

# QUALITY IN OUR EYES

KAUNO  
KOLEGIJA  
University of  
Applied Sciences



Prepared by: Kauno Kolegija / University of Applied Sciences  
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# QUALITY IN OUR EYES





DEAR SIR/MADAM

QUALITY has always been the main aspiration of KAUNO KOLEGIJA / University of Applied Sciences. For more than a decade since its establishment Kauno Kolegija has fostered quality culture as a cornerstone for creating an innovative social organisation. Where has this path led us to? Today we can firmly state that it has enabled us to become a true quality-oriented educational establishment. We are a highly competitive higher education institution, able to rally around a hard-working, ambitious and youthful community united by the desire to vigorously seek progress in achieving meaningful results and generating sustainable development of Kauno Kolegija. Constant development is the background of the performance quality of Kauno Kolegija.

**dr. Mindaugas Misiūnas**

Director of KAUNO KOLEGIJA /  
University of Applied Sciences







## THE CURRICULUM VITAE OF KAUNO KOLEGIJA



KAUNO KOLEGIJA / University of Applied Sciences was founded on the 1st of September, 2000 when a binary higher education system consisting of the two types of higher education institutions – universities and colleges – was enforced in Lithuania. Kauno Kolegija was formed after two national award-winning education institutions – Kaunas Advanced School of Technology and Kaunas Advanced School of Economics – were joined in order to create a comprehensive education service provider that would be competitive in the today's world of knowledge and technological development. By 2003 KAUNO KOLEGIJA/ University of Applied Sciences was further strengthened by adding a number of affiliated study organisations – advanced schools of landscaping, business, art, medicine, food industry and Kedainiai J. Radvila's School as well as the departments in Taurage and Druskininkai.

In 2005 the quality of Kauno Kolegija activity was exceptionally favourably evaluated by the expert group authorised by the Ministry of Education and Science of the Republic of Lithuania. After the accreditation Kauno Kolegija was granted the right to award a Professional Bachelor's Degree diploma and a supplement (appendum) which meet the requirements of the European higher education.

Since its foundation Kauno Kolegija has placed a particular focus on internal quality assurance. The quality assurance system at Kauno Kolegija is based on self-assessment and benchmarking. It has been always directed towards the systematic development of the synergy between improving its activities and maintaining accountability.

Today Kauno Kolegija is one of the major professional higher education institutions in Lithuania with the community of over 7300 students, around 1000 employees and more than 20 000 graduates. Kauno kolegija provides first cycle studies awarding a professional Bachelor's degree in the areas of Technologies, Biomedicine, Humanities, Social Sciences and Arts. At Kauno Kolegija students are taught across 4 faculties located in Kaunas City and 3 regional branches based in Taurage, Druskininkai and Kedainiai.

## 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.

“It is worth changing, improving and seeking better accord among business, employees and the community of higher educational institutions”

Raimundas Beinortas,  
director of the association “Lietuvos Mediena”







“Everyone should take responsibility for the success of young specialists in the labour market: the Government as well as higher educational institutions and employees. We must all co-operate and join our efforts to create relevant study programmes, monitor their implementation and work hard towards ensuring a bright future of the upcoming generation.”

Valdas Trinkūnas,  
General Director of “SPA Vilnius SANA”

## VALUES

The quality management system of KAUNO KOLEGIJA / University of Applied Sciences is based on the following 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 the cognition starting with self-awareness, the belief in our own abilities and the abilities of others as well as 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 environment, 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 as well as move forward along 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 their age, gender, race, attitudes and beliefs. Respect for everyone's work and contribution to the joint activity helps us to achieve the desired results. Respect for the past and the culture of our country as well as our organization shapes our identity and ensures the continuity of old and the creation of new traditions.



## SENSE OF COMMUNITY

We see the sense of community as an ongoing process which fosters close and long-lasting relations between community members. Communication and collaboration as well as sharing experience, knowledge and ideas are at the core of our activities. The efforts of all individual community members joined together to create the success of our institution is what have made Kauno Kolegija into the institution that it is today.

# QUALITY POLICY

The cornerstone of the quality policy at Kauno Kolegija is the values fostered while implementing its vision and mission statements. The comprehension of Quality is inseparable from the effective implementation of the goals set out and defined in the Strategy 2020. These strategic objectives serve as the basis for improving all the activities of Kauno kolegija.

We are regularly monitoring, assessing and improving the process of studies and the activities of applied research and arts as well as trying to maintain the most favourable environment for their implementation. We are constantly promoting quality culture and strongly believe that quality depends on our professional success and the learning achievements results since QUALITY is our mutual responsibility.

Co-operation among graduates, employees and other stakeholders should be based on mutual trust. We take participation in both, national and international processes and seek innovations with the view of forthcoming perspectives/needs.

We always keep the society informed about our activity achievements. In order to implement the virtues and goals reflected in our vision and mission statements we work closely together as a team on a day to day basis. We strive to provide high-quality higher education focused around practical activities, the needs of the learners and the society, as well as the need to promote applied research and art activities.

Quality is one of the most important things in my life. For me, personally, quality embodies the main components of the world surrounding us – aspiration, class and a benchmark as well as beauty, reliability, sustainability and exclusiveness. Quality is the core of my beloved occupation. If each of us performed his tasks and duties with honesty, dedication, deliberation and attentiveness, our life might be different in all its spheres.

**Juozas Statkevičius, costume designer**





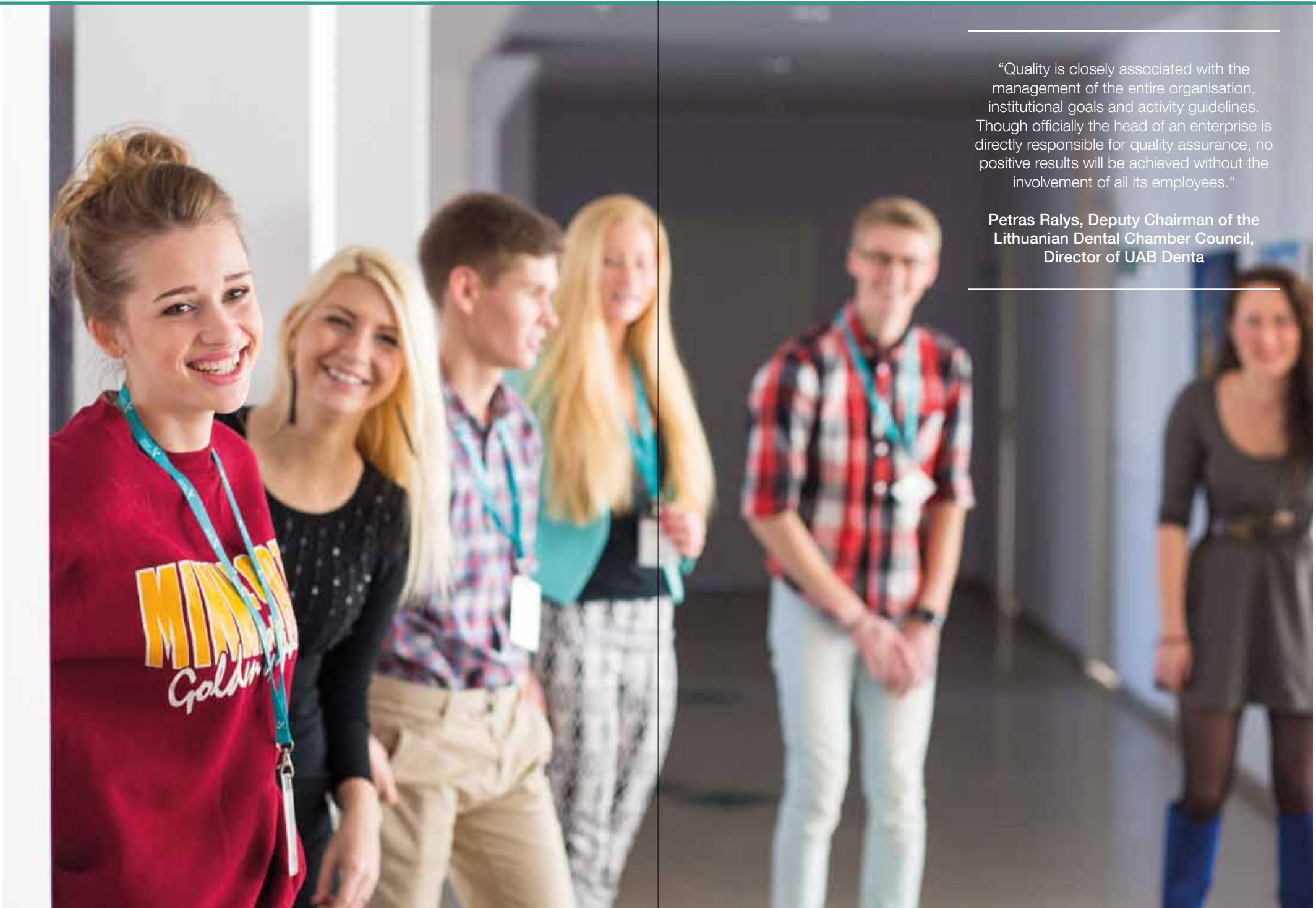
The creation of the quality management system, its implementation and development are grounded on the following strategic provisions for improving the quality of its activities:

1. Strategic provisions for improving the quality of Kauno Kolegija activities are substantiated by the **quality policy** of the institution which is regularly renewed to ensure its effectiveness.
2. The quality management system at Kauno Kolegija provides favourable conditions for the effective implementation of its mission and the Strategy 2020, directed towards continuous quality improvement.
3. The **purpose** of the Kauno Kolegija quality management system is **to provide conditions for assuring the quality of its activities and enhancement as well as promoting quality culture.**
4. The system of the quality management at Kauno Kolegija is based on the following **principles**:
  - *Coherence between autonomy* and accountability in order to ensure the balance between the Kauno Kolegija community's freedom of action and accountability for its activity results.
  - *Systematic integration of quality criteria into overall activity processes at Kauno Kolegija* that cover all the areas and levels of its activities and ensures both, their reciprocity and coherence.
  - *Partnership* between all the stakeholders and *their commitment to support the process of quality culture development.*
  - *Accessibility of information* and impartial publication of qualitative and quantitative data.
  - *Consistent improvement of quality management system* by adapting good practice and maintaining consideration for the national and international context.
5. Responsibility for quality management in accordance with the authorisation delegated to the Kauno Kolegija management bodies as well as academic and administrative divisions. Each member of the Kauno Kolegija community is responsible for his/her position and the quality of personal professional results. The internal quality management system shall be assessed according to the criteria of *effectiveness* and *efficiency* of the Kauno Kolegija quality management system.
6. The internal quality assurance system shall be approved and its implementation monitored by the Academic Council of Kauno Kolegija.

## STRATEGIC PROVISIONS FOR IMPROVING THE QUALITY OF ACTIVITIES AT KAUNO KOLEGIJA

The strategic provisions for improving the quality of activities at Kauno Kolegija are based on the European standards and guidelines for quality assurance in higher education, the Law on Science and Studies of the Republic of Lithuania, and the Statute of Kauno Kolegija.





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“Quality is closely associated with the management of the entire organisation, institutional goals and activity guidelines. Though officially the head of an enterprise is directly responsible for quality assurance, no positive results will be achieved without the involvement of all its employees.”

**Petras Ralys, Deputy Chairman of the  
Lithuanian Dental Chamber Council,  
Director of UAB Denta**

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# PHILOSOPHY OF STUDIES

At Kauno Kolegija a student and a teacher are treated as two equal entities, mutually seeking implementation of the study aims. A student is the major participant of the study process, while a teacher is his/her consultant.


The studies at Kauno Kolegija are organised not only to equip students with the necessary knowledge, but also to develop their abilities and shape a positive attitude towards society, technologies and global evolution. The teachers' objective is to not only to provide students with knowledge and skills, but also show the perspectives of their choice as well as teach them to learn. As a result, a student becomes an active participant in the learning process who is interested in his/her personal study achievements and future professional career.

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“The students of Kėdainiai J. Radvila Study Centre of Kauno Kolegija highly appreciate the studies and general academic activities of the teaching staff, which are based on discussions and search for solutions. This kind of academic activity allows the students to acquire both, professional and wider social competences.”

**Danutė Mykolaitienė, Head of the Prevention Subdivision, Kėdainiai Division of the Kaunas Region Chief Police Commissioner's Office**

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“We are united together by the atmosphere of mutual trust. Nothing standard, everything original, created with love, sincerity and professionalism. This is how the works of J. Vienožinskis Faculty of Arts are evaluated by the employees and guests of our enterprise. For most of them it is hard to believe that these are the works of students.”

**Algirdas Gluodas,  
director of UAB “Rūta”**

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## QUALITY – OUR CONTINUOUS ASPIRATION AND RESPONSIBILITY

The studies at Kauno Kolegija are individualised; a student is given a possibility to exercise various forms and modes of studies. Moreover, he/she is provided with a flexible consultation system and different methodical support as well as a broad choice of information technologies.

We are proud of our organisational culture based on the ethic norms, mutual understanding and supportive dialogue between a student and a teacher.

Student-oriented studies is the main feature that makes Kauno Kolegija attractive and helps to improve the quality of studies, increase employment opportunities of its graduates and develop a lifelong learning culture.





#### QUALITY – OUR CONTINUOUS ASPIRATION AND RESPONSIBILITY

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“As they are specifically designed to meet the requirements of the labour market in Lithuania and create a safe and welcoming microclimate in the educational institution, studies at Kauno Kolegija are tailored around providing knowledge which can be practically applied in various industries and business segments.”

**Danguolė Gavelienė, a graduate of Kauno Kolegija and the representative of the board for quality and safety at UAB “Samsonas”**

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## APPLIED RESEARCH AND ART ACTIVITIES

Kauno kolegija develops applied research and art activities directed towards the implementation of the Kauno Kolegija mission and its strategic goals as well as the State and regional priorities in the areas of economy, culture and social affairs. Having accumulated extensive practical experience and continually renewing its knowledge in the spheres of applied research and artistic activities, the community of Kauno Kolegija is set to carry out research, provide consultancy for physical and economic subjects as well as deliver courses and seminars for various enterprises, organisations and other stakeholders.

Our wide profile allows us to rally professionals from different fields of research. We conduct research in social, technological, biomedical and agricultural areas, and develop activities in arts. On the basis of the results of the applied science and art activities we render up-to-date achievements to the main participants of the study process – the students – and thus improve the quality of studies.

High competence of the Kauno Kolegija researchers and trust of the stakeholders in its community are the prerequisites for the quality of applied research and art activities developed at Kauno Kolegija.

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“I truly appreciate our cooperation with Kauno Kolegija and, in particular, the department of its physiotherapy, occupational therapy specialists who are very competent.”

**Algimantas Astrauskas,  
Director of UAB “Pirmas žingsnis”**

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# AREAS OF SOCIAL RESPONSIBILITY

“The Faculty of Medicine is the flagman in diverse areas involving technologies, personnel and preparation of specialists. Its contribution in social and economic development of the society and technological advancement is self-evident. It is not surprising that patients from Scandinavia and other foreign regions are aware of Lithuanian dental and oral specialists.”

**Petras Ralys, Deputy Chairman of the Lithuanian Dental Chamber Council, director of UAB “Denta”**



QUALITY – OUR CONTINUOUS ASPIRATION AND RESPONSIBILITY

Seeking to successfully implement Kauno Kolegija Strategy 2020, we follow the United Nations sustainable development initiative of the socially responsible activity network *Global Compact* for Higher Education Institutions which are directed towards the four main areas:

1. In the sphere of **human rights** Kauno Kolegija obliges to respect the inherent human right not only within the institution but also across the overall spheres of its influence – despite of race, nationality, beliefs, social origin or status. Kauno Kolegija respects human rights when setting out conditions for employment of the staff, admission procedures for students and study environment. We consider non-discrimination, self-expression, participation in management, respect for local culture and intercultural cooperation to be the essential prerequisites for personal development.
2. **The rights of employees** are comprehended as the rights of the academic community – the employees and students of Kauno Kolegija. The community is encouraged to create associations and other organisations. The policy of dispute resolution is transparent and effective. The procedure of studies and the issues of employment and study of the disabled persons, work and leisure/ living conditions, working environment as well as health and safety are being solved with the view to the community needs and the principles of the socially responsible organisation.
3. In the sphere of **environmental protection** Kauno Kolegija obliges to ensure that its activities shall not endanger people and the environment, and be protective of nature and public resources by applying effective models of resource management, to pursue environmentally friendly activities as concerns transport, catering services, recycling and other programmes aimed at reducing pollution, to implement the practice of “green procurement”, to save water and energy resources and thus contribute to mitigating climate change and promoting the protection of biological diversity.
4. **Fight against corruption** at Kauno Kolegija is being carried out following the principles of transparency and accountability. The organization enforces the implementation of appropriate solutions to ensure the conformity with these principles concerning such areas as public procurement as well as clear procedures for the selection and motivation of students and employees. Kauno Kolegija does not tolerate unfair assessment of learning achievements, cases of plagiarism, copying as well as falsification of research results.

# ETHIC NORMS OF THE COMMUNITY AT KAUNO KOLEGIJA

The community of Kauno Kolegija – the administration, the teaching staff, professionals of applied research and art activities and the students, guided by the Code of Academic Ethics, support and encourage such values as honesty, respect for human dignity and human rights, tolerance, righteousness and responsibility. Each member of the community of Kauno Kolegija obliges:

- To carry out activities in compliance with the international and national legal acts that regulate the relationship between higher education and labour, as well as the documents defining the internal procedures of Kauno Kolegija and the employment contract.
- To respect the rights, liabilities and dignity of each and every member of the academic community.
- To exercise equal approach to each and every member of Kauno Kolegija community despite of their age, gender, sexual orientation, disability, appearance, race, ethnicity, social status, language, religious and political beliefs, possessions, origin or on other grounds.
- To act rightfully, never take undue advantage of the position.
- To be impartial and avoid personal preconception when making decisions.
- To show no tolerance in case of corruption and/or academic dishonesty.
- To provide the required information about the activities of Kauno Kolegija or its members to the community or other persons (if it is not of a limited use or confidential) as prescribed by the procedures laid down in legal acts.
- To behave in an honorable, respectful manner, inoffensive of the rights and freedom of other members of the academic community.



- Not to compromise the name of Kauno Kolegija by socially unacceptable behaviour.
- Not to use the name of Kauno Kolegija for personal political and/or confessional advantage.
- To safeguard the property of Kauno Kolegija, never use it for personal, political and/or confessional purposes or for satisfying individual needs, and show no tolerance for such misbehaviour on behalf of other persons.
- To objectively evaluate the knowledge, competence, activity and behaviour of the employees and the students of Kauno Kolegija.
- Not to take advantage of the office position, its title and the power granted with the purpose to patronize members of the family, fellow-men, relatives and friends as well as to protect them in professional activities.
- To avoid direct subordination or job positions within the same structural division of Kauno Kolegija (department, center, division, faculty, etc.) among persons having close family relationships (parents, adoptive parents, foster parents, brothers, sisters and their children, grandparents, spouses, partners, children, adoptees, their spouses and children, parents-in-law, sisters-and-brothers-in-law and their children).



# QUALITY ASSURANCE AT KAUNO KOLEGIJA

## Quality Management System

The of quality management system at Kauno Kolegija is based on the European standards and guidelines for quality assurance in higher education, the provisions of higher education and appropriate requirements for the international quality management standards set out for performing the activities of Kauno Kolegija. The quality management system is aimed at the implementation of quality policy at Kauno Kolegija which is in coherence with its strategy. This system acts cyclically and is being implemented through *self-assessment*, benchmarking and other tools for the quality assurance at Kauno Kolegija.

**Evaluation levels.** The evaluation of Kauno Kolegija activity is being carried out within the following levels:

- Institutional
- Study programme
- Personal

**Evaluation areas.** The areas for the activity evaluation at Kauno Kolegija have been established based on the Kauno Kolegija Strategy 2020 and the legal acts in operation. The assessment of Kauno Kolegija activity is being carried out in accordance with the following areas under assessment:

- Strategic management
- Studies and life-long learning
- Applied research and art activities
- Impact on regional and national development



## Quality management cycle

Kauno Kolegija has implemented a quality management cycle which ensures a continual quality monitoring and development. The implementation of this cycle is based on the Deming Quality Cycle *Plan – Do – Control – Act* and comprises the stages of analysis and systematisation. The quality cycle is to be applied to the overall processes at all levels of Kauno Kolegija activity. This is a quality cycle which serves as a foundation for the internal quality management which covers all the processes of Kauno Kolegija and their levels. The quality management cycle is implemented via the following stages:

1. **Planning**  
Activities shall be planned by envisaging aims, objectives, measures, qualitative and quantitative indicators, responsibilities, resources as well as terms in accordance with the mission and strategy of Kauno Kolegija.
2. **Implementation**  
The processes which shall be implemented will enhance the implementation of the entire quality management cycle.
3. **Evaluation**  
The analysis of the activity results and their systematisation shall be performed in order to facilitate the monitoring of the qualitative and quantitative indicators, the feedback, self-assessment, benchmarking and external evaluation.
4. **Development**  
The priority of the activity development shall be expressed and further decisions concerning activity development shall be made.







## Orientation towards processes

The quality management system at Kauno Kolegija is the cornerstone for creating sustainable Kauno Kolegija as a system based on clear definition of responsibilities and identification of the essential quality processes. The Strategy of Kauno Kolegija 2020 and the main tasks are to be implemented through all the processes of its activity grounded on the quality management system. The model of quality management is based on the **process approach**. The activity processes of Kauno Kolegija are of utmost importance for seeking continuous development.

The quality management system of Kauno Kolegija is designed to match its needs whilst forming a part of its management system. The Quality Manual of Kauno Kolegija comprises the quality concept and the description of the quality assurance system





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