applied to each and every student; assessment is conducted according to predefined procedures;
- A formal order of students' appeals has been set forth.

There is a Student Representation body at the University. It represents the interests of students at the University and national levels. Student Representation mandates its members to the University Council and to the Academic Council thus ensuring the participation of students in the management of the University and in the overlooking of the study process organisation and implementation.

Depending on the specific aspects of a subject and the particularities of the students involved in the study process, various methods of instruction and pedagogical methods are employed; thus students are encouraged to participate in the study process, and their motivation is boosted.

In order to find out the attitude of students towards study programmes, instruction of various subjects and the level of organisation of the study process, anonymous surveys among students are conducted each semester. Analysis of the data obtained in the course of student surveys is considered when university teachers are attested and study subjects (modules) are accredited. The implementation of surveys and analysis of their data is regulated by the Order on the Organisation of Surveys [and Feedback](#).

The Study Organisation Council is responsible for ensuring the accessibility of studies at the University; the Study Programme Department is responsible for the quality of the implementation of studies; the Study Quality Specialist is responsible for the organisation of student surveys and the analysis of the obtained results.

Student-centered learning, teaching and assessment is regulated by the following internal documentation of the University:

- [Descriptor of the Order of the Organisation of the Mentorship Programme of](#) of the University of Applied Engineering Sciences;
- [Procedure of Student Registration to Semestral Studies](#);
- [Order of the Accrediting of Study Results](#);
- [Provisions of the Granting of Scholarships at](#) the University of Applied Engineering Sciences;
- [Procedure of](#) the students of the University of Applied Engineering Sciences [and the Accompanying University Teachers Going on Tours and/or to Events/ Practice Classes](#);
- [Procedure of the Selection of Specialisation, Facultative and Optional Subjects and Modules at](#) the University of Applied Engineering Sciences;
- [Procedure of the Accounting for Academic Debts of Students at](#) the University of Applied Engineering Sciences;
- [Provisions for the Accounting for Modules at](#) the University of Applied Engineering Sciences;
- [Procedure of Settlement with](#) the University of Applied Engineering Sciences [after Completion or Discontinuation of Studies](#).
- [Methodology of the Internal Evaluation of Study Programmes at](#) the University of Applied Engineering Sciences.

2.3. Student admission, course of studies, diploma recognition and issuing of diplomas

The objective of the University regarding the proper implementation of student admission, study recognition and study completion procedures is as follows: to conduct integral, transparent and clear

procedures of student admission to University studies while considering maximal possibilities of the accessibility of studies and providing opportunities for any type of mobility.

In order to conform to the provisions of the regulation by the state, the Order of the Student Admission to the University is updated annually. The admission order, the requirements for the candidates and other relevant information is announced in Lithuanian and English at the website of the University www.ktk.lt

The University provides opportunities to study for students possessing various prior experience: possibilities are offered to accredit various competences previously gained via formal education, informal education and self-directed learning; thus individuals who have previously completed university or higher education college studies may undertake postgraduate studies. In case of necessity, students may be provided with opportunities of studying according to an individual schedule or to retake a course of a subject for which an academic debt was incurred.

During each academic year, students are provided with opportunities to study optional subjects whose list is updated annually depending on the students' needs and the possibilities of the University.

Successful completion of studies is legitimised with awarding a diploma of higher education. Competences gained at the University via non-formal education are confirmed with a certificate.

The Study Organisation Council is responsible for the organisation of full-time, part-time and postgraduate studies and the quality of these activities at the University. The Study Communication Council and the Study Programme Department are responsible for the promotion of study programmes and the quality of this activity.

Activity regulation is stipulated in the following documents:

- [Provisions of the Activity of the Study Organisation Council;](#)
- [Provisions of the Activity of the Study Communication Council.](#)

2.4. University teachers

By developing the experience of high quality for the students and by providing conditions for acquiring knowledge, competences and abilities of high quality, the University ensures that its teachers are competent and conform to the outlined requirements. With this objective in mind, the University clearly regulates its requirements for the staff, has established appropriate procedures for recruitment and developed an efficient and motivating system of activity assessment. The environment created for the pedagogical staff of the University allows to:

- Adhere to clear, transparent and honest procedures regulating the work of University teachers and their recruitment;

- Provide possibilities for the creative work of the University teachers and promote their improvement in the professional activity;
- Promote academic activity in order to strengthen the relationship between studies and academic research;
- Promote innovations in the teaching methods and application of novel technologies.

Competitions to the positions of the University teachers and the accreditation of the University teachers are organised and implemented by adhering to the Law on Science and Studies of the Republic of Lithuania, the Statute of the University, the Provisions for Competitions for the Positions of University Teachers and the Provisions for Accrediting as well as other legal acts. Competitions for the positions of university teachers and the accrediting of the University teachers are run by adhering to the principles of expedience, transparency, impartiality, non-discrimination, objectivity, equality, attraction of competence, quality and life-long learning.

The University highlights and upgrades the general, teaching (pedagogical) and academic competences of its teaching staff.

The assessment of the teaching staff as well as all the other staff of the University takes place annually in the course of annual activity assessment interviews. The University realises that ambitious plans presuppose a high mastery level of academic competences (as well as management competences for the corresponding members of the staff); therefore, one of the objectives of activity assessment is assistance to the improvement of the staff. Plans of the improvement of competences of each and every member of staff are outlined in a way that they should optimally conform to the needs of the specific member of the staff as well as the university as a whole.

The University promotes mobility of its teaching and other staff in the framework of Erasmus+ Programme.

According to the University Applied Research and Experimental Development Regulations, the teachers of the University must uphold and improve their qualification by implementing applied research, publishing its results in scholarly issues and benefiting from one of the above outlined forms of training not less than once in every five years. The applied research conducted by the University teachers and the fields of experimental development are related with the already implemented or foreseen for future implementation study programmes thus ensuring the unity of science and studies and satisfying the needs of the national and/or regional economy entities.

Competitions for the positions of University teachers and teacher accreditation at the University in terms of the competence is implemented by the University Teacher Competition and Accreditation Committee which is constituted on the grounds of an Order of the Director of the University and its Study Programme Department; this Committee is also responsible for the quality of this activity. The Study Organisation Council is responsible for the adherence of the pedagogical competences of the

University teachers to the relative quality requirements. The Study Programme Department is responsible for the development and assessment of the competences of the University staff.

The activity of the University teachers is regulated by the following documents:

- [Law on Science and Studies of the Republic of Lithuania](#);
- [The Statute of the University](#);
- [Methodology of the Staff Activity Assessment](#);
- [Provisions for Competitions for the Positions of University Teachers and the Provisions for Accrediting](#);
- [University Applied Research and Experimental Development Regulations](#);
- [Regulations of the Organisation of University and High School Student Competitions Run by the University of Applied Engineering Sciences](#);
- [Procedure of External Publishing by the University of Applied Engineering Sciences](#);
- [Procedure of Schedule Alteration and Information on Changes at the University of Applied Engineering Sciences](#);
- [Procedure of the University of Applied Engineering Sciences Study Subject, Module Programme Descriptor Filling in AIS](#);
- [Teacher Guidelines for Filling in the Register](#);
- [Teacher Guidelines for Filling in the Register during Weeks of Academic Debts](#).

2.5. Study resources and student support

In pursuit of the appropriate quality of studies, the University runs activities directed towards multilateral procurement of the study process and the studying individuals with the relevant resources of any type: financial, tangible and human. The main objective is the maximal accessibility of all the types of resources and the timely student support. When implementing this objective, the University commits to:

- Ensuring efficient high level services to the members of the University community by providing access to the information resources required for studies, research activity and gaining of professional qualification when implementing the fundamental functions of the library;
- Modernising physical spaces of independent learning by installing individual positions and group facilities for independent work featuring computer equipment and other relevant devices;
- Proactively integrating information and tangible resources and services into study, research and student leisure activities;
- Ensuring provision: all the resources and services of the University are available to the students, teachers and researchers wherever required and in a convenient way;

- Developing a functional system of the information of the members of the academic community on the available resources;
- Ensuring systematic upgrade of competences of the teaching and administrative staff of the University;
- Applying various tools and forms of student support.

Provision of resources and student support is regulated by the following documents:

- [Provisions for Granting Scholarships at the University of Applied Engineering Sciences;](#)
- [Provisions for Granting Access to the IT Resources of the University of Applied Engineering Sciences.](#)

2.6. Information management

The University takes interest in accruing and systemising information which contributes to the successful implementation of study programmes and study activities. The information accrued at the University allows determining whatever is going right and what has to be altered thus creating incentives for changes and systematic quality improvement. The registered and analysed flows of information are grouped into:

- Main indicators of activity;
- Various data on students;
- Student progress and scores of successfully graduated students as well as the students who discontinued their studies;
- Student opinion on study programmes;
- Available resources for studies and student support;
- Career data of the graduates.

Information is provided by all the staff members of the University according to the levels of their competence. Various forms are used for the storage of information: accounts, protocols, transcripts and information databases.

Heads of departments and services are responsible for the collecting of information and the results of its analysis. The collected information and the results of its analysis are employed for: annual accounts, during annual interviews and during the drafting of self-evaluation reports. On the grounds of the amassed and generalised data, the short-term strategic plan is revised, study programme quality improvement plans are drafted, annual activity of the University teaching staff is planned, etc. Collecting of information at the University is implemented by employing the Moodle platform, AIS system as well as other methods in the departments and services of the University.

2.7. Public information

The website of the University www.ktk.lt provides information in Lithuanian; part of the information is also provided in English and Ukrainian.

The website provides information which may be beneficial to the current and prospective students, stakeholders and other interested parties. It also announces information which is obliged to be published by the legal acts of the Republic of Lithuania.

The following information on the study programs is made public: the awarded professional qualification, the objectives and expected outcomes of the study program, professional career prospects, study continuity prospects, admission requirements, procedures of assessment, information related with the updating of study programmes.

The University publicly announces information on the verdict of an institution authorised by the state regarding the conclusions of external evaluation and assessment of its activity. If any deficiencies have been established, the University publicly announces information on the actions aimed at elimination of the deficiencies and the improvement of its activity.

The University publicly announces the following documents of its activity: the Statute of the University, the Study Regulations of the University, the Annual Activity Account, documents regulating studies and documents of importance for the staff of the University.

The Study Communication Service is responsible for the public announcement of information on the University and its activity.

2.8. Continuous observation of study programmes and their regular assessment

In order to ensure the quality of study programme implementation, the University runs continuous study programme observation with the following objectives:

- To follow the changes of professional competences in the developing labour market;
- To analyse the opinion of students, University teachers, graduates and employers on the implementation of study programme objectives and study outcomes;
- To analyse and record data regarding the provision of the programme with tangible, methodological and human resources;
- To involve students, teaching staff, employers and graduates into the study programme assessment and improvement processes;
- To identify the strengths and weaknesses of the study programmes;
- To expediently renew and upgrade study programmes.

The following documents regulate the implementation of study programme monitoring at the University:

- [Methodology of Study Programme Internal Assessment of the University of Applied Engineering Sciences;](#)
- [Regulations of the Study Quality Monitoring Council of the University of Applied Engineering Sciences;](#)
- [Order of Accreditation of Study Subjects \(Modules\) of the University of Applied Engineering Sciences;](#)
- [Order of the Organisation of Surveys and Feedback of the University of Applied Engineering Sciences;](#)
- [Descriptor of the Order of the Study Programme Management of the University of Applied Engineering Sciences.](#)

2.9. External quality assurance

In order to evaluate and validate the efficiency of the internal study evaluation quality of the University, the University participates in regular external quality assessment. On the grounds of state regulations, not only assessment of the quality of the University proper but also the evaluation of the quality of the study programmes implemented at the University is conducted. The regularity of external assessment, its areas and criteria are defined by an institution authorised by the Republic of Lithuania.

3. UNIVERSITY AND ADMINISTRATION

3.1. Structure of University administration

The structure of University administration (Fig. 2) allows achieving the [Mission of the University](#), as well as its main strategic objectives, and ensuring the main goals in the pursuit of quality.

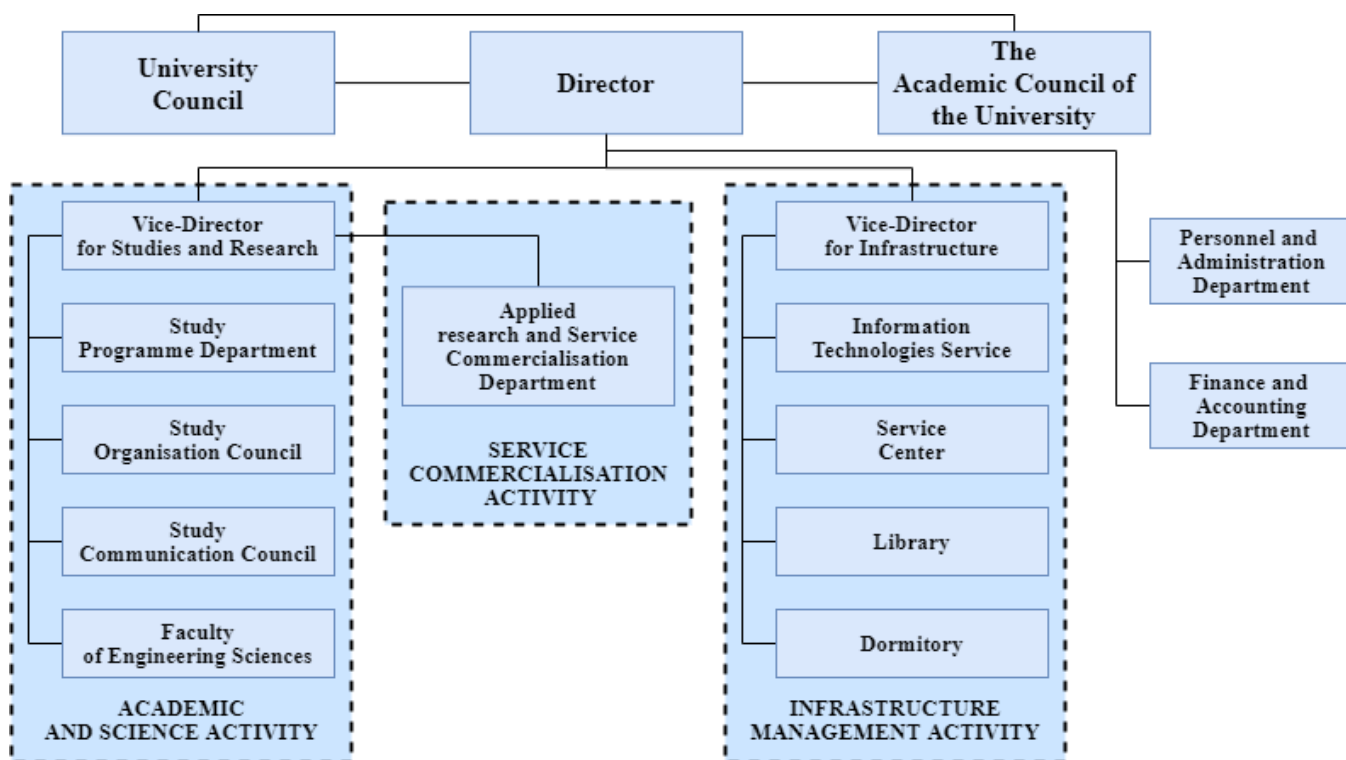


Fig. 2. Structure of administration of the University of Applied Engineering Sciences

3.2. Matrix of quality assurance of the duties, authority and responsibility of the administrative body of the University in terms of quality assurance

No.		Director	DPSM	DPI	SOT	SKT	FAS	PAS	AC	IMF	SPDV	SPK	SKS
1.	Quality policy	●	⊕	⊕	○	○	○	○	○	○	○	○	○
2.	Duties and authorities	●	○	○	○	○	○	○	○	○	○	○	○
3.	Resources	●	○	⊕	○	○	○	○	○	○	○	○	○
4.	Administrative analysis	●	⊕	⊕	○	○	○	○	○	○	○	○	○
5.	Quality manual		●	○	○	○	○	○	○	○	○	○	⊕
6.	Quality system procedures		●	○	○	○	○	○	○	○	○	○	⊕
7.	Quality planning		●	●	⊕	⊕	○	○	○	⊕	⊕	○	○
8.	Study process design management		●	○	⊕	○				○	⊕	○	○

No.		Director	DPSM	DPI	SOT	SKT	FAS	PAS	AC	IMF	SPDV	SPK	SKS
9.	Documentation management		●	○	○	○	○	○	○	○	○	○	○
10.	Purchases		⊕	●		○	⊕		○				
11.	Product provided to client(s)		●	○	⊕	○				○	⊕	○	○
12.	Final stage of control	●	●	●									
13.	Management of incomplete product		●		⊕	○				○	⊕	○	○
14.	Adjustment and preventive actions		●		⊕	○	○	○		○	○	○	○
15.	Quality data record management		●		○					○	○		⊕
16.	Quality internal audit		●	○	○	○	○	○	○	○	○	○	⊕
17.	Statistical methods	●	⊕	⊕	○	○	○	○	○	○	○	○	○

NOTES

1. Positions marked as ● lead the activity, make decisions and are responsible for the results of their activity. If several positions are marked as jointly responsible for a particular activity, the responsibility for a particular field of activity lies on the position which supervises the primary departments of the university running that particular activity.

2. Positions marked as ⊕ organise and coordinate the activity and are responsible for the implementation of the decisions of the leader marked as ● ; they are also responsible for their own activity and for the activity of the departments/personnel they are supervising.

3. Positions marked as ○ implement activity and are responsible for the achieved results to higher positions marked as ● and ⊕ .

ABBREVIATIONS:

KT – University Council

AT – The Academic Council of the University

DPSM – Vice-Director for Studies and Research of the University

DPI – Vice-Director for Infrastructure of the University

IMF – Faculty of Engineering Sciences

SKS – Study Quality Specialist of the University

SOT – Study Organisation Council of the University

SKT – Study Communication Council of the University

SPDV – Head of Study Programme Department

SPK – Curator of the Study Programme

PAS – Personnel and Administration Department of the University

FAS – Finance and Accounting Department of the University

AC – Service Center

4. QUALITY MANUAL REVIEWS

Review date	Reviewed by (position, name, surname, signature)	Conclusion of the review