

**KAUNO
KOLEGIJA**
University of
Applied Sciences



STRATEGY 2020



Integrated Development
STRATEGY
2020



CONTENT

- 04 Director's foreword
- 07 Mission, vision and values
- 11 From past to present
- 17 Our Institution today
- 35 Future perspectives

DIRECTOR'S FOREWORD



Ladies and Gentlemen,

Today Kauno Kolegija / University of Applied Sciences is a competitive higher education institution striving for European quality in higher education by following the experience and best practice of the leading European higher education institutions.

Our institution is seen and appreciated by the public. This is confirmed by the top positions held in the rankings of Lithuanian colleges and European Higher Education Area, excellent evaluation scores given by international experts. In recent years we have strengthened positions in the international arena by

developing and implementing programmes initiated by international networks of European higher education institutions.

The breakthrough of Kauno Kolegija / University of Applied Sciences is the result of systematic efforts in implementing EU structural funds programmes. The received funding was used to improve the quality of education and management, to modernize and expand the infrastructure of the institution, to design new and to update the present study programmes, and for professional development of the academic staff.

We have to look back and remember the past in order to appreciate the present. The development of our higher education institution started in 2000, when two further education schools joined forces in one organization striving for a common goal, i.e. improvement of higher education quality. We wanted to prove to ourselves and to the general public that we were able to grow, improve, and establish on a higher tier of education system. Like many other organizations, Kauno Kolegija / University of Applied Sciences faced the challenges of that period: unpredictable legal environment, limitations caused by insufficient financial resources and lack of time, the need for renewal and the feeling of uncertainty that accompanied the changes.

The result of common efforts is rewarding. Over a decade our organization has developed the culture that accepts different viewpoints and gives them a common aspect, overcomes the internal inertia, promotes the lifelong learning approach and encourages concentration on the most important imperative – the quality.

I would like to emphasize a particular achievement in organizational development of Kauno Kolegija / University of Applied Sciences and that is a unified, hard-working, ambitious, youthful and energetic community bringing together curious students, faculty members who continuously improve the teaching and research excellence, well-intentioned and responsible social partners and successfully employed alumni. We all share the striving for new knowledge, self-realization and successful career. But the most important thing that unites us is the idea of collaboration, the desire to move forward, to be the best, and to do the work that is meaningful for us and for others so that we can be proud of the achieved results.

The goal chosen by the community of Kauno Kolegija / University of Applied Sciences to work responsibly, professionally, effectively and efficiently remains important in the future perspective. Rapid social, economic and technological changes, globalization and other processes will create new opportunities and challenges that we will have to tackle in order to achieve sustainable development that entails both quantitative and qualitative dimensions. The activities defined by the strategy are focused on the expression of organizational integrity, exclusivity and modernity and they will bring our institution closer to the vision presented in this document. Our daily work is like a relay race: the result is recorded when the last member of the team brings the baton to the finish line. Therefore, we will have to maintain the spirit of rallying and collaboration, to foster and promote the most important process in a higher education institution, namely the interaction of motivated students and competent teachers.

We shall definitely continue and develop the traditions of the organization that instigates changes and strives to be the leader by successfully implementing the goals and objectives laid down in the strategy.

Dr. Mindaugas Misiūnas
Director of Kauno Kolegija / University of Applied Sciences



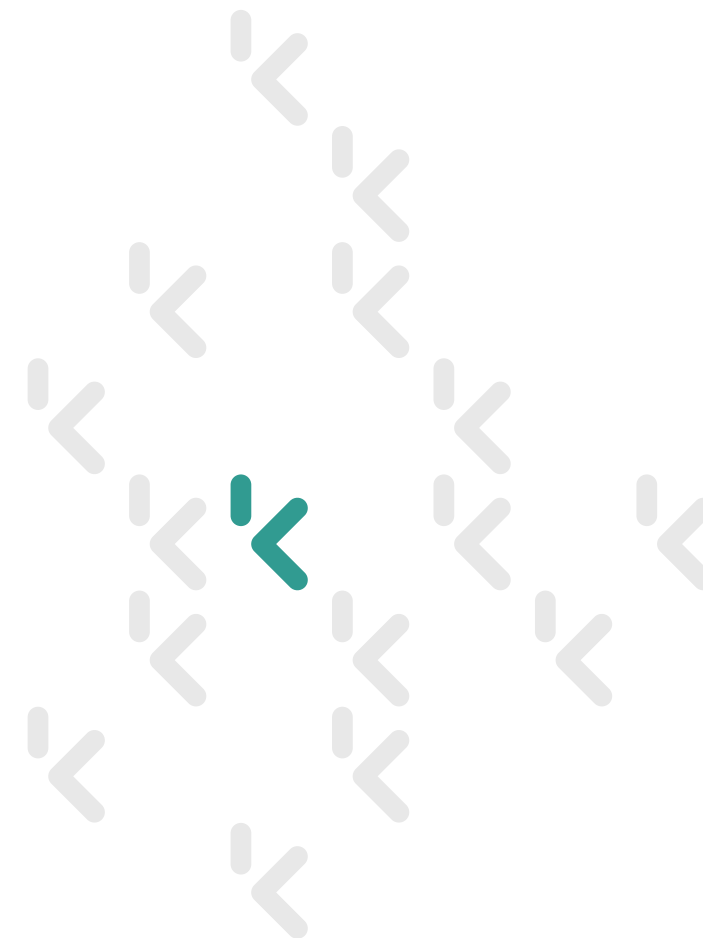
MISSION, VISION AND VALUES

Mission

We provide high-quality higher education focused on practical activities and the needs of the learners and the society, promote applied research and art activities.

Vision

Kauno Kolegija / University of Applied Sciences is a modern, socially responsible, business-oriented and internationally recognized higher education institution upholding the national culture and traditions.



Values

- ◀ **RESPONSIBILITY.** We see responsibility as a fair and transparent decision making and implementation process where the needs of students, teachers, parents, social partners, employers and other members of the society are duly respected. Responsibility is the fulfilment of commitments by rational use of available resources.
- ◀ **PROFESSIONALISM.** We see professionalism as cognition starting with self-awareness, the belief in our own abilities and abilities of others, the necessity to implement our ideas in a high-quality manner. Professionalism is supported by a continuous pursuit of knowledge, mutual harmony between individuals and the environmental, striving for goals and the desire to become a leader in our field of expertise.
- ◀ **OPENNESS.** Openness helps us to recognize, accept, apply and develop innovative solutions, to move forward with the dynamic world of business. Openness is our need and the driving force that encourages sharing of experiences, improvement and change management. Only a free and democratic higher education institution can foster self-conscious and creative personalities.
- ◀ **RESPECT.** We see respect as tolerance for everyone regardless of age, gender, race, attitudes and beliefs. Respect for everyone's work and contribution to the joint activity helps to achieve the desired results. Respect for the past, for the culture of our country and our organization shapes our identity and ensures the continuity of old and creation of new traditions.
- ◀ **SENSE OF COMMUNITY.** We see the sense of community as an ongoing process, the outcome of which is close and lasting relations between community members. Our principles are communication and collaboration, sharing of experience, knowledge and ideas. The efforts of all individual community members joined together create the success of our institution.





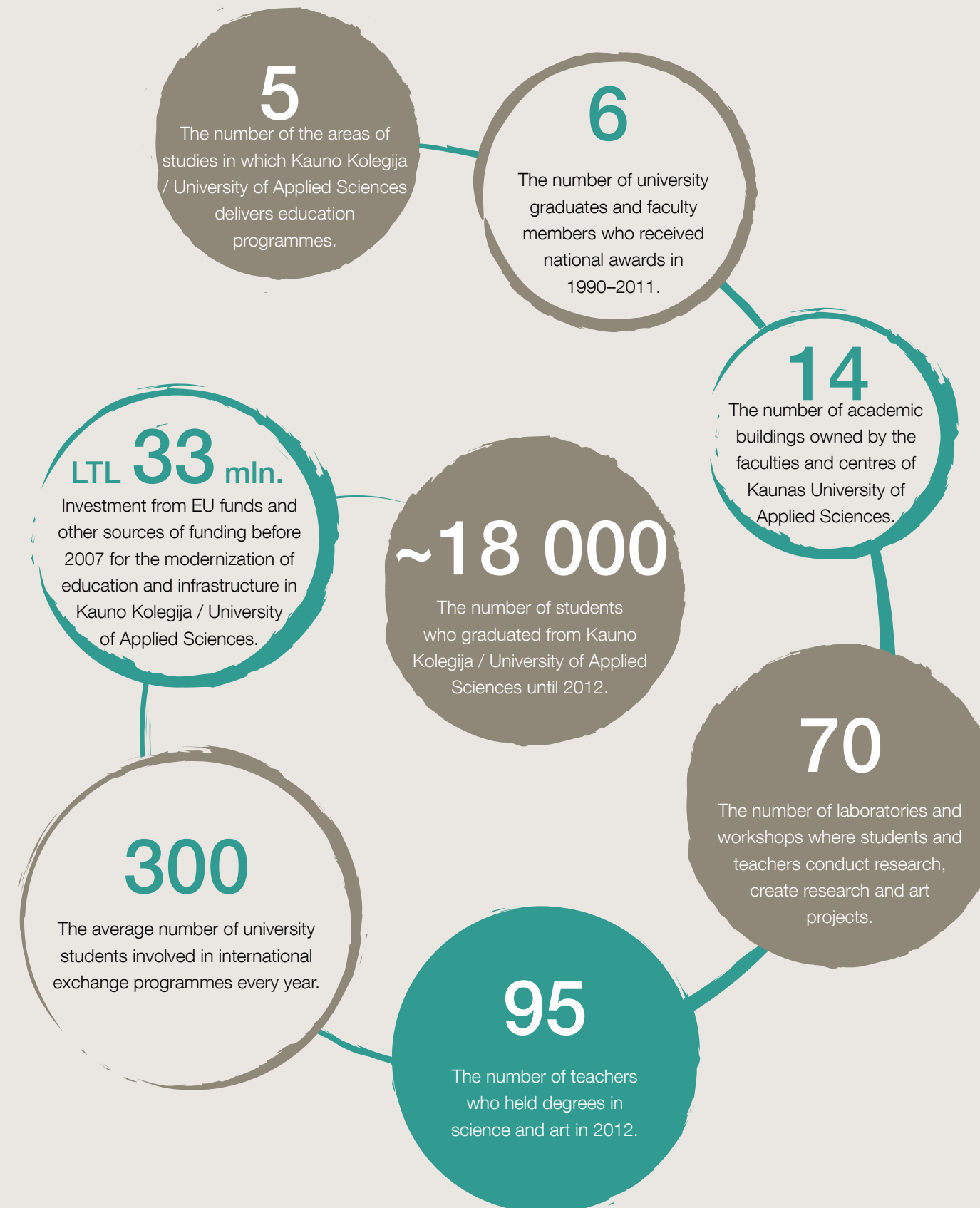
FROM PAST TO PRESENT

Kauno Kolegija / University of Applied Sciences was established on 1 September 2000 after the binary higher education system consisting of two types of higher education provided by colleges and universities was introduced in Lithuania. Two schools of further education that had shown the best performance results in the national selection process, namely the School of Technology and the School of Economics and Law joined forces to work together. By 2003 a number of other further education institutions – the schools of Landscaping, Art, Medicine, Kėdainiai Jonušas Radvila School, Food technologies – had joined Kauno Kolegija / University of Applied Sciences. Since then, the structure of the institution has not changed.

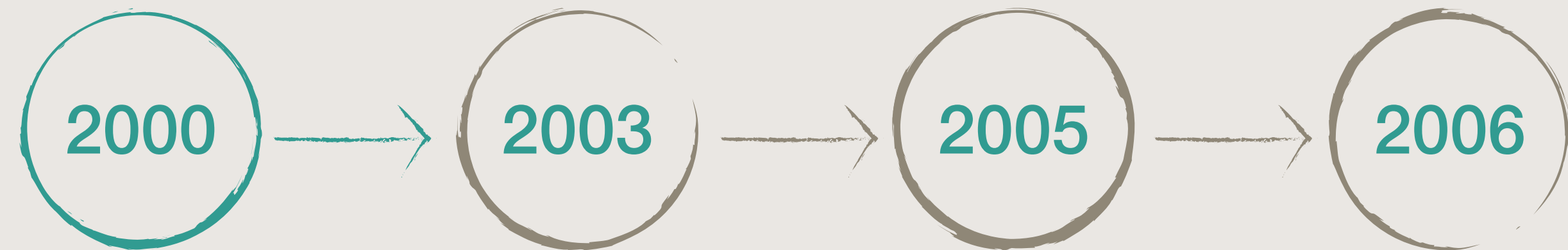
In 2005 a group of experts appointed by the Ministry of Education and Science of the Republic of Lithuania assessed the achievements and progress of Kauno Kolegija / University of Applied Sciences following the evaluation procedure established by the law and gave excellent evaluation scores. After the accreditation Kauno Kolegija / University of Applied Sciences was granted the right to award Professional Bachelor's Diploma and Diploma Supplement complying with the European Higher Education requirements.



The history of Kauno Kolegija / University of Applied Sciences dates back to the schools of interwar period and post-war technical schools. The present Faculty of Technologies grew from the Pulp and Paper Industry School established in Kaunas in 1945. Similarly, the Faculty of Economics and Law developed from the Technical School of Statistics established in Kaunas in 1954. The history of the other faculties of Kauno Kolegija / University of Applied Sciences dates back to even earlier times. The Faculty of Health Care has grown from short-term courses for midwives started by professor Pranas Mažylis in 1920 and two-year courses for the sisters of mercy run by the Lithuanian Red Cross. In 1941 these courses became Kaunas School of Nursing. Justinas Vienožinskis Faculty of Arts has also grown from the drawing courses when the first Art School in Lithuania was opened at the initiative of the painter Justinas Vienožinskis in 1922. In 1939 the school became a higher education institution. The Faculty of Landscaping has a more diverse history. A Horticulture School opened in Aukštoji Freda in 1920, was transferred to the Faculty of Nature and Mathematics of Kaunas University in 1923 and in 1924 the operation of the school was taken over by the Ministry of Agriculture. In 1925 the school was renamed to Freda Horticulture School of Further Education. Kėdainiai Jonušas Radvila Faculty counts the years since 1993, when Jonušas Radvila College was established in Kėdainiai by the order of the Minister for Culture and Education.



Kauno Kolegija / University of Applied Sciences has united the efforts of students, academic staff, alumni, and social partners, joined the variety and potential of different fields of activity and has formed a strong and distinctive organizational culture based on democratic personal and organizational values that have become the landmarks for the present and future activities.

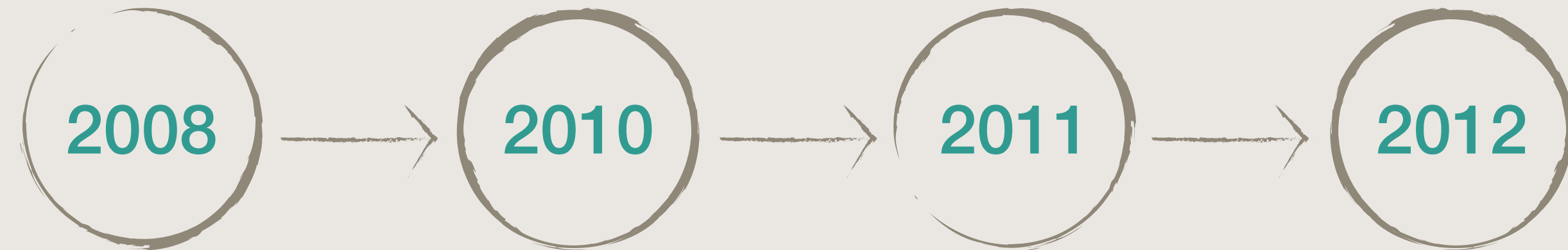


Kauno Kolegija / University of Applied Sciences established by merging the School of Technology and the School of Economics, post-secondary education institutions that had shown the best performance results in the national selection process and were among the first schools in Lithuania that were granted the right to provide higher non-university education.

Finalized structure of Kauno Kolegija / University of Applied Sciences.

Institutional accreditation of Kauno Kolegija / University of Applied Sciences completed with excellent evaluation by international expert panel.

Kauno Kolegija / University of Applied Sciences started the implementation of the first study infrastructure development project funded by the European Union for training geographic information system specialists.

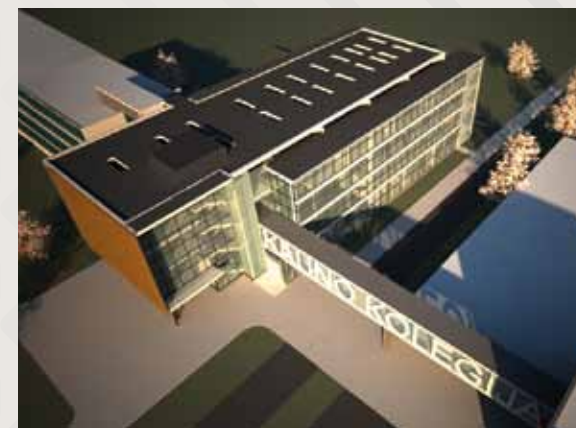


Kauno Kolegija / University of Applied Sciences became the winner of Quality Competition held by Education Exchanges Support Foundation. The first prize was received for Erasmus student and academic staff exchange programme.

Kauno Kolegija / University of Applied Sciences started international studies.

Kauno Kolegija / University of Applied Sciences ranked first in the rating of Lithuanian colleges organized by the analytical magazine *Veidas*.

The groundbreaking for the new academic building symbolizing the beginning of university campus.



OUR INSTITUTION TODAY

Today Kauno Kolegija / University of Applied Sciences is one of the largest professional higher education institutions in Lithuania, with a community of over 7 600 students, about 1000 employees and over 18 000 graduates, who have successfully established their careers in Lithuanian and foreign companies. The university delivers the first cycle studies in the areas of technology, biomedicine, humanities, social sciences and art leading to the Professional bachelor's degree. The university has seven faculties and 2 regional departments.

In 2011 the age of students at Kauno Kolegija / University of Applied Sciences ranged from 17 to 59 years. The average student age is 22 years. Tuition of almost two-thirds of the future professionals is covered by the state, while the remaining students pay tuition fees. Over 1 800 students graduate from the university every year.





Modern and Practical Studies

Since the establishment of the university opportunities were sought to build productive linkages between education, applied research and the world of business. The results are well developed relations with social partners in Lithuania and abroad, promotion of applied research initiatives and enhanced quality of the study programmes. Educational process makes it possible to expand the range of offered courses and to improve their contents in response to the actual needs of the labour market and the requirements of European standards.

Since 2000 the number of programmes delivered by Kauno Kolegija / University of Applied Sciences has increased. At present 45 programmes in the areas of biomedicine, technology, social sciences, humanities and art are delivered. Recently biomedicine programmes have gained popularity and have become very competitive; interest in technology studies is also growing. Kauno Kolegija / University of Applied Sciences degree programmes are designed with the goal to equip the learners with profound theoretical knowledge and to provide the maximum training of practical skills.

Multimedia Technologies, Business English, Trade Management, Food Safety, Sports Management, Photography and Image Design are the new study programmes developed and introduced in response to economic and technological changes.





Approximately 30 to 50 per cent of the total study time at Kauno Kolegija / University of Applied Sciences is spent on developing students practical skills. Kauno Kolegija / University of Applied Sciences is continually expanding the network of placements; long-term cooperation agreements are signed with Lithuanian and foreign businesses and organizations. The dynamics of placements is also upheld by personal initiative of the faculty and students based on mutual agreements with different organizations.

Kauno Kolegija / University of Applied Sciences is a leader in ensuring the flexibility and accessibility of education. The students can choose distance courses or a mixed mode of studies. Study materials and other education related information is presented in the virtual learning environment.

Teachers use interactive knowledge transfer methods, implement and develop new teaching and learning tools in view of the changing learning styles and emerging technological innovations so that information is communicated in the most comprehensible way.

The learners are positive about the modernization of studies: 75 per cent of survey participants noted that studies at the university had met or even exceeded their expectations.

Kauno Kolegija / University of Applied Sciences is ahead of Lithuanian professional higher education institutions by the number of students going to study or work abroad as part of their degree programme. Each year over

200 students participate in the Erasmus student exchange programme. Outbound mobility is also increased due to active participation of the faculty members and students in intensive Erasmus, NordPlus or bi-lateral cooperation programmes. Kauno Kolegija / University of Applied Sciences collaborates with more than 150 foreign higher education institutions in 33 countries of the world. Studies for a semester or a full academic year in Finland, Denmark, Portugal, and France are the most popular among students.

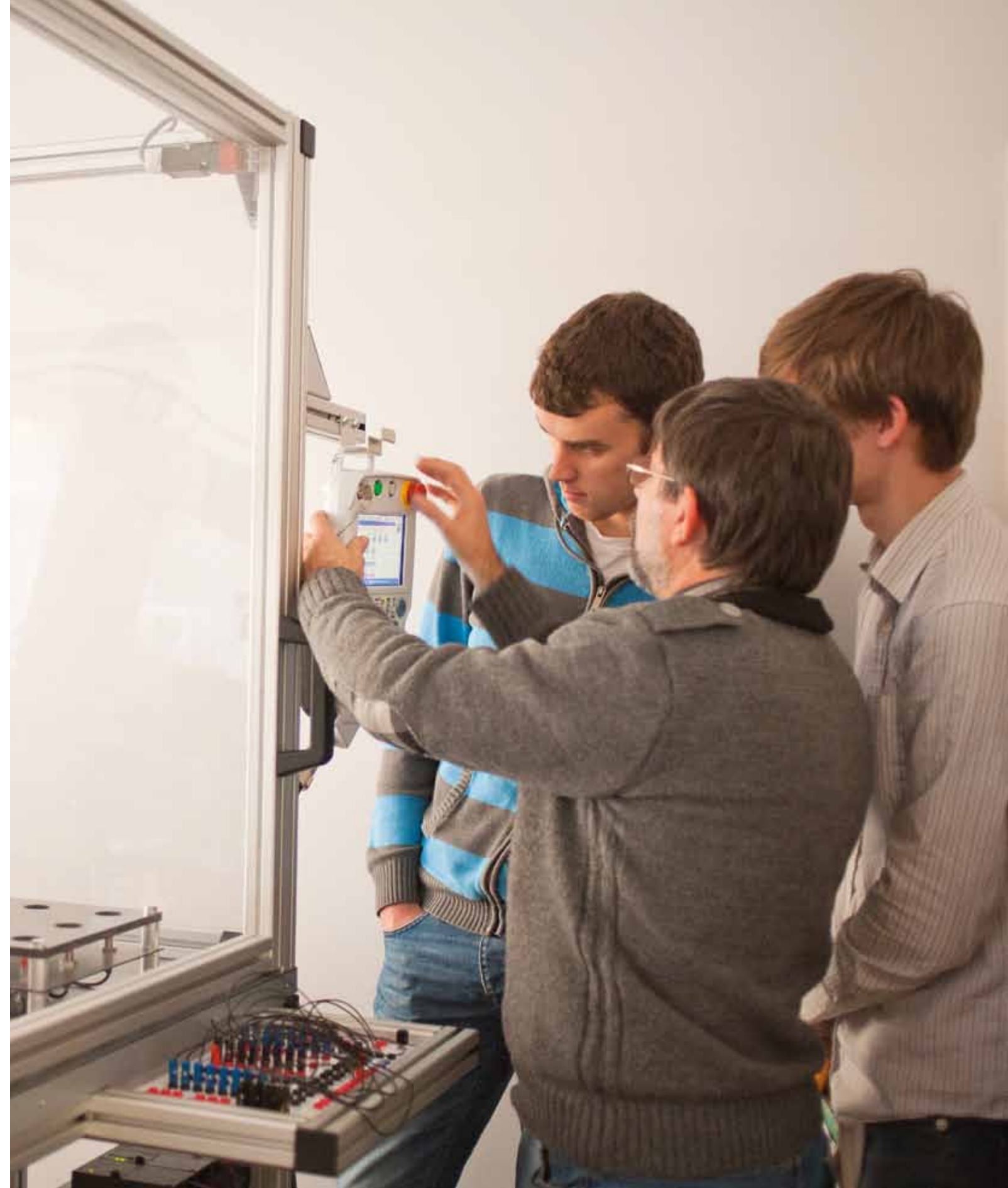
Two study programmes, i.e. Tourism and Hotel Management and General Practice Nursing are delivered in a foreign language. These programmes are often chosen by students from different countries, they are very popular among foreign exchange students too.

The graduates of Kauno Kolegija / University of Applied Sciences may continue their education to the second cycle degree. The biggest universities have collaboration agreements with our institution. Second cycle studies for college graduates are offered by all Lithuanian universities subject to the programme of study. However, the recent tendency is that more and more university graduates willing to gain practical knowledge or to re-qualify choose studies at Kauno Kolegija / University of Applied Sciences.

Following the provisions of lifelong learning the university takes into account the previous formal and informal learning experience and achievements of the learners. Kauno Kolegija / University of Applied Sciences was the first among Lithuanian professional higher education institutions to implement and gradually expand the assessment and recognition of competencies acquired through non-formal and informal learning. Individuals who had acquired competencies independently outside the formal settings and learning environments and who are willing to acquire a formal first cycle education may use the opportunities of the system.

Kauno Kolegija / University of Applied Sciences flexibly responds to the changes in labour market and regional development policies and therefore some programmes are delivered in Kėdainiai, Tauragė and Druskininkai. Qualification development and/or retraining services include awareness and professional development courses to company employees and open lectures to the public.

The ongoing improvement of the quality of studies at Kauno Kolegija / University of Applied Sciences is aimed at educating socially responsible, creative, confident and striving for excellence specialists. The basis of modern and practical studies is the institution's ability to harmonize the needs of all stakeholders in the education system.





The Unity of Studies and Research

Applied research and art activities at Kauno Kolegija / University of Applied Sciences are conducted pursuant to the provisions of the Law on Higher Education and Research of the Republic of Lithuania (2009) stating that colleges shall develop applied research and/or professional art. Higher education institutions must ensure the integrity of research (artistic) activities and education, develop applied research necessary for the region, provide consultations to local government and economic entities.

Kauno Kolegija / University of Applied Sciences delivers programmes in five study areas, therefore the research activities are developed in multiple directions. Our academic staff carry out research in education aimed at teaching excellence, development of educational environment, student-centred teaching and learning approach, creativity, modernization of education system, answering the demand for specialists as well as their integration into the labour market. Energy, engineering, food quality, landscaping, agrotechnology, and geodesy research activities are carried out in the area of technological science. Research in the area of biomedicine is focused on the quality of life, health care and professionalism of social workers. Research activities are also conducted in the areas of law, economy, business management, humanities, culture and experimental art.



Life at Kauno Kolegija / University of Applied Sciences is rich with applied research events, such as seminars and workshops, student and faculty conferences and other events used for dissemination of the results of applied research. Conferences attract businessmen, scholars, present students and alumni, faculty members, and other stakeholders.

Applied research and art activities are conducted on the international level too. A network of Universities of Applied Sciences (UASnet) has developed in the global higher education area. Kauno Kolegija / University of Applied Sciences is an active member of the UASnet. UASnet member activities are focused on applied research in education and the transfer of knowledge and experience to the society, economy and culture.

Kauno Kolegija / University of Applied Sciences holds a leading position among the state professional higher education institutions by the results of contracted research services. There has been a steady increase in the supply of applied art items.





Leadership Solutions

The autonomy, responsibility and public accountability of Kauno Kolegija / University of Applied Sciences is ensured by three governing bodies: the Council, the Academic Board and the Director. The Students Association represents the interests of university students in the governing bodies, advisory and dispute resolution groups.

To modernize the education, the teaching and learning process, the contents of programmes and the infrastructure our institution has mobilised efforts for the targeted and effective use of EU support intended for the improvement of institutional performance. Curriculum upgrading, improvement of management performance, acquisition of new practical training equipment, campus building, development of infrastructure and e-services are the distinctive features of our higher education institution. In the period 2009 – 2013 Kauno Kolegija / University of Applied Sciences invested over LTL 30 million for the improvement of higher education quality and renovation or new construction of the campus facilities. The improvement works were funded from the European Union Structural funds and co-financed by the institution. Since 2004 Kauno Kolegija / University of Applied Sciences promoted and implemented 24 projects funded through the European Union Structural Funds and acted as a partner in twelve projects.





Infrastructure development is one of the current and future priorities of Kauno Kolegija / University of Applied Sciences. In recent years the institution actively developed the *Kauko Vartai* campus vision and in 2012 started the construction of the study centre with integrated library. The arrangement of applied research and integrated technologies practical training centre will soon be finished, 20 practical training laboratories, studios, workshops and other premises have been recently upgraded. New educational environment will give more opportunities to the students and faculty members to use active teaching and learning methods, to implement simulation and visualization technologies in education process, to develop interdisciplinary programmes, to optimize the use of equipment and to ensure closer cooperation among students and teachers from different areas of studies.

In view of the requirements for quality assurance raised by the Law on Higher Education and Research of the Republic of Lithuania, the compliance with the university mission and strategic goals as well as the Standards and Guidelines for Quality Assurance in the European Higher Education Area Kauno Kolegija / University of Applied Sciences has been developing the internal quality assurance system, which is implemented in cycles through the annual performance self-assessment reviews, comparability and other quality assurance measures. The information system



for performance quality monitoring is being developed with the EU support. Higher education quality management model has been upgraded to encompass the core activities of the institution and all levels of organizational structure by clearly defining the responsibilities and powers and involving all stakeholders (academic staff, students, employers, alumni etc.) into university activities. The performance quality is improved and developed on the basis of performance quality evaluation and self-assessment results.

In 2000 – 2012 significant changes in the quality of academic staff have been observed: the number of teachers with academic degrees has increased, professional practitioners have joined the academic community. Teachers show the initiative and self-motivation to improve their skills in formal and informal manner.

Kauno Kolegija / University of Applied Sciences holds the leading positions in different national rankings of higher education institutions. In the ranking done by the Lithuanian magazine *Veidas*, Kauno Kolegija / University of Applied Sciences was the first on the list in 2011 and the second in 2012. In the ranking done by the Democratic Policy Institute together with the *Business News* daily and the Social and Market Research Company *Macroscopic* in 2010, Kauno Kolegija / University of Applied Sciences was the first on the list. The consultancy services, applied research and art activities, the faculty and alumni performance, international activities, and the variety of programmes are highly scored in the rankings. Kauno Kolegija / University of Applied Sciences is ahead of Lithuanian professional higher education institutions in the Webometrics Ranking of World Universities done by the Spanish National Research Council.

The efforts of Kauno Kolegija / University of Applied Sciences to realize its mission by giving value to the learners have earned recognition among various social groups. Kauno Kolegija / University of Applied Sciences implements the idea of lifelong learning following the principles of quality management and leadership philosophy. These guidelines will be followed in the future seeking for the integration of high-quality higher education, science, art and business, by building the community of professionals, infrastructure improvements and development in the European Higher Education Area.



FUTURE PERSPECTIVES

Strategic Priorities

- Integration of higher education, research, art and business.
- Internationalization of KK activities.
- Study programmes in biomedicine and technologies.
- Optimization of infrastructure and management.
- Creative and learning community.

Goals

- Deliver high-quality, competitive higher education programmes of different cycles.
- Strengthen the interaction of applied research and art, education and business.
- Mobilize and educate professional community.
- Build modern infrastructure.
- Improve the effectiveness of institutional management.

Goal 1:

deliver high-quality, competitive higher education programmes of different cycles.

Objectives:

- Design and deliver study programmes relevant for the progress of the state, expand the supply of non-formal adult education programmes.
- Ensure accessibility to higher education.
- Improve the conditions for international openness of studies.

Goal 2:

Strengthen the interaction of applied research and art, education and business.

Objectives:

- Orient applied research and art activities towards the solution of society development problems.
- Strive for international recognition of applied research and art activities.

Goal 3:

Mobilize and educate professional community.

Objectives:

- Mobilize scientific, creative, academic and administrative staff.
- Ensure continuous professional development of the staff and improvement of generic and subject-related competences.



Goal 4:

Build modern infrastructure.

Objectives:

- Optimize KK infrastructure.
- Improve the ICT environment used for education and training, research and art activities, and strategic management.
- Ensure KK financial sustainability.

Goal 5:

Improve the effectiveness of institutional management.

Objectives:

- Promote effective interaction of KK activities following the principles of strategic management.
- Implement the principles of sustainable development in academic and economic activities at KK.
- Develop the effective internal quality assurance system.

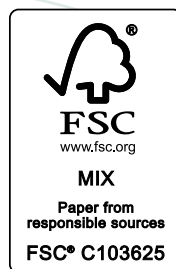




Key performance indicators 2020

- SR1 KK share of Lithuanian professional higher education institutions' students – 20 %.
- SR2 Mobility of KK students – 20 %.
- SR3 Ratio of incoming and outgoing students – 1:1.
- SR4 Ratio of incoming and outgoing teachers – 1:1.
- SR5 Teachers holding scientific degrees – at least 20 %.
- SR6 Income from external sources – at least 50 % of state budget appropriations.
- SR7 Study programmes accredited for the maximum period – 90 %.

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