

**LIETUVOS INŽINERIJOS KOLEGIJA  
HIGHER EDUCATION INSTITUTION**

**QUALITY MANUAL**

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## CONTENTS

INTRODUCTION .....	3
1. QUALITY ASSURANCE POLICY OF LIK .....	5
1.1. Concept of quality .....	5
1.2. Quality management system .....	5
1.3. Strategy of systematic quality improvement.....	8
2. QUALITY ASSURANCE PROVISIONS AND REGULATION.....	9
2.1. Study programme development and approval .....	9
2.2. Student-oriented learning, teaching and assessment .....	9
2.3. Student admission, course of studies, diploma recognition and awarding of diplomas.....	11
2.4. LIK teachers .....	12
2.5. Study resources and student support .....	14
2.6. Information management .....	14
2.7. Public information.....	15
2.8. Continuous observation of study programmes and their regular assessment .....	15
2.9. External quality assurance .....	16
3. STRUCTURE AND RESPONSIBILITIES.....	17
3.1. Structure of LIK administration .....	17
3.2. LIK Quality Assurance Matrix: Duties and Responsibilities .....	17

## INTRODUCTION

Lietuvos Inžinerijos Kolegija Higher Education Institution (hereinafter referred to as LIK) is a higher education institution, the largest institution in Lithuania offering the widest range of professional bachelor's degree programs in engineering and the only institution training professional bachelor's degree engineers in the field of aeronautics. LIK offers professional bachelor's degree programmes, short-cycle studies, conducts applied scientific research and experimental activities, and provides professional development, non-formal adult education, and training services.

In 2024, with the aim of strengthening the engineering sector in Lithuania, improving the quality of studies and applied research, and aligning them with the needs of the city, regional society, and labor market, the Government of the Republic of Lithuania, pursuant to Resolution No. 140 of February 21, 2024, reorganized Kaunas College of Forestry and Environmental Engineering by merging it with Kaunas University of Applied Engineering Sciences. On July 1, 2024, Lietuvos Inžinerijos Kolegija Higher Education Institution was registered as a public institution with two faculties: the Faculty of Engineering Industry and Technology and the Faculty of Environmental Engineering. This merger and the new organizational structure created conditions for training highly qualified engineers, ensuring the efficient and rational use of human and material resources, and promoting sustainable financial management.

In 2024, LIK also became a member of the ACE<sup>2</sup>-EU European University Alliance, which unites nine European universities. This strategic step provided students and academic staff with opportunities to exchange knowledge, develop joint study programmes, participate in creative workshops, and collaborate with partners to shape strategic goals.

The LIK Quality Manual was updated following recent institutional developments, including the merger of two higher education institutions, the development of a strategic plan for the new planning period, and LIK's accession to the ACE<sup>2</sup>-EU European University Alliance, in order to ensure the effective and consistent management of study quality, research quality, and overall organizational performance.

The Quality Manual reflects the LIK's commitment to continuous quality improvement and aligns with the Strategy 2026–2030 as well as the LIK Vision and Mission. Quality is one of LIK's core values, alongside Responsibility, Innovativeness, and Teamwork, and is reflected in the daily activities of both staff and students.

LIK's primary activity is teaching and learning; therefore, its quality assurance policy is primarily focused on the quality of these activities, while emphasizing that the quality of science and management is equally important. LIK assumes primary responsibility for the services it provides and for quality assurance. Its internal quality assurance system is based on adherence to academic ethics, including academic honesty, respect, civic responsibility, and personal accountability.

LIK adheres to the priorities of the European Higher Education Area as set out in the Leuven/Louvain-la-Neuve Communiqué (2009). Its internal quality assurance system is aligned with the principles of the Yerevan Communiqué (2015) and the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). Based on clearly defined procedures, the system supports continuous improvement, enhances operational effectiveness, and ensures responsiveness to the needs and expectations of both internal and external stakeholders.

## 1. QUALITY ASSURANCE POLICY OF LIK

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

### 1.1. Concept of quality

LIK 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 LIK 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 LIK 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 LIK to the needs and expectations of each and every stakeholder (students, employers, academic 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 LIK. As the fields of LIK activity 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 LIK quality management system is developed and improved on the grounds of the Mission of LIK, 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 LIK quality management system is based on the following general principles:

- *Orientation towards the client*. LIK is committed to its clients – to the students of full-time and part-time studies, to the social partners and employers. In order to optimally satisfy the needs and expectations of its clients, LIK 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, LIK 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, LIK implements study programmes ensuring the unity of studies and science as well as conforming to the needs of the labour market. LIK 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 LIK 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 LIK. LIK 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 LIK – 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 LIK: student exchange, upgrade of qualification of LIK 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 LIK.

- *Staff involvement.* The staff is the foundation of an institution which constitutes its core potential. The staff works in accordance with the staff regulations defining the duties, rights and responsibilities of the personnel. LIK 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 staff member is an integral part of LIK; therefore, the process of staff involvement and motivation is of particular importance.

- *Procedural attitude.* The quality of the services provided by LIK directly depends on the quality of the processes taking place at LIK as the result is being created in the course of the aforementioned processes. The activity of LIK 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 LIK are defined, treated and managed as a uniform system. LIK has set forth uniform objectives and indicators for the entire institution. The

quality objectives are systematically implemented at all the departments of LIK. 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 LIK are based on analysis of data and information. Plans of activity of specific departments and staff members 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, LIK, by ensuring quality organisation and implementation of its work, selects staff denoted by top qualification. LIK 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 LIK which is being continuously pursued. LIK 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 LIK. Systematic improvement of the study quality is involved in structured processes which are harmonised with the activity strategy of LIK 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 LIK quality management system is clear distribution of responsibilities regarding the activities of quality assurance and improvement among the governing bodies of LIK and specific departments, members of staff and students of LIK. 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 LIK.

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

**1.1.3.** To support mutual trust of all the social stakeholders thus facilitating the recognition of LIK 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 LIK activity 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)

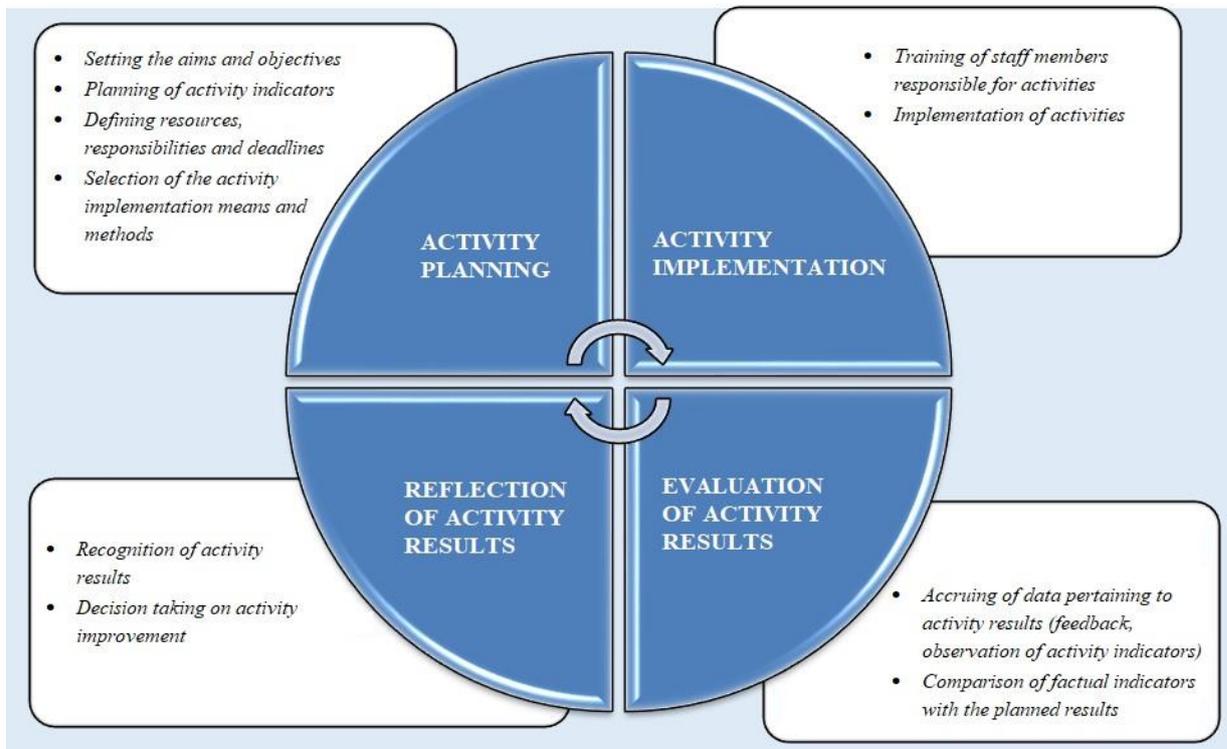


Fig. 1. Management cycle of LIK

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

## **2. QUALITY ASSURANCE PROVISIONS AND REGULATION**

The premise of quality assurance at LIK is clear segmentation of activities and regulation of procedures. With this objective, LIK 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 LIK ensuring that only studies adhering to the requirements stipulated in legal acts shall be exercised at LIK. LIK develops and implements study programmes conforming to the LIK strategic provisions and follows these provisions:

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

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

**2.1.** LIK Study Regulations;

**2.2.** Regulations on the management of study programmes;

**2.3.** Regulations on the preparation, defence, assessment and storage of the professional bachelor's final thesis;

**2.4.** Regulations on general requirements for practice placements.

### **2.2. Student-oriented learning, teaching and assessment**

LIK stipulates that one of the fundamental sources of success of an institution of higher education is the practice of collegiality between the LIK teachers and students; therefore, the involvement of students into the study processes taking place at LIK 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 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 learning outcomes;
- 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 LIK Student Representative Council. It represents the interests of students at LIK and national levels. LIK Student Representative Council mandates its members to the LIK Council and to the Academic Council thus ensuring the participation of students in the management of LIK 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 LIK teachers are certified 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 Office is responsible for ensuring the accessibility of studies at LIK; the Deans are 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 LIK:

- Description of the Procedure for Organising the LIK Mentoring Programme;
- Procedure of Student Registration to Semester Studies;
- Procedure for Crediting Learning Outcomes;
- Regulations on the Award of Scholarships to Students;
- Procedure of Student and the Accompanying Teacher Going on Tours and/or to Events/ Practice Classes;
- Procedure for Selecting Specializations, Alternative and Elective Subjects, Modules of LIK Study Programme;
- Procedure of the Accounting for Academic Debts of Students at LIK;
- LIK Regulations for Passing Study Subjects/Modules;
- Procedure of Settlement with LIK after Completion or Discontinuation of Studies;
- Methodology for Internal Evaluation of the LIK Study Programmes;
- Rules governing the representative of the academic student group.

### **2.3. Student admission, course of studies, diploma recognition and awarding of diplomas**

The aim of LIK 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 LIK 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 Regulations for Admission to LIK for Short Cycle, First Cycle and Integrated Studies are updated annually. The admission order, the requirements for the applicants and other relevant information is announced in Lithuanian and English at the LIK website of [www.lik.tech](http://www.lik.tech).

LIK 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 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 LIK.

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

The Study Organisation Office is responsible for the organisation of full-time and part-time studies and the quality of these activities at LIK. The Study Communication Office and the Deans 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 Office;
- Provisions of the Activity of the Study Communication Office.

#### **2.4. LIK teaching staff**

By developing the experience of high quality for the students and by providing conditions for acquiring knowledge, competences and abilities of high quality, LIK ensures that its teachers are competent and conform to the outlined requirements. With this objective in mind, LIK 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 LIK pedagogical staff allows to:

- Adhere to clear, transparent and honest procedures regulating the work of LIK teachers and their recruitment;
- Provide possibilities for the creative work of LIK 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 LIK teachers and the certification of LIK teachers are organised and implemented by adhering to the Law on Science and Studies of the Republic of Lithuania, the LIK Statute, the Regulations on the Teacher Certification and Organisation of Competitions for Teaching Positions at LIK as well as other legal acts. Competitions for the positions of LIK teachers and the certification of LIK teachers are implemented by adhering to the principles of expedience, transparency, impartiality, non-discrimination, objectivity, equality, attraction of competence, quality and life-long learning.

LIK 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 LIK takes place annually in the course of annual activity assessment interviews. LIK 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 LIK as a whole.

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

According to the Regulations on Applied Research and Experimental Development, LIK teachers 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 LIK 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 LIK teachers and teacher certification at LIK in terms of the competence is implemented by the LIK Teacher Competition and Certification Committee which is constituted on the grounds of an Order of the LIK Director and the Study Organisation Office; this Committee is also responsible for the quality of this activity. The Study Organisation Office is responsible for the adherence of the pedagogical competences of LIK teachers to the relative quality requirements. The Deans are responsible for the development and assessment of the competences of the institution staff.

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

- [Law on Science and Studies of the Republic of Lithuania](#);
- The LIK Statute;
- Methodology of the Staff Activity Assessment;
- Regulations on the Teacher Certification and Organisation of Competitions for Teaching Positions at LIK;
- LIK Regulation on Applied Scientific Research and Experimental Development;
- Procedure for the Organisation of Student Competitions Run by LIK;
- Procedure for External Publishing by LIK;
- Procedure for Schedule Alteration and Information on Changes at LIK;
- Procedure for the 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, LIK 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, LIK commits to:

- Ensuring efficient high level services to the members of LIK 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 LIK 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 LIK;
- Applying various tools and forms of student support.

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

- Regulations on the Award of Scholarships to Students;
- Regulations on the Granting Access to the IT Resources.

## **2.6. Information management**

LIK takes interest in collecting and systemising information which contributes to the successful implementation of study programmes and study activities. The information collected at LIK 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 LIK according to the levels of their competence. Various forms are used for the storage of information: accounts, minutes, 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 LIK teaching staff is planned, etc. Collecting of information at LIK is implemented by employing the Moodle platform, AIS system as well as other methods in the departments and services of LIK.

## **2.7. Public information**

The website of LIK <https://www.lik.tech/> provides information in Lithuanian; the information is also provided in English <https://www.lik.tech/en>.

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

LIK 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, LIK publicly announces information on the actions aimed at elimination of the deficiencies and the improvement of its activity.

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

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

## **2.8. Continuous observation of study programmes and their regular assessment**

In order to ensure the quality of study programme implementation, LIK 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, teachers, graduates and employers on the implementation of study programme objectives and learning outcomes;
- To analyse and record data regarding the provision of the study 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 LIK:

- Methodology for Internal Evaluation of the LIK Study Programmes;
- LIK Study Programme Management Procedures;
- Procedure for Certification of Study Subjects (Modules) at LIK;
- Procedure for the Organisation of Surveys and Feedback at LIK;

### **2.9. External quality assurance**

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

### 3. STRUCTURE AND RESPONSIBILITIES

#### 3.1. Structure of LIK administration

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

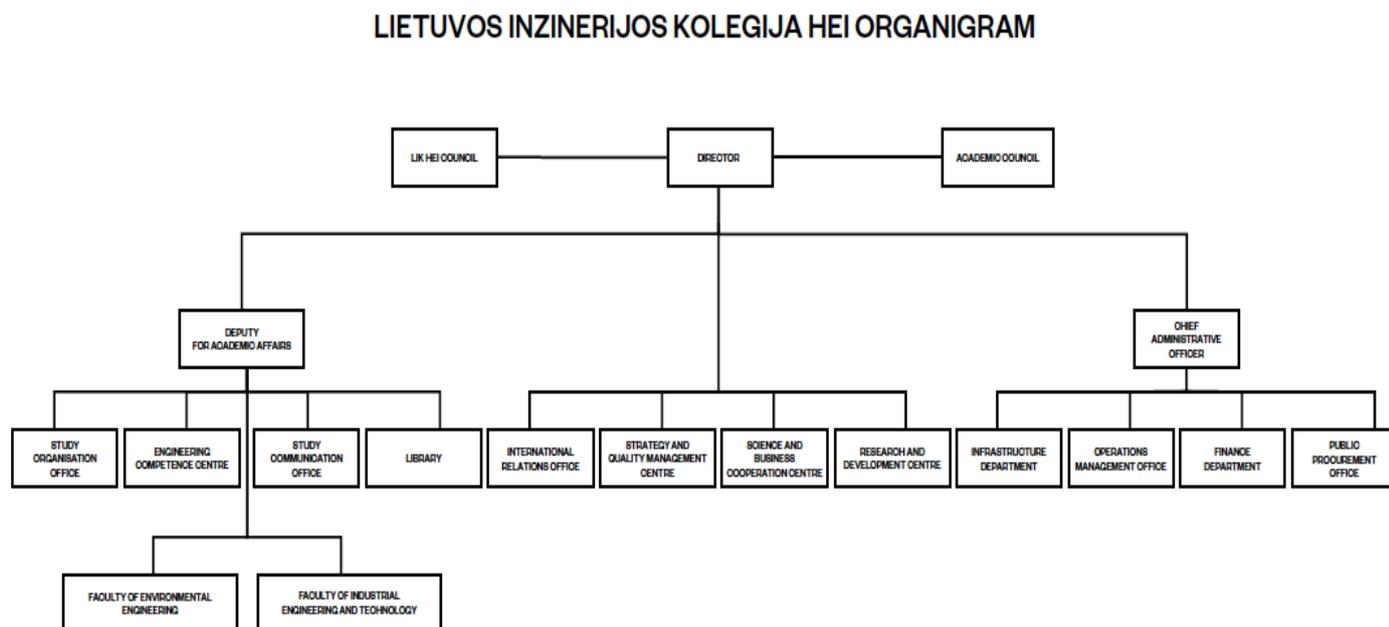


Fig. 2. Structure of LIK administration

#### 3.2. LIK Quality Assurance Matrix: Duties and Responsibilities

No.		D	PAV	AV	SOT	SKT	FAS	ID	DD	SPK	SKVC	TRT	IKC
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		●	○	⊕	○	○	○	⊕	○	⊕	○	○
9.	Documentation management		●	○	○	○	○	○	⊕	○	●	○	○
14.	Adjustment and preventive actions		●	⊕	⊕	⊕	⊕	⊕	⊕	⊕	●	⊕	⊕
15.	Quality data record management		⊕	○	○	○	○	○	○	○	●	○	○
16.	Quality internal audit	●	●	●	○	○	○	○	○	○	⊕	○	○

## 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 LIK 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 O implement activity and are responsible for the achieved results to higher positions marked as ● and ⊕ .

## ABBREVIATIONS:

D - Director

PAV – Deputy for Academic Affairs

AV – Chief administrative officer

DD – Deans of Faculties

SKVC – Strategy and quality management centre

SOT – Study Organisation office

SKT – Study Communication office

SPK – Heads of Study Programs

FD – Finance Department

ID – Infrastructure department

TRT – International relations office

IKC – Engineering competence centre