



KAUNAS
University of
Applied Sciences



QUALITY IN OUR EYES

KAUNO
KOLEGIJA



Dear All,

The aspiration for quality has been an integral part of the operation of Kaunas University of Applied Sciences (hereinafter KUAS) for almost two decades and this goal is outlined in KUAS Quality Policy. QUALITY has been established in KUAS strategy, QUALITY accompanies daily activities of each KUAS community member. Our smart and creative community, all together working in a consistent and determined manner, have created a quality-centred KUAS in 20 years. KUAS will continue to remain a learning organisation in the future. We learn, evaluate, search, discover, adapt, consult and agree ... We are a learning community fostering the values focused on developing quality-centred culture. I firmly believe that by accomplishing the goal for quality KUAS will not only survive in the constantly evolving higher education sector but will also achieve the long-term sustainability of our higher education institution.

Director of Kaunas University of Applied Sciences Paulius Baltrušaitis



DEVELOPMENT

KUAS was founded on the 1st of September 2000 when a binary higher education system consisting of two types of higher education institutions – universities and colleges – was enforced in Lithuania. KUAS was formed after two national award-winning higher 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 today's world of knowledge and technological development. New academic units were incorporated into the University of Applied Sciences by way of transformation of other further education schools since 2001. In 2005 KUAS was accredited as the higher education institution. In 2014 the University was accredited by international external evaluators.

Since its foundation KUAS has placed a particular focus on internal quality assurance. The internal quality assurance system has been developed according to the national and international standards. The system is continuously improved. This system is based on self-assessment and comparability and has been focused on the coherence of continuous improvement and responsibility since the start of the University's activities.

Today KUAS is one of the major professional higher education institutions in Lithuania with approx. 6000 students, 800 employees and more than 31 000 graduates. KUAS provides first cycle studies awarding a professional Bachelor's degree in the areas of Technologies, Biomedicine, Humanities, Social sciences, Physical sciences, and Arts; there is an ongoing development of applied research and art activities. At KUAS studies are implemented in four faculties and one regional branch in Taurage.



VISION



Kaunas University of Applied Sciences is an advanced and sustainable European higher education institution that nurtures Lithuanian national culture and traditions.

The quality management system is designed to facilitate favourable conditions for effective implementation of KUAS mission.



It is important for “TransUnion” to ensure that as a company grows, we will have enough people to join us - having IT knowledge, the ability to learn and operate effectively in a multicultural company. Students of Kaunas University of Applied Sciences are well-prepared to join the company, have solid baggage of practical knowledge, are curious, learn quickly and create a career in “TransUnion”. Kaunas University of Applied Sciences is an excellent partner in providing specialized IT training adjusted to the needs of the company.

Radvilė Krušinskienė, Head of Operations, “TransUnion” Information Group



VALUES

THE QUALITY MANAGEMENT SYSTEM OF KUAS IS BASED ON THE FOLLOWING VALUES:

OPENNESS



helps us recognize, accept, apply, and develop innovative solutions, move forward with the dynamic world of business. Openness is our need and the driving force that encourages sharing experiences and improvement. It is only a free and democratic higher education institution where academic freedom prevails, and self-conscious and creative personalities grow. We are open to other cultures, and we support multilingualism.

RESPONSIBILITY



We see RESPONSIBILITY as a fair and transparent decision making and implementation process where the needs of students, academic staff, parents, stakeholders, employers, and other members of the society are duly respected. Responsibility is the fulfilment of commitments given to oneself and others, ensuring the quality of work and studies, academic integrity, and sustainable use of available resources. The activities of Kaunas University of Applied Sciences are based on the philosophy of sustainable development.

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 achieve the desired results. The respect for the past, the culture of the country and organization shapes our identity and ensures the continuity of the old traditions and the creation of new ones.

PROFESSIONALISM



We see PROFESSIONALISM as cognition starting with self-awareness, the belief in our abilities and the abilities of others, the necessity to implement our ideas in a high-quality manner, continuous improvement, growth, competence development. Professionalism is supported by a constant pursuit of knowledge, mutual harmony between individuals and the environmental, striving for goals and the ambition to become the leader in our field of expertise.

SENSE OF COMMUNITY



We see the SENSE OF COMMUNITY as an ongoing process, the outcome of which is a close and lasting relationship among community members. Our principles are communication and cooperation, sharing experience, knowledge, and ideas. The efforts of all individual community members joined together to create the success of our institution.



QUALITY POLICY

The cornerstone of the quality policy at KUAS 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. These strategic objectives serve as the basis for improving all activities of KUAS.

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 since quality is our mutual responsibility.

Cooperation among graduates, employees and other stakeholders should be based on mutual trust. We take part 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. We work closely together as a team on a day to day basis in order to implement the virtues and goals reflected in our vision and mission statements. We strive to provide innovation-based higher education studies focused on practical activities and promote applied science and art activities significant for the development of society.

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Cooperation with Kaunas University of Applied Sciences is important because in this way we are contributing to the training of young professionals and their better preparation for the labour market, which is the future of us all. It is very important for us to share experiences and good practices with students. Graduates of Kaunas University of Applied Sciences not only acquire theoretical knowledge but also the majority of students come with necessary practical skills and gained experience. It is admirable that Kaunas University of Applied Sciences is an educational institution that dedicates time for students' internships in companies for as long as 5 months. This is a great advantage for the educational institution, the student and the company where the internship is being carried out.

Donatas Ūkas, Head of Kaunas Region, DPD



STRATEGIC GUIDELINES FOR IMPROVING THE QUALITY OF ACTIVITIES

The strategic guidelines for improving the quality of activities at KUAS are based on the European standards and guidelines for quality assurance in higher education, the Law on Higher Education and Research, KUAS's Statute, KUAS's policy for studies, applied research and artistic activities, and KUAS's Human Resource Policy. KUAS quality management system was created, has been implemented and developed basing on the following strategic guidelines for quality assurance:

1. Strategic guidelines for improving the quality of KUAS activities are substantiated by the quality policy of the institution, which is regularly renewed to ensure its effectiveness.
2. The quality management system at KUAS provides favourable conditions for the effective implementation of its mission and the Strategy directed towards continuous quality improvement.
3. The purpose of KUAS quality management system is to provide conditions for ensuring the quality of its activities and their enhancement as well as promoting quality culture.
4. The system of the quality management at KUAS is based on the following principles:
 - Coherence between autonomy and accountability, in order to ensure the balance between KUAS community's freedom of action and accountability for its activity results.
 - Systematic integration of quality criteria into overall activity processes at KUAS that cover all the areas and levels of its activities and ensures both their reciprocity and coherence.
 - Partnership between all stakeholders and their commitment to support the process of quality culture development.
 - Accessibility of information and impartial publication of quantitative and qualitative data.
 - Consistent improvement of the quality management system by adapting good practice and maintaining consideration for the national and international context.
5. All KUAS management bodies as well as its academic and administrative units within the framework of its competence take responsibility for the management of quality. Each member of KUAS community is responsible for the quality his / her activity results depending on the obligations and position held at the institution.
6. The internal quality management system of KUAS is assessed according to the following criteria: the effectiveness and the efficiency of the quality management system.
7. The Academic Council of KUAS approves the internal quality assurance system in studies and controls its implementation.



STUDIES

KUAS offers PRACTICAL and INNOVATION-BASED high-quality higher education studies oriented towards the needs of students and society. Strong social partnership, in the context of the changing needs of national and international labour markets, ensures the practical application of studies; business representatives and other stakeholders (students, graduates, employees, etc.) proactively participate in the development of study programmes, their improvement, as well as the study process itself. Our studies are distinguished by the consistency between theoretical knowledge and practical skills; studies of different study fields are combined to create favourable conditions for the development of various competencies, thus ensuring the interdisciplinary nature of studies; advanced teaching/learning methods encourage creativity and analytical thinking by focusing on appropriate solutions to the challenges of the business world and the needs for its development.

We constantly integrate new technologies into the studies and adapt value-added technological solutions; the content of our studies is based on the latest scientific and artistic results, as well as knowledge and achievements. During the teaching/learning process based on the development of competencies, we use smart technology in order to individualize the study content and learning. E-learning/teaching, which is based on extensive digital infrastructure, is perceived as a quality tool to ensure access to studies. Students have the opportunity to accomplish internships in the most advanced national and foreign organizations. At least half of KUAS teaching staff are professional lecturers-practitioners, who together with motivated students and stakeholders successfully ensure the implementation of practical and innovation-based studies.

We organize studies in such a way that while acquiring knowledge, the students will also develop their abilities, shape their attitude to the development of society, technology and the whole world. The teaching staff not only provide students with knowledge and skills but also show them the perspectives of choice, teach them to learn. In this way, students become active participants in the study process, who are interested in their study achievements and professional career.

APPLIED RESEARCH AND ART ACTIVITIES



KUAS performs applied research, experimental development and professional art. KUAS researchers (lecturers) and students carry out applied research, projects, art-related activities and the dissemination of their results with international partners, as well as introduce research findings to the international community. As a partner of the business world, governmental and non-governmental organizations, KUAS carries out applied interdisciplinary research and experimental development in the fields of technology, biomedicine, social sciences, humanities, agricultural sciences and art-related activities by focusing on the creation of healthy environments and technological progress, by introducing new products, services, innovations of technological and artistic processes in order to address the challenges of contemporary societies and the world of business.

The high competence of KUAS researchers and the trust of the stakeholders in KUAS community are the prerequisites for the quality of applied research and art activities developed at KUAS.

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Most of the students of the Faculty of Medicine of Kaunas University of Applied Sciences take internships in our institution. We try to create opportunities for students to apply the acquired theoretical knowledge and abilities in clinical practice. We are glad that a significant number of graduates are employed in the Hospital of Lithuanian University of Health Sciences Kaunas Clinics and join our nursing community. It is admirable that during the COVID-19 pandemic, the students of the Faculty of Medicine of Kaunas University of Applied Sciences were among the first to assist and continue working with patients that have COVID-19. Close-knit and high-quality inter-institutional cooperation is the way to a mutually successful outcome.

*Dr. Daiva Zagurskienė, Acting Head of Nursing Coordination Department,
Hospital of Lithuanian University of Health Sciences Kaunas Clinics*





AREAS OF SOCIAL RESPONSIBILITY

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



In the area of human rights KUAS undertakes to respect the rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status, not only within the institution but also across all spheres of its influence despite race, nationality, beliefs, social origin or status. KUAS respects human rights when laying down the conditions for employment of the staff, student admission and studies. We consider non-discrimination, self-expression, participation in management, respect for the local culture and intercultural cooperation to be the essential prerequisites for personal development.



The rights of employees are comprehended as the rights of the academic community – the employees and students of KUAS. The community is encouraged to create associations and other organizations. The policy of dispute resolution is transparent and effective. The procedure of studies and the issues of employment and study of disabled persons, work and leisure/living conditions, work environment as well as health and safety are being solved taking into consideration the community needs and following the principles of socially responsible organization.



In the sphere of environmental protection KUAS obliges to ensure that its activities shall not endanger people and the environment, and be protective of nature and public resources exploring ways to apply effective models of resource management, implement environmentally friendly transport programmes, catering services, recycling and other programmes in order to reduce 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.



Fight against corruption at KUAS 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. KUAS does not tolerate unfair assessment of learning achievements, cases of plagiarism and falsification of research results, cheating in tests and exams.

ACADEMIC ETHICS

KUAS community – administrative, teaching staff, members of applied research and art activities and other employees, members of KUAS governing bodies and students – follow common human moral standards, institutional values, the Code of Academic Ethics and national legislation in order to maintain and promote transparency, academic integrity, equality, non-discrimination, justice, protection of intellectual property, professional liability.

According to the Code of Academic Ethics at KUAS, each member of the community of this higher education institution undertakes to follow international and Lithuanian legislation regulating higher education and labour relations, employment contract, study agreement and documents establishing internal procedures at KUAS.

The members of KUAS community are constantly striving for high qualifications in their professional (academic) activities. Respect for the rights, duties and dignity of each member of KUAS community, regardless of age, gender, sexual orientation, disability, appearance, race, ethnicity, social status, language, religious and political beliefs, property, origin or other grounds, promotes equal treatment of each member of KUAS community. We strive to always act rightfully, never take undue advantage of the given powers, to be impartial, not to have a personal prejudice in decision-making, to objectively assess the knowledge, competence, activities and behaviour of the members of KUAS community – employees and students.

The concept of academic freedom is especially cherished – the main goal is to behave politely, respectfully, without violating the rights and freedoms of another member of KUAS community. We also strive to properly represent the interests of KUAS in relations with stakeholders by developing joint activities and/or cooperation projects.

KUAS community does not tolerate cases of corruption and/or academic dishonesty. The property of KUAS is preserved without being used for private, political and/or religious activities or personal needs. There is no violation of using one's official position, given powers and titles in order to protect family members, relatives and friends, to patronize them in professional activities.

The status of the institution is respected. It is disrespectful to disparage the name of KUAS with conduct that is unacceptable to the public or to use the name of KUAS for political and/or religious advertising for personal purposes.

The provisions of the Code of Academic Ethics have been applied since 2018. The implementation of the plagiarism prevention system was started at KUAS with the approval of the Procedure of the Plagiarism Prevention System. It regulates the application of plagiarism prevention measures in the study process, scientific and methodological activities, and the monitoring of the state of education and plagiarism prevention in the academic community. KUAS seeks to ensure the smooth application of the principle of equal opportunities. For this purpose, in 2018, a trust email account pasitikejimas@go.kauko.lt was introduced in the section 'Ethics' on the website of the institution. Cases of discrimination observed or experienced at KUAS may be reported to this address by.

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Many years of cooperation with Kaunas University of Applied Sciences have opened up opportunities for us to become a modern and constantly learning educational organization. Our cooperation is characterized by obvious mutual benefits and opportunities - to exchange knowledge and experience, to participate in collective projects, to create the best opportunities for students to gain knowledge and practical experience, to form a mutually beneficial pedagogical staff management policy. Kaunas University of Applied Sciences is an innovative, modern organization that responds quickly to changes in education, with an academic community of high professional competence and culture, curious and motivated students.

Renata Drulienė, Director, Kaunas Kindergarten "Girinukas"



QUALITY ASSURANCE

Quality Management System

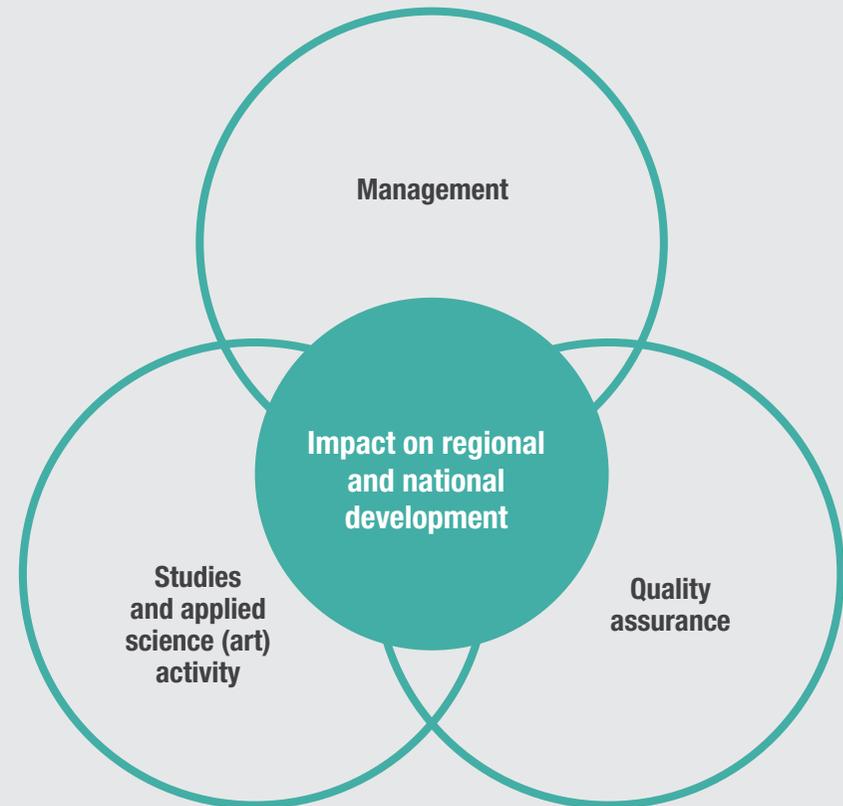
The internal quality management system at KUAS is based on the European standards and guidelines for quality assurance in higher education, the provisions of higher education and appropriate and the requirements for the international quality management standards set out for performing the activities of KUAS. The quality management system is aimed at the implementation of KUAS's quality policy, 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 KUAS.

EVALUATION LEVELS. The evaluation of KUAS activity is being carried out within the following levels:

- **Institutional level**
- **Study programme level in the study field background**
- **Individual (personal) level**

EVALUATION AREAS. The areas for the activity evaluation at KUAS have been established based on KUAS Strategy and applicable legislation. The assessment of KUAS activities are evaluated in the following areas under assessment:

- **Management**
- **Quality assurance**
- **Studies and applied science (art) activity**



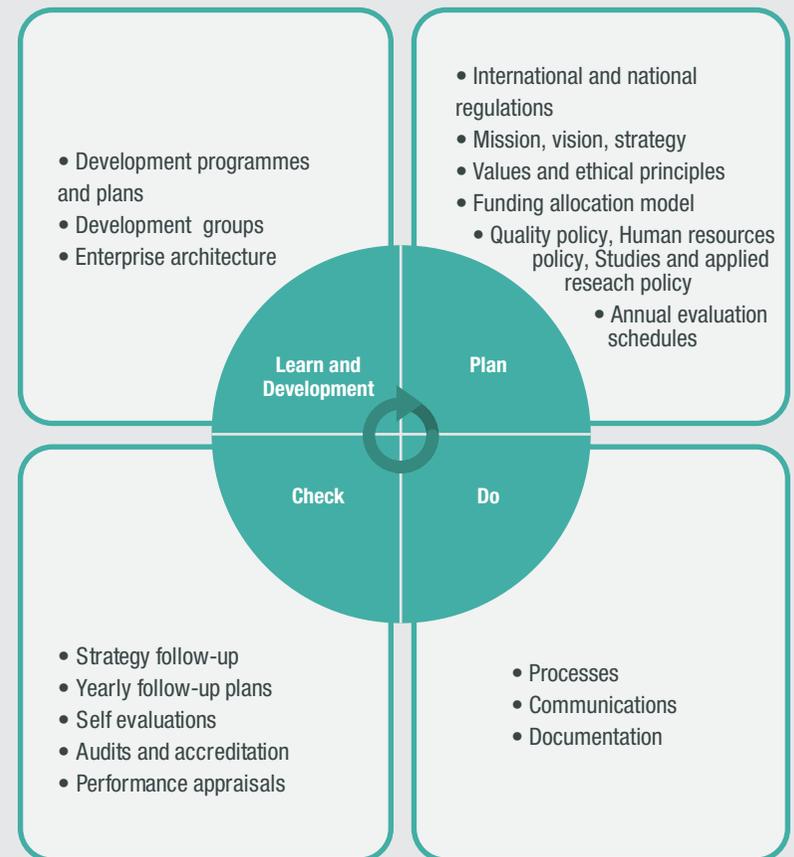
Interaction of activity areas evaluated

QUALITY MANAGEMENT CYCLE

KUAS has implemented a quality management cycle which ensures a continual quality monitoring and development. The implementation of this cycle is based on the advanced Deming cycle: Plan – Do – Check – Act and comprises the stages of analysis and systematisation. The last stage Act is adapted to the specificity of HEI operations and is renamed as Learn and Develop. **Innovations and creativity** have an important role in this step. This modification illustrates that KUAS quality assurance system is focused not only on the compliance with the minimum standards. The importance of innovations for quality management is highlighted.

The quality cycle is to be applied to all processes at all levels of KUAS activities. In this viewpoint the continual improvement of KUAS performance is seen as a never ending process. The quality management cycle is implemented via the following stages:

1. **PLANNING** (activities shall be planned by setting aims and objectives, identifying measures, qualitative and quantitative indicators, responsibilities, resources as well as terms). This phase is grounded on international and national regulations, KUAS vision, mission, strategy, values, ethical principles, funding allocation model, quality policy, human resources policy, studies and applied research policy and annual evaluation schedules.
2. **IMPLEMENTATION** (the main, management and support processes implemented will enhance the implementation of the entire quality management cycle). This phase is grounded on processes, communication, documentation.
3. **EVALUATION** (the analysis of the activity results and systematisation shall be performed in order to facilitate the monitoring of the qualitative and quantitative indicators, the feedback, self-assessment, benchmarking and external evaluation). This phase is grounded on strategy follow-up, annual follow-up of action plans, self-assessment, audit, accreditation, performance reviews.
4. **LEARNING AND DEVELOPMENT** (the priority of the activity development shall be expressed, the competencies shall be improved, professional development shall be ensured and further decisions concerning activity enhancement shall be made). This phase is grounded on development programmes and plans, the development groups and KUAS architecture.





PROCESS ORIENTATION. The quality management system at KUAS is the cornerstone for creating sustainable KUAS as a system based on clear definition of responsibilities and identification of the essential quality processes. The strategy and the main tasks of Kaunas University of Applied Sciences 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 KUAS are of utmost importance for seeking continuous development. KUAS quality management system is designed to match its needs whilst forming a part of KUAS management system.

The Quality Manual comprises the quality concept of KUAS activities and the description of the quality assurance system.



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