

APPROVED
 by Order of the Director of
 Lietuvos Inžinerijos Kolegija
 Higher Education Institution
 No. V1-3 8th of January, 2025

**ACTION PLAN FOR THE IMPROVEMENT OF THE ACTIVITIES OF
 LIETUVOS INŽINERIJOS KOLEGIJA HIGHER EDUCATION INSTITUTION FOLLOWING INSTITUTIONAL EVALUATION**

On 21 February 2024, by the Government Resolution No. 140, a public institution “KAUNAS COLLEGE OF FORESTRY AND ENVIRONMENTAL ENGINEERING” WAS MERGED WITH A PUBLIC INSTITUTION “KAUNAS UNIVERSITY OF APPLIED ENGINEERING SCIENCES” BY WAY OF REORGANIZATION, AND FROM 1 JULY 2024 A PUBLIC INSTITUTION LIK WAS REGISTERED WITH TWO FACULTIES: INDUSTRIAL ENGINEERING AND TECHNOLOGY AND ENVIRONMENTAL ENGINEERING.

This Action Plan constitutes an integrated strategic document of the two former higher education institutions and has been developed with due regard to the recommendations provided by external experts following the institutional evaluation of each institution.

Evaluation Area	Expert Recommendation	Planned Measure	Responsible Persons	Deadline/Frequency of Implementation
1. Management	1.1. In order to more effectively realise its strategic ambitions, LIK should undertake a comprehensive review of its strategy and, in particular: <ul style="list-style-type: none"> • Replace the prevailing emphasis on flexibility and a reactive response to regional needs and opportunities with a more proactive and forward-looking approach, underpinned by a high-level strategic framework defining key long-term objectives. This framework should enable the heads responsible for studies, research, and internationalisation to pursue measurable and continuous progress on an annual basis towards 	1.1.1. To develop and approve the LIK Strategy 2035 together with an associated strategic action plan.	Director; Deans of FIET and FEE; Heads of Field Study Programmes and Centres	By the end of 2025
		1.1.2. To revise and update the strategic indicators set out in the LIK Strategy 2035, ensuring LIK alignment with long-term strategic objectives.	Director; Deans of FIET and FEE; Heads of Field Study Programmes and Centres	By the end of 2025
		1.1.3. To participate in the ACE2EU European University Alliance with a view to strengthening the international recognition and standing of LIK.	Director, Head of the International Relations Office	Ongoing until 2028
		1.1.4. To organise structured “Round Table” discussions on a systematic basis with regional	Director, Deans of FIET and FEE	Twice per year

<p>the overarching strategic objective – the establishment of LIK as an internationally recognised higher education institution;</p> <ul style="list-style-type: none"> • Reorient process management towards the systematic pursuit of long-term strategic objectives; • Extend risk management arrangements so as to identify and address risks arising from the globalisation of higher education; • Define strategic objectives related to graduates’ competencies, grounded in strong technical expertise, well-developed interpersonal skills, a more internationalised learning environment, and an increased emphasis on research-informed and research-based learning. 	<p>stakeholders, representatives of specific industrial sectors, and associated organisations.</p>			
	<p>1.1.5. To incorporate within LIK strategic plan an assessment of risks associated with the globalisation of higher education (including, <i>inter alia</i>, student recruitment trends, foreign-language communication competencies of academic staff, the provision of courses and modules delivered in foreign languages, and the number of international degree-seeking students), together with clearly defined risk mitigation measures.</p>	<p>Director; Chief Administrative Officer; Deans of FIET and FEE</p>	<p>By the end of 2025</p>	
	<p>1.1.6. To organise national- and international-level events dedicated to the dissemination and presentation of applied research and experimental development results produced by students and LIK academic supervisors.</p>	<p>Head of the Engineering Competence Centre</p>	<p>At least two events per year</p>	
	<p>1.1.7. To develop and implement a structured incentive system encouraging academic staff and student participation in research, development, and experimental activities, and to update this system annually in accordance with the formal R&D evaluation methodology.</p>	<p>Director; Chief Administrative Officer</p>	<p>By the end of 2025; subsequently updated on an annual basis</p>	
	<p>1.2. The existing objectives, tasks, indicators, and aggregation methodology of the monitoring system should be critically reviewed and, where necessary, supplemented with more informative and strategically relevant indicators.</p>	<p>1.2.1. To prepare the LIK Strategy 2035 and strategic plan and to revise the associated strategic indicators, supplementing them with indicators that are more informative and aligned with institutional priorities.</p>	<p>Director; Deans of FIET and FEE; Heads of Field Study Programmes, and Centres</p>	<p>By the end of 2025</p>
	<p>1.3. In the development of the next strategic cycle, additional emphasis should be placed on strengthening the internationalisation of the Faculty of Environmental Engineering.</p>	<p>1.3.1. To enhance student and staff internationalisation through active participation in the ACE2EU Alliance activities.</p>	<p>Director, Head of the International Relations Office</p>	<p>Ongoing until 2028</p>
		<p>1.3.2. To establish a structured network of international strategic partners of LIK and to</p>	<p>Deans of FIET and FEE; Head of the</p>	<p>By the end of 2025; updated annually</p>

		review and update this network on an annual basis.	International Relations Office	
	1.4. In order to ensure the effective implementation of strategic development and to enhance institutional flexibility in responding to emerging national and international challenges, it is recommended that the strategic monitoring system be reviewed and, where necessary, simplified and improved. This should include the parallel development of a fundraising strategy and an investment plan, aligned with the institutional research and development plan. A designated portion of the institutional budget should be allocated to support the financing of strategic initiatives.	1.4.1. To define and incorporate a strategic monitoring system within the LIK strategic plan and to review and update it annually, where necessary.	Director; Deans of FIET and FEE; Heads of Field Study Programmes, and Centres	By the end of 2025; updated annually
		1.4.2. To align institutional planning, fundraising, and investment with the LIK R&D plan.	Director; Chief Administrative Officer	Annually
	1.5. LIK should review the roles and responsibilities of its senior management group to ensure that oversight and authority in key strategic areas are appropriate and conducive to achieving effective outcomes. In order to enhance institutional efficiency, consideration should be given to centralising budgetary management, replacing the currently applied decentralised model.	1.5.1. To review and update the functions and responsibilities of LIK senior management group in line with the implementation of strategic objectives.	Director; Chief Administrative Officer; Deans of FIET and FEE	Annually, by 1 April
	1.6. LIK should take measures to establish and support a more professional and genuinely representative Student	1.6.1. To review and revise the funding framework governing the activities of the Student Representative Council.	Chief Administrative Officer; Deans of FIET and FEE	Annually, in June

	Representative Council, including a review of its funding arrangements.	1.6.2. To organise training events aimed at developing the general and communication competencies of Student Representative Council.	Head of the Engineering Competence Centre	At least one event per year
		1.6.3. To organise joint events in collaboration with the Student Representative Council.	Director, Deans of FIET and FEE	In accordance with a separate plan, no fewer than two events per year
	<p>1.7. LIK should review its staff recruitment and retention policies and procedures in order to ensure that:</p> <ul style="list-style-type: none"> • Best practice is applied consistently, particularly with regard to equality, diversity, and inclusion, and that transparency in decision-making by appointment panels is guaranteed. • An optimal balance is achieved between part-time staff engaged in industry and full-time academic staff and researchers conducting applied research. • In order to attract young professionals and academic staff from abroad, systematic planning of academic and research staff turnover is recommended. • In addition, it is recommended that the evaluation system for academic and non-academic staff within the Faculty of Environmental Engineering be reviewed and aligned with remuneration and incentive schemes, ensuring periodic, fair, and structured performance appraisal. 	1.7.1. When forming governance bodies, management structures, working groups, and similar entities, to ensure compliance with the provisions of KTK Gender Equality Plan 2022–2025 and relevant EU policies.	Director Personnel Office	Reviewed and updated annually by 30 June
		1.7.2. To integrate part-time staff and industry-employed professionals into applied research and experimental development (R&D) research teams.	Deans of FIET and FEE; Heads of Field Study Programmes	Reviewed and updated annually by 30 June
		1.7.3. To create favourable conditions for doctoral candidates and early-career researchers from other higher education and research institutions to participate in LIK’s R&D activities.	Deans of FIET and FEE; Heads of Field Study Programmes	Ongoing
		1.7.4. To implement an annual performance appraisal system for academic and non-academic staff, linked to remuneration and incentive schemes.	Director; Chief Administrative Officer; Deans of FIET and FEE; Heads of Field Study Programmes	Annually, by 30 June

	<p>1.8. In order to realise its international ambitions, LIK should continue to support:</p> <ul style="list-style-type: none"> • All staff members in strengthening LIK confidence and proficiency in English; • Early-career academic staff in developing internationally recognised applied research activities. 	1.8.1. To ensure the provision of opportunities for staff and academic personnel to enhance their English language proficiency through the organisation of ongoing English language courses at LIK.	Head of the Engineering Competence Centre	Annually
		1.8.2. To facilitate the development of research competencies of academic staff and researchers through participation in the ACE2EU Alliance activities and/or other international projects.	Head of the International Relations Office; Head of the Engineering Competence Centre	Ongoing
		1.8.3. To create conditions enabling academic staff to pursue doctoral studies at national and international higher education and research institutions.	Director; Personnel Office	Ongoing
	1.9. The individual responsible for enhancing the internationalisation of the Faculty of Environmental Engineering should hold a more prominent position within LIK organisational structure.	1.9.1. To establish an International Relations Office and to update the job descriptions of its staff accordingly.	Director; Personnel Office	By the end of 2024
	1.10. In order to further promote internationalisation within the Faculty of Environmental Engineering and strengthen LIK's international orientation, it is recommended that appropriate international experts be involved in LIK's governance and/or advisory bodies.	1.10. To invite international experts to participate in LIK's academic and research activities.	Deans of FIET and FEE; Heads of Field Study Programmes	Annually
2. Quality Assurance	2.1. Governance procedures should be more comprehensively integrated into the quality assurance system. While quality assurance functions effectively at the study programme	2.1.1. To review and revise the quality assurance system by integrating governance procedures into the institutional quality management self-evaluation and review processes.	Director; Deans of FIET and FEE; Heads of Field Study Programmes	Annually by 30 June

	level, the existing system and procedures do not sufficiently support the implementation, monitoring, and continuous improvement of strategic-level objectives.	2.1.2. To define quality management system indicators within the revised quality assurance framework that are aligned with the LIK Strategy 2035.	Director, Deans of FIET and FEE	By the end of 2025
	2.2. Instead of preparing quality assurance reports manually and on an ad hoc basis, LIK would benefit from the implementation of an integrated quality evaluation information system. Such a system would be more resource-efficient and would facilitate improved dissemination of quality-related information to the academic community and external stakeholders.	To implement an integrated quality assessment information system encompassing the academic community and external social partners.	Director, Deans of FIET and FEE	By 30 June 2027
	2.3. More information should be made available in English in both internal and external communication. LIK should provide more effective support to staff and students in developing competencies required for participation in an international academic environment, thereby enabling graduates to integrate into international business and industrial communities.	2.3.1. To update LIK's website and internal platforms, ensuring that information on studies, services, research and development, and related activities is provided in both Lithuanian and English.	Study Communication Office	At least twice per semester.
		2.3.2. In line with LIK Strategy 2035, to update the Lecturer's Handbook, First-Year Student Guide, and information materials for students and alumni.	Study Quality Specialist	At least once per semester
	2.4. LIK would benefit from further developing cooperation with the Student Representative Council in the continuous improvement and expansion of its activities. As a study-related but independent body, the Student Representative Council may have additional opportunities to	2.4.1. In cooperation with the Student Representative Council, to review and update LIK study quality monitoring indicators.	Director; Deans of FIET and FEE; Study Quality Specialist	Annually, following the Autumn and Spring semesters
		2.4.2. In cooperation with the Student Representative Council, to organise an annual discussion of student survey results.	Director; Deans of FIET and FEE;	Annually

	collect feedback from the student community, which could subsequently contribute to LIK's monitoring and review processes. The feedback mechanism between LIK and the Student Representative Council should be strengthened to ensure that students receive appropriate information regarding survey outcomes and follow-up actions.		Study Quality Specialist	
		2.4.3. To involve representatives of the Student Representative Council in the preparation of LIK activity quality research plan.	Study Quality Specialist; Head of the Engineering Competence Centre	Annually, by 30 September
	2.5. The Faculty of Environmental Engineering should continue to analyse the reasons for student withdrawal from studies, with the objective of reducing dropout rates, developing early identification tools and mechanisms, and considering the implementation of surveys targeting students who discontinue LIK studies in order to better understand underlying causes.	2.5.1. To develop an LIK student withdrawal management plan.	Deans of FIET and FEE; Heads of Field Study Programmes;	Annually, by 30 September
		2.5.2. To conduct surveys of students who discontinue studies in order to analyse the reasons for withdrawal.	Deans of FIET and FEE; Heads of Field Study Programmes;	Ongoing
	2.6. LIK should continue to ensure that the academic community is adequately informed of the importance of respect for academic integrity and academic values, involving the Academic Ethics Committee in communication activities and the promotion of academic ethics.	2.6.1. To review and update the Code of Academic Ethics.	Academic Council	By the end of 2025
		2.6.2. To organise a Round Table discussion or seminar for LIK academic community on the importance of academic integrity and academic values in scholarly and academic activities.	Academic Ethics Committee	Annually
3. Science (Art) and Study Activities	3.1. In order to increase the scale and quality of research activities, LIK is recommended to review the balance between part-time academic staff	3.1.1. To review and update policies for the recruitment and employment of academic staff, researchers, and research personnel.	Director; Personnel Office	Annually, by 30 June

	employed in industry and full-time academic staff and researchers.			
	<p>3.2. In order to enhance the internationalisation of studies and research activities, LIK is recommended to:</p> <ul style="list-style-type: none"> • Increase support for staff preparing applications for national and EU funding programmes, coordinated directly by an appointed senior management representative, ensuring appropriate authority and accountability in pursuing the institutional objective of generating 25% of total income from research activities; • Explore opportunities to engage in joint research and research projects with international partners; • Develop a comprehensive internationalisation strategy, led and managed by an appointed senior management representative, incorporating a clear marketing and communication direction. 	3.2.1. To update the system for incentivising academic staff to engage in applied research and experimental development activities within LIK.	Director; Head of the Engineering Competence Centre	Annually, by 30 June
		3.2.2. To further develop <i>the science–business cooperation</i> model and seek new R&D projects.	Director; Head of the Centre for Science and Business Cooperation	By 2026
		3.2.3. To initiate project commissions from enterprises, where project implementation requires the contribution of three systems: higher education institution, LIK, and business enterprise.	The Centre for Science and Business Cooperation	Ongoing
		3.2.4. To prepare an internationalisation strategy defining marketing and communication directions.	Head of the International Relations Office; Deans of FIET and FEE; Heads of Field Study Programmes	By 30 June 2026
	3.3. LIK makes considerable efforts to assist staff in identifying student mental health issues and supporting the most vulnerable individuals by directing them towards specialised assistance. Where counselling services are provided within LIK, it is recommended that such services be delivered by independent and appropriately trained professionals.	3.3.1. To review and enhance the provision of psychological support services for LIK students through the engagement of qualified professionals.	Director; Personnel Office	Annually, by 30 June

3.4. Further actions should be taken to develop international scientific cooperation and research activities in collaboration with foreign institutions.	3.4.1. To involve the ACE2EU Alliance partners in LIK's R&D activities and projects.	Director; Head of the International Relations Office	Ongoing
	3.4.2. To develop international cooperation through joint research projects, dissemination of research results in international scientific publications, and integration of international content into study programmes.	Heads of Field Study Programmes;	Ongoing
3.5. To analyse opportunities for cooperation with other international study programmes across Europe, with the aim of developing joint study programmes.	3.5.1. To develop new joint study programmes or update existing ones in cooperation with the ACE2EU Alliance partners.	Heads of Field Study Programmes;	Ongoing
3.6. To explore opportunities to attract a greater number of international students to Environmental Engineering study programmes.	3.6.1. To cooperate with education agents for the recruitment of international students.	International Relations Coordinator	Ongoing
	3.6.2. To conduct active communication and promotion of LIK study programmes at international events.	International Relations Coordinator	At least twice per year
3.7. To develop a strategy aimed at promoting the mobility of part-time (extended mode) students.	3.7.1. To prepare a plan and define measures to encourage the mobility of part-time students.	International Relations Coordinator; Heads of Field Study Programmes;	Ongoing
3.8. To develop study programmes that are more strongly oriented towards an international context while also taking into account the interests of Lithuanian students.	3.8.2. To systematically implement internal review and updating of study programmes in response to labour market needs and international trends.	Deans of FIET and FEE; Heads of Field Study Programmes;	At least twice per year
3.9. The policy of maintaining and developing international relations among academic staff should continue to be developed and	3.9.1. To create conditions enabling academic and non-academic staff to engage more actively in international activities.	Chief Administrative Officer; Head of the International	Ongoing

	analysed as a means of enhancing the internationalisation of LIK.		Relations Office	
		3.9.2. To encourage academic staff to participate in international thematic networks.	Deans of FIET and FEE; Heads of Field Study Programmes	Ongoing
4. Impact on Regional and National Development	4.1. LIK should continue to develop its existing close cooperation with the network of social partners, while also seeking new forms and initiatives to attract a greater number of strong national and international enterprises, thereby achieving the strategic objective of being ranked among the top five technical higher education institutions in the Baltic region.	4.1.1. To review and update the scope of R&D activities and non-formal adult education services relevant to business and industry, and to promote these services at regional, national and international levels.	Head of the Engineering Competence Centre	Ongoing
		4.1.2. To cooperate with international companies and enterprises operating in Lithuania.	Director; Chief Administrative Officer	Ongoing
		4.1.3. To develop high value-added non-formal adult education programmes in response to regional, national, and business needs.	Head of the Engineering Competence Centre	Ongoing
	4.2. It is also recommended to further strengthen promotional activities at both regional and national levels in order to raise awareness of lifelong learning opportunities at LIK and their uptake, including modular vocational training programmes available to individuals who have discontinued their studies and wish to obtain a qualification.	4.2.1. To update and disseminate information at national and regional levels regarding lifelong learning opportunities provided by LIK, including recognition of prior learning (formal credit transfer, personalised study pathways, individual study schedules, and professional development and requalification services etc.).	Study Communication Office; Head of the Engineering Competence Centre	Ongoing
		4.2.2. To organise meetings with social partners and associated organisations to present LIK lifelong learning services.	Deans of FIET and FEE; Heads of Field Study Programmes; Head of the Engineering Competence Centre	At least two meetings per year
	4.3. Strategic planning should incorporate a greater number of qualitative indicators to ensure not only quantitative but also qualitative evaluation of lifelong learning activities.	4.3.1. To include both quantitative and qualitative indicators in the LIK Strategy 2035, oriented towards the evaluation of lifelong learning activities.	Deans of FIET and FEE; Head of the Engineering Competence Centre	By the end of 2025