Vytautas Magnus University

QUALITY MANUAL

for quality assurance of studies, learning, research, artistic activities, and doctoral studies

Vytautas Magnus University

QUALITY MANUAL

for quality assurance of studies, learning, research, artistic activities, and doctoral studies

Third edition, 2022

TABLE OF CONTENTS

FOREWARD....4
INTRODUCTION....6
1. MISSION, VISION, AND STRATEGY OF THE UNIVERSITY....11
2. CONCEPT, PRINCIPLES OF QUALITY ASSURANCE, PARTICIPATION OF STAKEHOLDERS....14
3. DISTRIBUTION OF RESPONSIBILITIES IN QUALITY ASSURANCE ACTIVITIES....21
4. QUALITY ASSURANCE PROCESSES FOR STUDIES, LEARNING, RESEARCH, ARTISTIC ACTIVITIES, AND DOCTORAL STUDIES....28
4.1. Strategic processes....32
4.2. Core processes....34
4.3. Supporting processes....65
ANNEXES....79

FOREWARD

FOREWARD

To achieve high-quality studies, research and artistic activities, Vytautas Magnus University implements and constantly improves the quality assurance system. The track of the qualitative development of the University is based on interdisciplinary studies, advanced scientific research, and artistic activities as well as principles of internationality and sustainable development. Thanks to the growing and changing expectations of the stakeholders of the University and society, the University remains a constantly improving organisation that raises the level of studies, research, and art. It is aimed that the continuous improvement of quality would continue to help build one of the strongest, wide-ranging universities in the Baltic region, fostering the principles of *Artes liberales*, bringing together a community to develop the future of Lithuania and Europe.

INTRODUCTION

INTRODUCTION

Vytautas Magnus University (hereinafter referred to as "VMU" or "University") is recognised and appreciated in the global society as an outstanding University that develops *artes liberales* principles-based, high-quality studies, research and art, cherishes and continues mature traditions and plays a special role not only in the intellectual and cultural space of Lithuania, but also of the entire Baltic region and Europe. In 2019, after the merger of VMU, Lithuanian University of Educational Sciences and Aleksandras Stulginskis University, VMU became the most wide-ranging University in the country, thus further strengthening its interdisciplinary potential for studies, research and artistic activities.

Regarding internal changes and aiming to enhance the alignment of the activities of the University with Standards and Guidelines for Quality Assurance in the European Higher Education Area ("ESG"), a comprehensive review of VMU quality system took place in the period of 2020–2021. The aim of this review was to update the Quality and Environmental Management System that had been under implementation and development at the University since 2013, ensuring the continuity of the conceptual ideas of the quality system. The review and update of VMU quality system was supported by the following key provisions:

- The concept of the quality system continues to be oriented towards the fulfilment of the priority objectives and legal requirements of higher education, as well as meeting the expectations of stakeholders of the University (members of the community, graduates, employers and other stakeholders).
- Emphasis is placed on the coherence between the quality system and ESG requirements, and consistency with these requirements is more clearly justified.
- The process approach is further applied; quality assurance system is treated as an integrated system of processes, and it is based on a four-stage cycle – planning, implementing, evaluating, and improving.
- The importance of the principles of environmental management is maintained by integrating them into VMU Strategic Plan for 2021–2027 and highlighting the importance of environmental sustainability with the aim of contributing to the European Green Deal, circular economy and other initiatives as well as to the substantiation of ideas by research and their implementation in Lithuania.

The aim of the *Quality Manual* is to develop a quality culture at the University in a targeted, purposeful and consistent manner by systematically presenting the concept, principles, responsibilities and processes of quality assurance as well as related documents and quality indicators. The *Quality Manual* covers quality assurance of studies, learning, research and artistic activities, and doctoral studies. This document is intended for VMU community members, and it as stored in the internal information system while its abstract is available for all interested parties at VMU website. Responsibility for the preparation,

review, updating and publicising of the *Quality Manual* shall lie with the Management Representative for Quality. From 2022, the document must be reviewed at least every two years and, after the changes have been made to it, a new version of this document must be prepared.

The *Quality Manual* discusses the mission, vision, and strategy of the University; introduces the concept and principles of quality assurance, specifies the ways of the involvement of stakeholders; reviews the distribution of responsibilities in quality assurance activities; describes the processes of the three groups (strategic, core, and supporting processes) by providing the aim, a brief description, participants of the process, VMU legal acts regulating the process, detailed processes and their participants, and indicators demonstrating the implementation of the process.

The concepts used in the *Quality Manual* are aligned with those used in the Study Regulations of VMU, the Law on Higher Education and Research of the Republic of Lithuania, ESG and other documents regulating the quality of higher education.

KEY CONCEPTS AND DEFINITIONS:

DETAILED PROCESSES – constituents of processes defined in the *Quality Manual*.
DOCTORAL STUDENTS – persons studying in third cycle study programmes and seeking to become qualified researchers.
DOCTORAL STUDIES – studying in third cycle study programmes that prepare scientists/scholars and art researchers.
ESG – Standards and Guidelines for Quality Assurance in the European Higher Education Area to which VMU quality assurance principles and processes are linked.
UNCLASSIFIED STUDENTS – persons who study in non-formal education programmes or take separate study courses (or groups of courses).
QUALITY – a degree to which the totality of the characteristics inherent in studies and learning activities, research and artistic activities as well as doctoral studies fulfils the requirements, when continuous enhancement ensures compliance with the priorities of higher education, legal requirements and the needs of stakeholders.
QUALITY ASSURANCE – purposeful and targeted planning, implementation, evaluation and improvement of studies and learning, research and art as well as doctoral studies in order to achieve their compliance with the priorities of higher education, legal requirements and the needs of stakeholders.
QUALITY MANUAL – document systematizing quality assurance of studies and learning activities, research and artistic activities as well as doctoral studies.
ARTISTIC ACTIVITIES – systematic creative activities based on the production, dissemination, and use of results.

LEARNING PROGRAMMES – non-formal learning programmes designed to improve a person's professional qualifications, acquire additional competences and develop key competences and erudition; as well as programmes intended for non-formal education of high school students at the University.
LEARNING ACTIVITIES – trainings, seminars, sharing of good practices and other events intended for people seeking to improve their professional and personal skills and to acquire additional knowledge and skills in a particular field.
RESEARCH – systematic research activities based on the production, dissemination, and use of research results.
CORE PROCESSES – management processes of studies and learning activities, research and artistic activities as well as doctoral studies defined in the *Quality Manual*.
SUPPORTING PROCESSES – processes that supplement the management of studies and learning activities, research and artistic activities as well as doctoral studies (management of international cooperation, non-academic support, marketing and communication, human, physical, information, and financial resources).
PDCA CYCLE (*plan*, *do*, *check*, *act*) – a 4-stage model (planning, implementation, evaluation, improvement) for continuous and systematic quality enhancement. A spiral approach is used to achieve continuous quality assurance: after the improvement, new actions focused on quality enhancement are planned again.
PROCESS – a course of interlinked actions covering studies and learning activities, research and artistic activities as well as doctoral studies.
PROCESS APPROACH – an approach according to which the quality assurance system is treated as a system of a set of processes based on the PDCA model.
PARTICIPANTS IN THE PROCESS – persons or units with specific responsibilities involved in the detailed processes, i.e., strategic, core, and supporting processes.
COORDINATOR OF THE PROCESS – a person or a unit with specific responsibilities in charge of planning, implementing, evaluating, and improving a particular process, i.e., strategic, core or supporting process.
MAIN COORDINATORS OF THE PROCESS – top-level University managers: Rector, Vice-Rectors, and Director of Administration.
COORDINATING UNITS – non-academic units that help to ensure coordination of processes.
INDICATORS – the University's performance outcomes, in terms of quality or quantity, including the indicators of the Strategic Plan and other main results monitored by the University.
STAKEHOLDERS– individuals, groups of individuals or organisations/institutions interested in the activities of the University, who can influence such activities and who take responsibility for them according to the areas they represent.
INTERNAL STAKEHOLDERS – students, teachers, researchers, artists, administration, and other non-academic staff of the University.
EXTERNAL STAKEHOLDERS – graduates of the University, employers, parents (guardians) of students, interested organisations and institutions.

STRATEGIC PROCESSES – strategic quality management processes: determination, implementation, review, and updating of quality management principles, objectives, values, and other components related to studies and learning activities, research and artistic activities as well as doctoral studies.
STUDENTS – persons studying at the University according to the first and second cycle, integrated, and professional study programmes.
STUDIES – studying at the University in the first cycle, second cycle, integrated, and professional study programmes, upon completion of which a Bachelor's qualification degree or Master's qualification degree or a respective qualification is awarded.
UNIVERSITY (VMU) – Vytautas Magnus University.

1. MISSION, VISION, AND STRATEGY OF THE UNIVERSITY

1. MISSION, VISION, AND STRATEGY OF THE UNIVERSITY

Vytautas Magnus University is a cohesive, creative and community-oriented higher education institution that fosters the principles of *Artes liberales* (Latin for "liberal arts"), provides studies based on interdisciplinary scientific/scholarly and artistic research and educates independent and critically thinking persons who are able to cooperate in an intercultural environment and become responsible members of the Lithuanian and world community.

On 25 November 2020, the Council of the University, taking into account the proposals of the Senate, approved VMU Strategic Plan for 2021–2027, which defines the vision, mission, and values of the University.

VISION	MISSION	VALUES
Be one of the strongest, wide-ranging universities in the Baltic region, fostering the principles of *Artes liberales*, bringing together a community to build the future of Lithuania and Europe.	Be the community-oriented institution of science, arts, and studies which continues the mission of the University of Lithuania, established in Kaunas in 1922, creating liberal learning conditions for an individual, developing partnerships and taking an active part in the life of Lithuania to advance its future and contribute to the global cultural and academic development.	❍ Personal and academic freedom ❍ Democracy ❍ Openness ❍ Responsibility ❍ Creativity ❍ Sense of community ❍ Cohesion ❍ Academic excellence

The University Strategy covers the following 5 areas, which consist of clear groups of strategic objectives:

1. Community in harmony and consolidation.
2. International research university.
3. "Studies 360".
4. Integrity of self-governance and responsibility.
5. University impact on societal development.

In each group of strategic objectives, strategic activity priorities are formulated and specified, and specific tasks to achieve and implement them are provided.

The University Strategic Plan provides for measures based on documents regulating higher education in Europe and Lithuania as well as on values and objectives declared in these documents, which focus on building a creative society, providing conditions for the development of entrepreneurship and innovation, ensuring the cohesive development of the country, paying close attention to the formation of a learning society, promoting world-class studies and research, strengthening existing infrastructure and mobilising the best research and study potential of the country by providing a platform for interdisciplinary research and development and opening research infrastructure for business-science cooperation.

The mission, vision, priorities for action and strategic changes as well as values supporting the strategic attitudes of VMU are in line with the vision and development priorities of Lithuania's Progress Strategy "Lithuania 2030" and directions for their implementation by 2030, seeking to achieve changes in the main areas, i.e., smart society, smart economy, and smart governance, on the basis of the principles of sustainable development.

Increasing the internationality of studies, research, and art is understood as a horizontal and integrated strategic principle that corresponds to the mission, vision, values, strategic objectives, and tasks of the University. Internationality influences the enhancement of quality, the successful implementation of which determines not only the improvement of the quality of studies, research and art, but also the growth of the reputation and image of the University in the national and international space of higher education.

The strategic objectives and tasks formulated in the University Strategy justify the orientation of VMU activities to ensure the quality of studies, learning activities, research and artistic activities as well as doctoral studies and to systematically apply a process approach of 4 stages – planning, implementation, evaluation, and improvement – in quality enhancement. The objectives and tasks defined in the University Strategy and the measures and indicators identified in the Strategic Action Plan are followed in the revision of VMU *Quality Manual*, i.e., when updating the concept of quality assurance as well responsibilities, processes and indicators thereof. The revised *Quality Manual* directly influences the implementation of the strategy of the University in terms of monitoring strategic indicators. The implementation of the strategic objectives set out in VMU Strategic Action Plan is analysed every year according to the selected indicators, and the results of their monitoring are described in the annual activity report of the University, which is available on VMU website.

2. CONCEPT, PRINCIPLES OF QUALITY ASSURANCE, PARTICIPATION OF STAKEHOLDERS

2. CONCEPT, PRINCIPLES OF QUALITY ASSURANCE, PARTICIPATION OF STAKEHOLDERS

The concept of quality assurance at VMU is determined by internal factors and the external changing environment of higher education: the growing and varying expectations of the stakeholders of the University and society for the quality of studies, research and artistic activities, the growing interest of the state and the requirement for accountability in quality assurance, the increasing competition of higher education institutions in the country and internationally, the processes of internationalization and globalization of higher education. The concept of VMU quality assurance includes all quality enhancement activities. This is a purposeful and targeted planning, implementation, evaluation, and improvement of studies and learning, research and art as well as doctoral studies in order to achieve compliance with the priorities of higher education, legal requirements and the needs of stakeholders.

Quality assurance of the University is guided by the University's, national and international priorities of studies, research and artistic activities, legal requirements, opinions and proposals of stakeholders, recommendations of external evaluators, and examples of good practices. *Quality assurance of the University is oriented towards the development of quality culture, where compliance of activities with the highest quality requirements is a common interest and aspiration of the entire VMU community*; activities are constantly monitored, information is analysed, and changes are responsibly introduced.

VMU quality assurance is based on the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). Links between ESG and VMU processes ensuring the quality of studies, learning activities, research and artistic activities as well as doctoral studies are specified in Table 1.

TABLE 1. LINKS BETWEEN ESG AND VMU QUALITY ASSURANCE

ESG INTERNAL QUALITY ASSURANCE AREAS	VMU PROCESSES ENSURING THE QUALITY OF STUDIES, LEARNING ACTIVITIES, RESEARCH AND ARTISTIC ACTIVITIES, DOCTORAL STUDIES
Policy for quality assurance	❍ Strategic quality management. ❍ Determination of the directions of studies and learning activities. ❍ Determination of the priority directions of research and art of the University, planning the development of doctoral studies. ❍ Management of international cooperation.
Design and approval of programmes	❍ Design of new study programmes and learning programmes.

ESG INTERNAL QUALITY ASSURANCE AREAS	VMU PROCESSES ENSURING THE QUALITY OF STUDIES, LEARNING ACTIVITIES, RESEARCH AND ARTISTIC ACTIVITIES, DOCTORAL STUDIES
Student-centred learning, teaching and assessment	❍ Organisation and provision of studies and learning activities. ❍ Admission of doctoral students, organisation and provision of doctoral studies, management of the completion of doctoral studies.
Student admission, progression, recognition and certification	❍ Admission of students and unclassified students. ❍ Organisation and provisions of studies and learning activities. ❍ Management of the completion of studies and learning programmes. ❍ Admission of doctoral students, organisation and provision of doctoral studies, management of the completion of doctoral studies.
Teaching staff	❍ Organisation and provision of studies and learning activities. ❍ Conducting research and artistic activities. ❍ Management of human resources.
Learning resources and student support	❍ Organisation and provision of studies and learning activities. ❍ Management of non-academic support. ❍ Management of physical, information, and financial resources.
Information management	❍ Internal evaluation of studies and learning programmes. ❍ Internal evaluation of research and artistic activities, doctoral studies. ❍ Management of international cooperation. ❍ Marketing and communication management.
Public information	❍ Detailed processes of all processes, which include publicising of information. ❍ Marketing and communication management.
On-going monitoring and periodic review of programmes	❍ Internal evaluation of studies and learning programmes. ❍ Internal evaluation of research and artistic activities, doctoral studies. ❍ Planning, implementation, and monitoring of the improvement of studies and learning programmes.

ESG INTERNAL QUALITY ASSURANCE AREAS	VMU PROCESSES ENSURING THE QUALITY OF STUDIES, LEARNING ACTIVITIES, RESEARCH AND ARTISTIC ACTIVITIES, DOCTORAL STUDIES
	❍ Planning, implementation, and monitoring of the improvement of research and artistic activities, doctoral studies.
Cyclical external quality assurance	❍ Involvement in the external evaluation of studies. ❍ Involvement in the external evaluation of research and artistic activities, doctoral studies.

At VMU, the processes that ensure the quality of studies, learning activities, research and artistic activities as well as doctoral studies consist of 4 stages of quality enhancement – *planning*, *implementation*, *evaluation,* and *improvement* (PDCA – plan, do, check, act). This PDCA model is designed for continuous and systematic quality development. A spiral approach is used to achieve continuous quality assurance: after the improvement, new actions focused on quality enhancement of strategic, core, and supporting processes are planned again (Fig. 1). The development of both the quality system as a whole and its individual processes must comply with the 4-stage principles; this contributes to the implementation of the relevant application of the process approach leading to quality assurance.

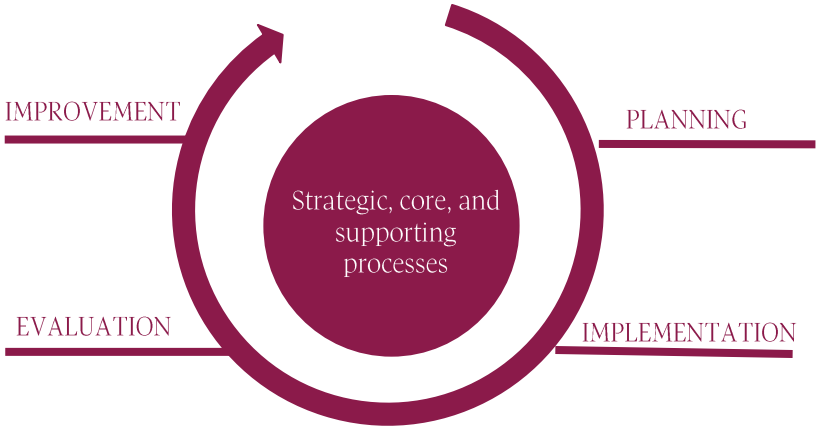


FIG. 1. PDCA MODEL IN VMU QUALITY ASSURANCE

In the development of quality assurance, the principles of openness to development, collegiality, academic ethics, responsibility, and publicity are applied (Fig. 2):

- OPENNESS TO DEVELOPMENT is expressed in terms of opportunities to grow, improve and provide for new study, research and art ideas, application and development of innovative methods, response to the needs of society, renewal of study and learning programmes, participation in inter-institutional, national and international cooperation programmes.
- The principle of COLLEGIALITY is based on professional, cooperative relationships and trust in each other. The sharing of good practices and the search for common solutions are fostered, and the participation of various stakeholders in quality assurance is ensured.
- The principle of ACADEMIC ETHICS involves establishing and following the norms of professional ethics and humane behaviour of the members of the University community (students and staff) and external stakeholders for the purpose of quality assurance.
- The principle of RESPONSIBILITY is expressed in the obligation of each person to ensure the quality of studies, learning activities, research and art activities as well as doctoral studies, taking into account their areas of responsibility and accepting general responsibility for the quality of the University.
- The principle of PUBLICITY demonstrates the availability of information about activities, decisions and results of the University to internal and external stakeholders; the dissemination of information is comprehensive, timely and transparent.

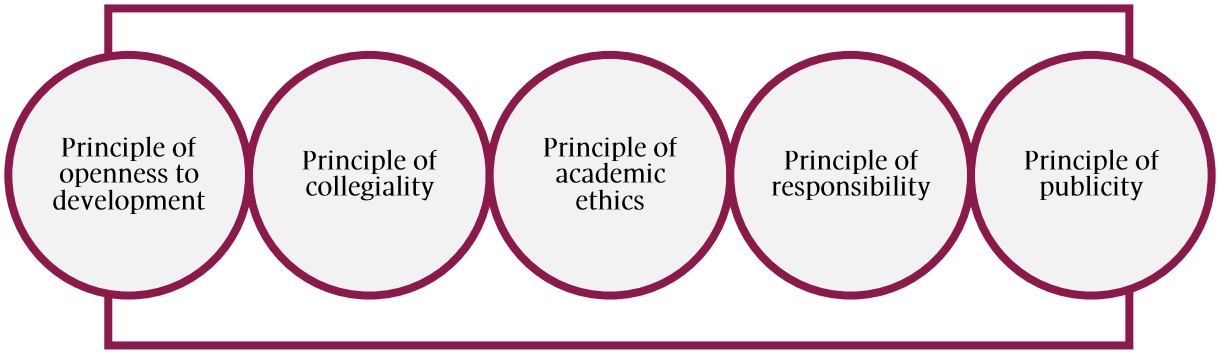


FIG. 2. VMU QUALITY ASSURANCE PRINCIPLES

Quality assurance involves stakeholders – individuals, groups of individuals or organisations/institutions interested in the activities of the University, who can influence these activities and who take responsibility for them according to the areas they represent. Identifying and balancing the requirements of stakeholders as well as being able to satisfy such requirements determine the quality of the studies and learning activities, research and artistic activities as well as doctoral studies at the University. VMU stakeholders include the following main groups:

- students and their relatives;
- schoolchildren and their relatives;
- graduates;
- teachers;
- researchers and artists;
- administration and service staff;
- employers and business entities;
- Lithuanian diaspora;
- communities, state institutions, and other organisations.

Stakeholders are involved in all stages of quality enhancement – planning, implementation, evaluation, and improvement, taking into account the areas of responsibility:

- The planning of activities is based on proposals from stakeholders.
- Stakeholders are active participants, consultants, and sponsors in the implementation of activities.
- At the evaluation stage, feedback from stakeholders is collected during the internal evaluation; they also participate in the external evaluation.
- At the improvement stage, feedback from stakeholders is used to develop the quality of activities.

Internal stakeholders (students, academic and non-academic staff) ensure the quality of the activities of the University through appropriate processes, involving external stakeholders (graduates, employers, students' parents/guardians, interested organisations and institutions, etc.).

The development of internationality at the University by collaborating with university communities from different countries through joint studies and research, various projects as well as exchanges of students and staff and by maintaining partnerships in international alliances is particularly relevant for strengthening the involvement of external stakeholders. Teachers, researchers, and artists are brought together in durable, competitive, and productive groups, enabling them to develop top-level studies, science and art, innovative technologies and high added-value products and to participate successfully in the preparation and implementation of international projects. International partnerships are strengthened in order to encourage active participation of researchers in international infrastructures, associations, organisations, and platforms; the internationality of studies is developed through interdisciplinary international studies by increasing the number of foreign students and the international mobility of students and teachers.

3. DISTRIBUTION OF RESPONSIBILITIES IN QUALITY ASSURANCE ACTIVITIES

3. DISTRIBUTION OF RESPONSIBILITIES IN QUALITY ASSURANCE ACTIVITIES

In order to ensure effective quality enhancement, the responsibilities of VMU community are established and defined in VMU Statute and other internal legal acts of the University – operational regulations, job descriptions, etc. Collegially functioning top management bodies of the University – the University Council, Senate, Rector and his/her advisory body, i.e., the Rector's Council – have the following responsibilities in quality assurance:

- The University Council ensures effective planning, allocation and evaluation of financial resources of the University, appropriate formulation of the strategy and objectives of human resource management, the development and implementation of the staff motivation system.
- The University Senate participates in determining and updating principles, objectives, processes, responsibilities and indicators of quality management; ensures the compliance of new and ongoing University study and learning programmes as well as doctoral studies with internal and external study and learning priorities, regulation and the needs of stakeholders; evaluates and approves the descriptions of updated study and learning programmes as well as programmes of doctoral studies and documents accompanying such descriptions; approves rules and procedures for admission to study and learning programmes conducted by the University.
- The University Rector and his/her advisory body, i.e., the Rector's Council, review principles, objectives, processes, responsibilities and indicators of quality management; ensure the justification of annual studies and learning activities, research and artistic activities as well as study fields of doctoral studies; approve rules and procedures for admission to studies and learning activities, analyse the admission results; consider documents of new first and second cycle, integrated, and professional study and learning programmes, results of the analysis of studies and major updates of these study programmes as well as programmes of doctoral studies; discuss results of feedback from stakeholders and other quality data; approve the marketing strategy for studies, learning, research and artistic activities as well as doctoral studies; formulate the strategy and objectives of human resource management, identify the need for staff, develop and update the staff motivation system; approve the need for physical and information resources.

The distribution of responsibilities for quality assurance is specified in the process descriptions provided in the *Quality Manual* (Section 4), and the responsibilities of coordinators and participants of the processes are systematized in Table 2.

TABLE 2. RESPONSIBILITIES OF COORDINATORS AND PARTICIPANTS OF QUALITY ASSURANCE PROCESS

MAIN COORDINATORS	RESPONSIBILITY FOR QUALITY ASSURANCE
Rector	Ensure the conformity of strategic quality management with ESG and other international and national higher education priorities and regulations as well as the University strategy.
Vice-Rector for Studies	Participate in defining and updating quality management principles, objectives, processes, responsibilities, and indicators. Ensure the justification of the annual directions of studies and learning activities based on international and national study priorities, the University Strategy, the internal analysis of the quality of studies and learning activities and its results. Ensure smooth planning, implementation, review, and updating of processes of the management of studies and learning activities.
Vice-Rector for Research	Participate in defining and updating quality management principles, objectives, processes, responsibilities, and indicators. Pursue the validity and effectiveness of annual directions of research and artistic activities as well as doctoral studies, taking into account international and national priorities of research, art and doctoral studies, the University Strategy, internal quality analysis and its results. Ensure smooth planning, implementation, review, and updating of processes of the management of research and artistic activities as well as doctoral studies.
Vice-Rector for Communication	Participate in defining and updating quality management principles, objectives, processes, responsibilities, and indicators. Ensure the quality of management of international cooperation in order to increase the internationality of studies, science, arts, and doctoral studies. Ensure the management of effective and efficient communication at the University in order to make relevant information available to stakeholders and the public.
Director of Administration	Ensure smooth planning, implementation, review, and updating of processes of the management of non-academic support, human, financial, and information resources.

COORDINATING UNITS	RESPONSIBILITY FOR QUALITY ASSURANCE
Study Department	Ensure compliance with requirements of the first cycle and second cycle, integrated, and professional study and learning programmes, as well as the procedures of the admission to and graduation from these programmes; aim for the smooth organisation and provision of studies and learning activities; ensure effective internal evaluation of the quality of studies and learning programmes as well as participation in the external evaluation of studies; strive for the systematic improvement of the quality of studies and learning programmes.
Research and Innovation Department	Strive for the quality of ongoing research and artistic activities; ensure the smooth organisation and provision of doctoral studies as well as the preparation and defence of dissertations, and the award of a doctoral degree; ensure effective internal evaluation of research and artistic activities as well as doctoral studies and participation in external evaluation; strive for systematic improvement of research and artistic activities as well as doctoral studies.
International Cooperation Department	Ensure the quality of the management of international cooperation in order to effectively set priorities for international cooperation; plan, implement, and evaluate the signing and implementation of international agreements; review the processes of the management of international cooperation.
Student Affairs Department	Ensure smooth management of student support and services that are not directly related to the study process covering student motivation and support system and career management; student counselling; organising and implementing their employment, inclusion and participation in the University activities; providing services of the accommodation in dormitories; ensure monitoring of graduate careers and management of services provided to them at the University.
Marketing and Communication Department	Ensure the management of effective and efficient communication at the University including studies, learning, research and artistic activities as well as doctoral studies, disseminate relevant information to stakeholders and the public, and develop and maintain the image of VMU.
Human Resources Department	Ensure effective management of VMU academic and non-academic staff to enhance the competences, professional development, and motivation of staff, attracting and retaining talented employees and providing safe and healthy working conditions.
Maintenance and Investment Department, Library, Finance Department	Ensure effective management of physical, information, and financial resources by providing the University students, academic and non-academic staff with necessary and appropriate resources for the

	implementation and support of studies, learning, research and artistic activities as well as activities of doctoral studies.
PARTICIPANTS	RESPONSIBILITY FOR QUALITY ASSURANCE
Teachers	Plan and provide study classes and teaching activities; organise and evaluate the independent work of students, unclassified students and doctoral students, counsel them; organise studies oriented to the individual needs of students (minor studies, *Academia cum laude* and Entrepreneurship Academy studies); carry out the assessment of study and learning achievements, participate in certifications of doctoral students; participate in academic mobility programmes and/or events for teachers as well as in the processes of updating study and learning programmes and improving the quality of studies; provide and fill in data in annual reports on research and artistic activities.
Researchers	Prepare research projects, plan, and carry out their implementation; prepare and review publications based on research results, publicise research results.
Artists	Prepare art projects, plan, and carry out their implementation; evaluate art projects; give masterclasses and participate in competitions; publicise the results of artistic activities.
Students and unclassified students	Participate in study classes and learning activities, organise one's independent work, assess the progress of one's studies and learning achievements, participate in the procedures for the assessment and recognition of formally, non-formally, and informally acquired competences or in their direct activities at or outside the University as well as in academic mobility programmes and/or events; provide feedback to improve the quality of studies and get involved in the implementation of the taken decisions for enhancement.
Doctoral students	Plan studies for the academic year, participate in classes of doctoral studies and other study activities, organise independent work, conduct research; participate in the evaluation of the achievements of doctoral studies and in the processes of the certification of doctoral students; participate in the public defence of dissertations. Fill in data on research and artistic activities in annual individual activity reports.
Study programme (field) committees	Review the structure of study programmes and plan studies for the academic year; evaluate and improve the procedures for the organisation and provision of studies; plan and carry out the collection, generalisation and publicising of feedback from stakeholders and other information about study programmes; carry out annual analysis and evaluation of the study programme; attest study courses of the first cycle and second cycle, integrated, and professional studies; participate in external evaluation of study fields; plan, implement and monitor the improvement of studies, publicise the results, review and adjust the improvement procedures and measures.

Committees of doctoral studies	Determine the annual fields of doctoral studies; implement, review and publicise the results; organise and carry out the admission to doctoral studies and review the admission procedures for doctoral students; provide doctoral studies, participate in the procedures for the defence of dissertations and the awarding of a doctoral degree; collect feedback from stakeholders and other information about doctoral studies and carry out an analysis of the data obtained, make decisions on the basis of it and publicise the results; review the procedures, methods, and measures of the internal evaluation of doctoral studies; participate in the external evaluation of doctoral studies; plan and carry out actions to improve doctoral studies, monitor their implementation and publicise the results.
Academic units	Participate in considering and updating strategic quality management components and annual activity directions, integrate them into annual activity plans; schedule and carry out the admission of students and unclassified students, analyse and improve admission procedures and results, carry out a publicity campaign for target audiences, advise schoolchildren on career issues, evaluate and recognize qualifications acquired abroad; plan studies and learning activities, organise the assessment of learning achievements, the assessment and recognition of formally, non-formally and informally acquired competences, collect and publicise information related to studies and learning, evaluate and improve the organisation and provision of studies and learning activities; coordinate the completion of study and learning programmes, organise and carry out the public defence of final theses and art projects, prepare and issue learning certificates; plan the activities of research clusters, prepare and carry out research and art projects, publicise the results of research and artistic activities, analyse and adjust the processes of carrying out research and artistic activities; plan and carry out the collection of feedback from stakeholders and other information about quality, summarise and publicise the results; review and adjust procedures, methods and measures of internal evaluation; participate in the external evaluation of studies, research and artistic activities as well as doctoral studies, publicise the results; plan and implement improvement activities, publicise the results of improvement actions, review and adjust improvement procedures; plan student career management activities, volunteering activities, implement volunteering programmes, ensure the inclusion of persons with disabilities, monitor graduate employability indicators; inform the public and promote the activities carried out, analyse the results of the implementation of communication and marketing activities; discuss the strategy of the management of human resources, determine the need for staff, select new employees; identify the need for physical and information resources, plan and allocate financial resources, plan and approve the annual documentation plan.
Non-academic units	Review newly prepared study programmes and participate in the planning of the development of doctoral studies; organise the admission of students, unclassified students and doctoral students; organise and carry out study and learning activities as well as activities of doctoral studies; ensure the management of the completion of study and learning programmes as well as doctoral studies; participate in the planning of the implementation of research and art projects and publicising of the results of these activities; analyse and adjust the procedures for carrying out research and artistic activities; carry out the internal evaluation of studies and learning programmes, research and artistic activities as well as doctoral studies; participate in the external evaluation; carry out improvement of studies, research and artistic activities as well as doctoral

	studies; review and adjust assessment and improvement procedures and measures. Ensure smooth management of non-academic support and services, monitoring of alumni careers, and management of services provided to them; ensure management of effective and efficient communication, disseminate information to stakeholders and the public, create and maintain the image of VMU; ensure effective management of academic and non-academic staff; ensure proper management of physical, information, and financial resources and services.
Student Representative Council	Participate in the updating of the procedures and rules for the admission to studies and learning activities; participate in the evaluation and improvement of procedures for organisation and provision of studies and learning activities as well as in the review and improvement of procedures for the completion of study and learning programmes; participate in the updating of the processes, responsibilities, methods and measures of internal assessment as well as processes of improving studies and learning programmes; participate in the implementation of the student motivation and support system, student counselling, organisation and implementation of student employment, contributing to the planning of accommodation in dormitories and mentoring of the self-government of dormitories.

The Management Representative for Quality authorized by VMU Rector shall be responsible for updating the *Quality Manual*, reviewing its links with the Standards and Guidelines for Quality Assurance in the European Higher Education Area and other requirements and priorities of higher education as well as international, national and institutional legal acts, and publicising of the *Quality Manual*. VMU *Quality Manual* shall be reviewed and updated at least once every 2 years. All units of the University may make suggestions for the improvement of this document according to their areas of responsibility. The submitted proposals shall be considered and approved by VMU Rector's Council and Senate.

When monitoring and updating the *Quality Manual*, the Management Representative for Quality shall perform the following functions: review the *Quality Manual*, organise its evaluative analysis, systematise the results of the analysis; initiate actions to improve the *Quality Manual* based on feedback from stakeholders. The Management Representative for Quality shall also ensure the dissemination and awareness of the *Quality Manual* within the University community.

4. QUALITY ASSURANCE PROCESSES FOR STUDIES, LEARNING, RESEARCH, ARTISTIC ACTIVITIES, AND DOCTORAL STUDIES

4. QUALITY ASSURANCE PROCESSES FOR STUDIES, LEARNING, RESEARCH, ARTISTIC ACTIVITIES, AND DOCTORAL STUDIES

The quality assurance processes of studies, learning, research, artistic activities, and doctoral studies are divided into 3 groups, and the quality enhancement of each of them involves 4 stages:

- Quality assurance of STRATEGIC PROCESSES – determination, implementation, review, and renewal of quality management principles, objectives, values, and other components related to studies and learning activities, research and artistic activities as well as doctoral studies.
- Quality assurance of CORE PROCESSES – planning, implementation, evaluation and improvement of actions related to the management of studies and learning activities, research and artistic activities as well as doctoral studies.
- Quality assurance of SUPPORTING PROCESSES – planning, implementation, evaluation, and improvement of processes that supplement the management of studies and learning activities, research and artistic activities as well as doctoral studies (management of international cooperation, non-academic support, marketing and communication, human, information, and financial resources).

The interaction of VMU quality assurance processes is illustrated in Figure 3. Detailed descriptions of the processes are provided in Section 4.1–4.3, discussing the aim of each process, providing a brief description of the process, the participants, legal acts of VMU regulating the process, detailed processes and participants, and the indicators demonstrating the implementation of the process.

The implementation of the processes is ensured by their coordinators: the main coordinators, i.e., top-level University managers (Rector, Vice-Rectors and Director of Administration) and coordinating non-academic units that contribute to the planning, implementation, evaluation, and improvement of specific processes – strategic, core, and supporting processes. Coordinators involve other relevant participants – individuals or units – to effectively participate in the detailed processes and to achieve the intended indicators. The annual indicators listed in the *Quality Manual* integrate the indicators of VMU Strategic Plan for 2021–2027 and other key indicators monitored by the University. Systematized annual indicators with a detailed description are presented in Annex No. 1.

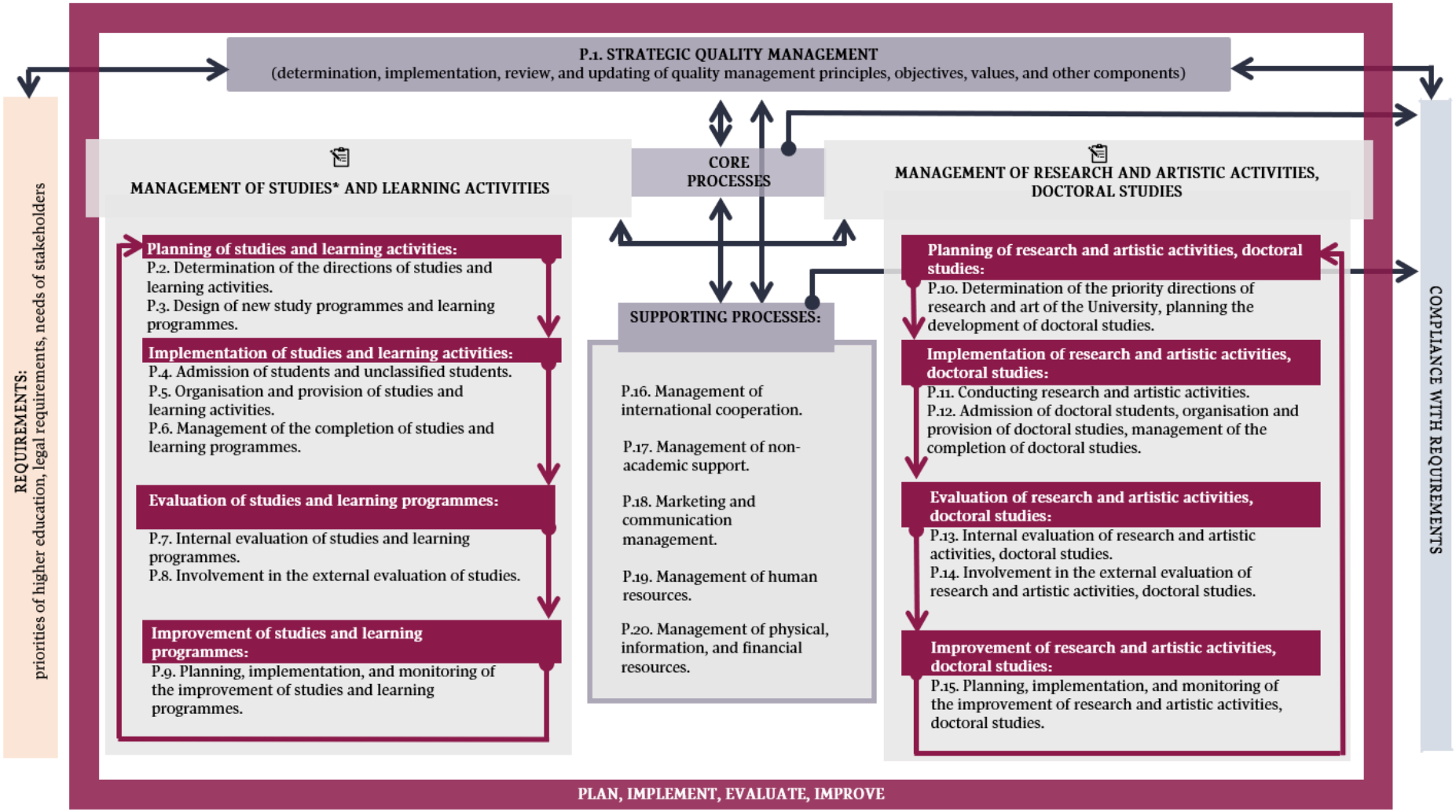
Quality assurance of strategic, core, and supporting processes consists of detailed processes, whose quality improvement is also defined in terms of the stages of planning, implementation, evaluation, and improvement. All processes are guided by the following key VMU documents:

- Statute of VMU.
- VMU Strategic Plan for 2021–2027.

- VMU Language Policy Guidelines.
- Disability Policy of VMU: “University of Inclusive Opportunities”.
- VMU Gender Equality Plan.

The list of other primary documents regulating detailed processes is presented in the description of each process in Sections 4.1 to 4.3 as well as in Annex No. 2. The processes are also set in the regulations of VMU units, specifying the tasks and functions being carried out, the organisation of activities and responsibilities.

FIG. 3. INTERACTION OF VMU QUALITY ASSURANCE PROCESSES



* First cycle and second cycle, integrated, and professional studies

4.1. Strategic processes

P.1.	PROCESS “Strategic Quality Management”		
AIM OF THE PROCESS			
Strive for the compliance of strategic quality management with Standards and Guidelines for Quality Assurance in the European Higher Education Area, with other international and national higher education priorities and regulations as well as with the University strategy.			
BRIEF DESCRIPTION OF THE PROCESS			
The process involves defining, implementing, publicising, reviewing, and updating principles, objectives, processes, responsibilities, and indicators of the quality management of studies and learning, research and artistic activities as well as doctoral studies.			
PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Rector	Other participants in the process:	Vice-Rectors, Rector’s Council, Senate, academic units, Strategy Implementation Monitoring and Analysis Unit and other non-academic units
Coordinating units:	Research and Innovation Department, Study Department		
MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS			
❍ Study Regulations of VMU describe the study quality processes and the division of responsibilities for ensuring study quality.			

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	**Participants**
Establishing quality management principles, objectives, processes, responsibilities, and indicators *(planning)*	Rector, Vice-Rectors, Rector's Council, Senate, academic units, Strategy Implementation Monitoring and Analysis Unit, and other non-academic units
Implementation of quality management processes to achieve the intended quality indicators *(implementation)*	Academic and non-academic units
Monitoring and publicising the achievement of quality indicators, providing recommendations *(evaluation)*	Strategy Implementation Monitoring and Analysis Unit
Reviewing and updating quality management principles, objectives, processes, responsibilities, and indicators *(evaluation and improvement)*	Rector, Vice-Rectors, Rector's Council, Senate, academic units, Strategy Implementation Monitoring and Analysis Unit, and other non-academic units
INDICATORS	
I.1.1.	Percentage of the implemented monitoring indicators of the University Strategic Action Plan

4.2. Core processes

4.2.1. Processes of management of studies and learning activities

P.2.	PROCESS "Determination of the directions of studies and learning activities"		
AIM OF THE PROCESS			
Based on international and national study priorities, the University strategy, the internal analysis of the quality of studies and learning activities and its results, ensure the justification of the annual directions of studies and learning activities.			
BRIEF DESCRIPTION OF THE PROCESS			
The process involves determining annual directions of studies and learning activities, implementing, monitoring, and publicising these activities, reviewing and improving the procedures for determining directions of studies and learning activities.			
PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Studies	Other participants in the process:	Rector's Council, academic and non-academic units
The coordinating unit:	Study Department (SD)		
MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS			
❍ Study Regulations of VMU define the requirements that are followed in the implementation of the annual directions of studies and learning activities. ❍ Annual Activity Plans of VMU involve the planning of activities of the University, which is based on the objectives and tasks of the Strategy and integrates the implementation of annual directions of studies and learning activities.			

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Review of annual directions of studies and learning activities *(planning)*	Vice-Rector for Studies, Rector's Council, SD
Integration of annual directions of studies and learning activities into the annual activity plans of units, determination of implementation measures and distribution of responsibilities *(planning)*	Academic units, SD, and other non-academic units
Implementation of annual directions of studies and learning activities *(implementation)*	Academic units, non-academic units
Monitoring and publicising of the implementation of annual directions of studies and learning activities, provision of recommendations *(evaluation)*	Vice-Rector for Studies, Rector's Council, SD
Evaluation and improvement of procedures for the review of annual directions of studies and learning activities *(evaluation and improvement)*	Vice-Rector for Studies, Rector's Council, SD

INDICATORS	
I.2.1	Percentage of monitoring indicators implemented as part of the University Strategic Action Plan covering studies

P.3.	PROCESS “Design of new study and learning programmes”

AIM OF THE PROCESS
Ensure the compliance of the study programmes of the first cycle and second cycle, integrated, and professional studies as well as learning programmes under design with internal and external study and learning priorities, regulation, and needs of stakeholders; strive for the purposefulness and consistency of the programmes being designed.

BRIEF DESCRIPTION OF THE PROCESS
The process involves initiating new study programmes of the first cycle and second cycle, integrated, and professional studies as well as learning programmes; preparing, evaluating, correcting, and publicising the description of the programme and accompanying documents; updating the procedures for the preparation of new study and learning programmes.

PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Studies	Other participants in the process:	International Cooperation Department (ICD), Marketing and Communication Department (MCD), initiators and organisers of study and learning programmes, Council of the Faculty, Council of the Academy, Rector’s Council, Senate
The coordinating unit:	Study Department (SD)		

MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS
❍ Study Regulations of VMU define the main principles of the development of study and learning programmes and the division of responsibilities. ❍ Description of Procedure for Study Quality Assurance at VMU describes in more detail processes and measures for ensuring the quality of studies in the preparation of study programmes. ❍ Description of Procedure for Study Course Attestation at VMU determines the evaluation of the compliance of the study courses with the objectives and learning outcomes of the study programme, the requirements of the study process and evaluation system according to the established criteria. ❍ Description of Procedure for Organization of Non-formal Adult Education at VMU regulates the preparation, approval, and funding of learning programmes as well as the division of responsibilities and functions at the University.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Consideration of the idea of and need for a study programme in the Rector's Council *(planning)*	Initiators of the study programme, Vice-Rector for Studies, Rector's Council, SD, ICD
Description and consideration of the concept of the study programme in the Council of the Faculty, the Council of the Academy *(planning)*	Initiators of the study programme, Council of the Faculty, Council of the Academy
Preparation of the description of the study and learning programme and accompanying documents following the requirements *(implementation)*	Developers of the study and learning programme
Consideration and approval of the description of the study and learning programme and accompanying documents *(evaluation)*	For study programmes – Rector's Council, Senate, SD, ICD; for learning programmes – Council of the Faculty, Council of the Academy
Corrections to the description of the study programme and accompanying documents, submission of the description and accompanying documents to the Centre for Quality Assessment in Higher Education, registration and publicising of the study programme *(improvement)*	Developers of the study programme, SD, MCD
Review and adjustment of procedures for the development of new study and learning programmes *(evaluation and improvement)*	Vice-Rector for Studies, SD, ICD, Council of the Faculty, Council of the Academy

INDICATORS	
I.3.1.	Percentage of new double diploma and joint study programmes
I.3.2.	Percentage of new online study programmes

P.4.	PROCESS “Admission of students and unclassified students”		
AIM OF THE PROCESS			
Ensure the compliance of the admission of students and unclassified students of the first cycle and second cycle, integrated, and professional studies to the University with the internal and external legal regulation of studies, the requirements applicable to this process, and the needs of candidates to studies and learning activities.			
BRIEF DESCRIPTION OF THE PROCESS			
The process involves planning admission to studies and learning activities; conducting a publicity campaign for target audiences; advising schoolchildren on career issues; assessing and recognising qualifications acquired abroad; coordinating and conducting admission of students and unclassified students to the University; analysing and improving admission procedures and results.			
PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Studies	Other participants in the process:	Marketing and Communication Department (MCD), International Cooperation Department (ICD), Student Affairs Department (SAD), academic units, Rector’s Council, Senate, Student Representative Council (SRC)
The coordinating unit:	Study Department (SD)		
MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS			
❍ Study Regulations of VMU describes the principles of the procedure for admission of students and unclassified students to the first cycle and second cycle, integrated and professional studies, and the regulation of this process. ❍ Rules for Admission to the First Cycle and Integrated Studies at VMU establish the principles and admission criteria according to which applicants are admitted to the first cycle and integrated studies organised in a certain year. ❍ Rules for Admission to the Second Cycle Studies at VMU lay down the procedure for admission to the second cycle study programmes. ❍ Description of Policy on Academic Recognition of Competences and Qualifications at VMU defines the principles, responsibilities, and means of the implementation of the assessment and recognition of competences acquired during previous formal and non-formal learning. ❍ Description of Procedure for Assessment and Academic Recognition of the Qualification Acquired Abroad at VMU regulates the course and responsibilities of the process of assessment and recognition of qualifications acquired in another country. ❍ Rules for the Admission of Persons Who Have Received Their Education in Foreign Countries and of Foreign Citizens Who Have Received Their Education in Lithuania to the First and Second Cycle Study Programs of VMU Implemented in a Language Other than Lithuanian in 2022 and 2023 establish the procedure for the admission of foreigners to studies.			

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	**Participants**
Planning admission to studies and learning activities, implementation of the publicity campaign *(planning)*	Vice-Rector for Studies, SD, MCD, ICD, academic units
Individual consultations on career and education on career management for schoolchildren *(planning)*	SAD, MCD, academic units
Approval and publication of rules and procedures for admission to studies *(planning)*	SD, MCD, ICD, Vice-Rector for Studies, Rector's Council, Senate
Recognition of documents certifying education and qualifications acquired abroad *(implementation)*	ICD
Coordination and implementation of the admission of students and unclassified students *(implementation)*	SD, ICD, MCD, academic units
Analysis and publicising of the results of admission to studies and learning activities *(evaluation)*	SD, MCD, Vice-Rector for Studies, Rector's Council, academic units
Updating and publicising the procedures and rules for admission to studies and learning activities *(evaluation, improvement)*	Vice-Rector for Studies, Rector's Council, SD, MCD, ICD, academic units, SRC

INDICATORS	
I.4.1.	Number of students admitted to the first study year
I.4.2.	Proportion of admitted foreign students to the total number of students admitted to the first study year
I.4.3.	Number of students who have chosen studies at VMU as their first priority
I.4.4.	Number of admitted unclassified students

P.5.	PROCESS “Organisation and provision of studies and learning activities”		
AIM OF THE PROCESS			
Strive for the smooth organisation and provision of the first cycle and second cycle, integrated, and professional studies and learning activities, taking into consideration the needs of study and learning participants, principles of academic ethics, and internal and external legal regulation of studies.			
BRIEF DESCRIPTION OF THE PROCESS			
The process involves planning studies and learning activities according to the needs of the participants in these activities; providing study classes and learning activities; organising independent work of students and unclassified students as well as counselling them; organising and implementing the assessment of study and learning achievements; assessing and recognising formally, non-formally and informally acquired competences; collecting and disseminating information related to studies and learning; and evaluating and improving the organisation and provision of studies and learning activities.			
PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Studies	**Other participants in the process:**	International Cooperation Department (ICD), Marketing and Communication Department (MCD), Student Affairs Department (SAD), academic units, study programme (field) committees (Committees), teachers, students, and unclassified students, Student Representative Council (SRC)
The coordinating unit:	Study Department (SD)		
MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS			
❍ Study Regulations of VMU describe processes of the organisation of the first cycle, second cycle, integrated, and professional studies at the University and regulates the procedure for the organisation of such studies. ❍ Code of Academic Ethics of VMU describes the norms of professional ethics of members of VMU community related to the study process. ❍ Order on Organization of Individual Studies describes individual studies based on the study principles of *Artes liberales* and provided on the basis of curatorship. ❍ Description of Organization of Supplementary Studies at VMU describes the organisation of supplementary studies (studies covering courses of the first cycle studies which have not been studied by applicants to the second cycle studies). ❍ VMU Provisions on Prevention of Plagiarism in Student Written Works are intended for the community to foster a culture of academic ethics and prevent plagiarism in student written works in all study cycles.			

- Description of the Procedure of Monitoring of Student Learning Achievements and Providing Assistance to Students at VMU describes the organisation and implementation of the monitoring of student learning achievements and the provision of assistance to students as well as provides for the improvement of the organisation of studies.
- Description of Procedure for Organization of Minor Studies describes the procedure for organising minor studies for students and unclassified students.
- Description of Procedure for Submission of an Individual Study Schedule at VMU describes the requirements for the individual study schedule for a semester and defines the provision of studies according to the individual study schedule.
- Description of Internship Organization Procedures at VMU describes the organisation of internships performed during studies as well as the assessment of achievements and the procedure for validation.
- Description of Procedure for Validation of Learning Outcomes at VMU establishes the principles of and procedure for the validation of learning outcomes achieved by persons at higher education institutions of Lithuania or foreign countries.
- Description of the Interim Student Rotation Procedure at VMU describes the procedure for changing the funding of studies for students studying in the first cycle and integrated studies taking into account students' achievements.
- VMU Description of Procedure for Assessment and Recognition of Competences Acquired through Non-Formal and Informal Education describes the consistent course of actions and processes of the assessment of personal competences at the University.
- Description of Procedure for Organization of Non-Formal Adult Education at VMU describes the coordination of non-formal education activities, the preparation, approval, and financing of non-formal education programmes as well as the division of responsibilities and functions at the University.
- Description of Procedure for Organization of Online Studies at VMU regulates the assessment of the suitability and attestation of study courses for online and blended distance studies; the registration of users and counselling them in the online learning environment of VMU; describes the activities of study units, teachers, and students; defines intermediate and final assessment in the online learning environment of VMU; specifies the requirements for the environment of online and blended studies and the video conferencing system.
- VMU Regulations for Submission of Appeals Regarding Evaluation of Learning Outcomes and/or Assessment Procedure regulate the procedure for the submission of appeals by the University students and unclassified students and regulate the appeal hearing procedure.
- Description of the Procedures for Payment and Refund of Tuition Fees at VMU regulate the procedure for payment and refund of tuition fees at the University for students of the first cycle, second cycle, integrated, and professional studies and unclassified students.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Reviewing the structure of study programmes and planning studies for the academic year *(planning)*	Committees, academic units, Vice-Rector for Studies, SD, ICD
Preparation, approval and publicising of the study timetable and plans for learning activities *(planning)*	Academic units, SD, ICD
Organisation and implementation of registration to study courses and learning activities, preparation of the student's individual plan *(planning, implementation)*	Students and unclassified students, academic units, SD, SAD
Planning and provision of study classes and teaching activities, organisation of independent work of students and unclassified students, counselling students and unclassified students *(implementation)*	Teachers, students, and unclassified students
Organisation and provision of studies to meet individual needs of students – mentoring of the first cycle students in their first year of studies, minor studies, *Academia cum laude*, Entrepreneurship Academy *(implementation)*	Academic units, SD, SAD, ICD, teachers, students
Assessment and recognition of competences acquired formally, non-formally, and informally *(implementation)*	Academic units, SD, ICD, teachers, students, and unclassified students
Organisation and provision of studies oriented towards increasing internationality – planning, organisation and provision of academic mobility of students and teachers, "mobility windows" in study programmes, "certificate of internationality", offer of foreign languages *(implementation)*	ICD, SD, academic units, teachers, students
Organisation, carrying out, and monitoring of the assessment of study and learning achievements *(implementation)*	Teachers, students, and unclassified students, academic units, SD, ICD
Administration and analysis of data related to studies and learning activities as well as provision of this data to interested parties *(implementation, evaluation)*	SD, ICD, academic units
Evaluation and improvement of procedures for organisation and implementation of studies and learning activities *(evaluation and improvement)*	Vice-Rector for Studies, SD, ICD, academic units, Committees, SRC

INDICATORS	
I.5.1.	Total number of students
I.5.2.	Proportion of drop-outs
I.5.3.	Number of foreign students
I.5.4.	Proportion of VMU students and teachers participating in exchanges
I.5.5.	Number of persons who have participated in the evaluation of competences acquired through non-formal learning

P.6.	PROCESS “Management of the completion of studies and learning programmes”		
AIM OF THE PROCESS			
Ensure the compliance of the processes of and procedures for the completion of the first cycle and second cycle, integrated, and professional studies and learning programmes with the internal and external legal regulation of studies and the compliance with the requirements applicable to this process.			
BRIEF DESCRIPTION OF THE PROCESS			
The process involves coordinating and supervising the completion of study and learning programmes; organising and carrying out public defence of final theses and art projects; preparing and issuing diplomas and diploma supplements as well as study certificates; reviewing and improving procedures for the completion of study and learning programmes.			
PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Studies	Other participants in the process:	Student Affairs Department (SAD), International Cooperation Department (ICD), Marketing and Communication Department (MCD), Library, academic units, students, and unclassified students, Student Representative Council (SRC)
The coordinating unit:	Study Department (SD)		
MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS			
❍ Study Regulations of VMU describe the processes of completion of the first cycle and second cycle, integrated, and professional studies and regulates the university graduation procedure. ❍ Code of Academic Ethics of VMU describes the norms of professional ethics of members of VMU community related to the study process. ❍ VMU Provisions on Prevention of Plagiarism in Student Written Works are intended for the community to foster a culture of academic ethics and prevent plagiarism in student written works in all study cycles. ❍ General Order on the Preparation and Defence of the Final Theses describes the general requirements for the preparation and defence of final theses in the first cycle and second cycle, integrated, and professional studies. ❍ VMU Regulations for Submission of Appeals Regarding Evaluation of Learning Outcomes and/or Assessment Procedure regulate the procedure for the submission of appeals by the University students and unclassified students and regulate the appeal hearing procedure. ❍ VMU Student and Listener Settlement with the University Procedure Description regulates the procedure for the University student and unclassified student settlement with the University and the responsibilities of the University units.			

- Order on Organization of Individual Studies describes individual studies based on the study principles of *Artes liberales* and provided on the basis of curatorship and their completion procedures.
- Description of Organization of Supplementary Studies at VMU describes the organisation of supplementary studies (studies covering courses of the first cycle studies which have not been studied by applicants to the second cycle studies) and their completion procedures.
- Description of Procedure for Organization of Minor Studies describes the procedure for organisation of minor studies for students and unclassified students and procedure for completion of such studies.
- Description of Procedure for Accumulation and Storage of Electronic Documents of Final Theses, Doctoral Dissertations and Their Summaries at VMU establishes the purposes of collecting ETD works of the University students, the procedure for submission and use, rights, duties, and responsibilities of the participants in the submission process.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Planning of the preparation of final theses and art projects, approval and publicising of topics *(planning)*	Academic units
Organisation and carrying out of public defence of final theses and art projects *(implementation)*	Academic units, students
Preparation, printing, and registration of diplomas, diploma supplements, and study certificates *(implementation)*	SD, academic units, MCD
Organisation and performance of graduation ceremonies *(implementation)*	MCD, academic units, SAD, students
Implementation of student and unclassified student settlement with the University *(implementation)*	SAD, SD, ICD, Library, academic units, students, and unclassified students
Review and improvement of procedures for the completion of study and learning programmes *(evaluation and improvement)*	Vice-Rector for Studies, SD, academic units, SRC

INDICATORS	
I.6.1.	Proportion of students who have successfully completed studies
I.6.2.	Proportion of persons who have participated in professional development activities

<table>
<tr><td>P.7.</td><td colspan="3">PROCESS
“Internal evaluation of studies and learning programmes”</td></tr>
<tr><td colspan="4">AIM OF THE PROCESS</td></tr>
<tr><td colspan="4">Ensure the compliance of studies and learning programmes with internal and external study and learning priorities, regulation, and needs of stakeholders; strive for the involvement of stakeholders and the sufficiency and consistency of publicising the results of the evaluation of studies and learning programmes.</td></tr>
<tr><td colspan="4">BRIEF DESCRIPTION OF THE PROCESS</td></tr>
<tr><td colspan="4">The process involves collecting and analysing feedback from stakeholders and other information on studies and learning programmes; making and publicising decisions on the basis of the results of the analysis of the relevant information; and reviewing and adjusting internal evaluation procedures, methods, and measures.</td></tr>
<tr><td colspan="4">PARTICIPANTS IN THE PROCESS</td></tr>
<tr><td>Main coordinator of the process:</td><td>Vice-Rector for Studies</td><td rowspan="2">Other participants in the process:</td><td rowspan="2">Student Affairs Department (SAD), International Cooperation Department (ICD), academic units, Council of the Faculty, Council of the Academy, study programme (field) committees (hereinafter referred to as “Committees”), commissions of attestation of group A study courses (hereinafter referred to as “Commissions”), teachers, students, and unclassified students, Rector’s Council, Senate, Student Representative Council (SRC)</td></tr>
<tr><td>The coordinating unit:</td><td>Study Department (SD)</td></tr>
<tr><td colspan="4">MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS</td></tr>
<tr><td colspan="4">❍ Study Regulations of VMU define the processes of evaluating the studies and the division of responsibilities.
❍ Description of Procedure for Study Quality Assurance at VMU describes in more detail processes of evaluating the quality of studies and the responsibilities of the participants.
❍ Description of Procedure of Feedback for Improvement of Quality of Studies at VMU regulates the collection, analysis, generalisation, and publication of feedback from stakeholders.
❍ Description of Procedure for Study Course Attestation at VMU determines the evaluation of the compliance of the study courses with the objectives and learning outcomes of the study programme, the requirements of the study process and evaluation system according to the established criteria.</td></tr>
</table>

❍ Description of Procedure for Organization of Non-Formal Adult Education at VMU regulates the processes of the approval of learning programmes.	
DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Identification of the need for feedback from stakeholders (hereinafter referred to as "feedback") and other information about the studies and learning programmes; providing for deadlines for evaluation, responsibilities and methods; selection or preparation of measures *(planning)*	SD, SAD, ICD, academic units, Committees
Collection, generalisation, and publicising of feedback and other information on the studies and learning programmes *(implementation)*	SD, SAD, ICD, academic units, teachers, students, and unclassified students, Committees
Annual analysis, evaluation, and publicising of feedback and other information on studies and learning programmes *(implementation)*	Committees, academic units, SD
Annual analysis, evaluation, and publicising of the information about the study field *(implementation)*	Council of the Faculty, Council of the Academy, SD
Attestation of courses of the first cycle and second cycle, integrated, and professional studies *(implementation)*	Committees, Commissions
Evaluation, approval, and publicising of the results of the analysis of studies and major updates of the study programmes *(implementation)*	Council of the Faculty, Council of the Academy, Vice-Rector for Studies, Rector's Council, Senate, SD
Review and adjustment of the internal evaluation process, responsibilities, methods, and measures *(evaluation and improvement)*	Vice-Rector for Studies, SD, SAD, ICD, academic units, SRC

INDICATORS	
I.7.1.	Percentage of student satisfaction with the quality of studies
I.7.2.	Evaluation percentage of student satisfaction with study resources
I.7.3.	Average of the evaluation of teaching quality
I.7.4.	Evaluation of the quality of studies from the teachers' point of view

P.8.	PROCESS "Involvement in the external evaluation of studies"

AIM OF THE PROCESS
Ensure accurate and timely analysis, generalisation and dissemination of information required for the external evaluation of the fields of the first cycle and second cycle, integrated, and professional studies; strive for recognition and maximum period of accreditation of study fields; and ensure collection, analysis, generalisation and dissemination of information about studies required for the institutional evaluation.

BRIEF DESCRIPTION OF THE PROCESS
The process involves analysing information intended for the evaluation of study fields and information about studies intended for the institutional evaluation; preparing, evaluating, and correcting the self-evaluation report and its annexes as well as publicising the results; organising and attending meetings with external experts; reviewing procedures for the involvement in the external evaluation of study fields.

PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Studies	Other participants in the process:	Persons responsible for the preparation of the self-evaluation report, academic units, study programme (field) committees (Committees), teachers, students, non-academic units, Student Representative Council (SRC)
The coordinating unit:	Study Department (SD)		

MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS
❍ Study Regulations of VMU define the main principles of the participation in the external evaluation of study fields and the division of responsibilities. ❍ Description of Procedure for Study Quality Assurance at VMU describes in more detail processes and measures of external evaluation of the quality of studies in analysing studies. ❍ Description of Procedure for Study Course Attestation at VMU determines the evaluation of the compliance of the provided study courses with the objectives and outcomes of the study programme, the requirements of the study process and evaluation system according to the established criteria.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Consideration of the plan for the external evaluation of study fields; providing for deadlines, responsibilities, and resources for the involvement in the external evaluation of studies *(planning)*	Vice-Rector for Studies, SD, persons responsible for the preparation of the self-evaluation report, academic units, Committees
Collection, analysis, generalisation of data for the external evaluation of studies; preparation of the study field self-evaluation report and its annexes *(implementation)*	Persons responsible for the preparation of the self-evaluation report, academic units, teachers, students, SD, and other non-academic units
Assessment of the study field self-evaluation report and its annexes *(evaluation)*	SD
Corrections to the self-evaluation report of the study field and annexes, submission of the report to the Centre for Quality Assessment in Higher Education, publicising of the self-evaluation results *(improvement)*	Persons responsible for the preparation of the self-evaluation report
Participation in external evaluation meetings with experts *(implementation)*	Persons responsible for the preparation of the self-evaluation report, academic and non-academic units, teachers, students, SRC
Getting acquainted with the conclusions of the external evaluation, responding to, and publicising of these conclusions *(implementation)*	Persons responsible for the preparation of the self-evaluation report, SD
Review of the involvement in external evaluation of studies, adjustment of procedures and responsibilities *(evaluation, improvement)*	Vice-Rector for Studies, SD, academic units, Committees, SRC

INDICATORS	
I.8.1.	Results of the evaluation of study fields
I.8.2.	Study field accreditation duration
I.8.3.	Results of the evaluation of studies in the institutional external evaluation

P.9.	PROCESS “Planning, implementation, and monitoring of the improvement of studies and learning programmes”

AIM OF THE PROCESS
Strive for the systematic improvement of studies and learning programmes on the basis of the results of feedback and other information related to the evaluation of the quality of studies and learning programmes.

BRIEF DESCRIPTION OF THE PROCESS
The process involves planning the improvement of the first cycle and second cycle, integrated, and professional studies as well as learning programmes; performing improvement actions, monitoring their implementation, and publicising the results; reviewing and adjusting improvement procedures and measures.

PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Studies	Other participants in the process:	Academic units, study programme (field) committees (Committees), teachers, Council of the Faculty, Council of the Academy, Rector’s Council, Senate, Student Representative Council (SRC)
The coordinating unit:	Study Department (SD)		

MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS
❍ Study Regulations of VMU describe the study quality processes and the division of responsibilities for improving study quality. ❍ Description of Procedure for Study Quality Assurance at VMU describes in more detail processes and measures of improving the quality of studies. ❍ Description of Procedure of Feedback for Improvement of Quality of Studies at VMU regulates the use of the feedback collected from stakeholders for the purposes of improving the quality of studies.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Preparation and implementation of plans for the improvement of study programmes *(planning and implementation)*	Committees, teachers, students, academic units, SD
Planning and implementation of actions to improve the study field *(planning and implementation)*	Council of the Faculty, Council of the Academy, teachers, students, academic units, SD

Updating study and learning programmes *(implementation)*	Committees, teachers, academic units, Vice-Rector for Studies, Rector's Council, Senate, SD
Monitoring of study quality improvement actions and publicising of results *(evaluation)*	Committees, Council of the Faculty, Council of the Academy, Rector's Council, SD
Review and adjustment of the process, responsibilities, and measures for improving the studies and learning programmes *(improvement)*	Vice-Rector for Studies, SD, committees, Council of the Faculty, Council of the Academy, SRC
INDICATORS	
I.9.1.	Percentage of the implemented improvement actions of the study programme

4.2.2. Processes of management of research and artistic activities, doctoral studies

<table>
<tr><td>P.10.</td><td colspan="3">PROCESS
“Determination of the priority directions of research and art of the University, planning the development of doctoral studies”</td></tr>
<tr><td colspan="4">AIM OF THE PROCESS</td></tr>
<tr><td colspan="4">Strive for the justification and efficiency of annual directions of research and artistic activities as well as doctoral studies, taking into account international and national priorities of research, art and doctoral studies, the University Strategy, internal quality analysis and its results.</td></tr>
<tr><td colspan="4">BRIEF DESCRIPTION OF THE PROCESS</td></tr>
<tr><td colspan="4">The process involves determining annual directions of research and art as well as doctoral studies; implementing, monitoring, and publicising these activities, reviewing and adjusting the procedures for determining annual directions.</td></tr>
<tr><td colspan="4">PARTICIPANTS IN THE PROCESS</td></tr>
<tr><td>Main coordinator of the process:</td><td>Vice-Rector for Research</td><td rowspan="2">Other participants in the process:</td><td rowspan="2">Non-academic and academic units, committees of doctoral studies, Rector’s Council</td></tr>
<tr><td>The coordinating unit:</td><td>Research and Innovation Department (RID)</td></tr>
<tr><td colspan="4">MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS</td></tr>
<tr><td colspan="4">❍ Regulations Governing Organization of Research and Experimental Development at VMU define the procedure for organising priority research and artistic activities at the University.
❍ Regulations of Research Clusters at VMU describe the organisation of the activities of research clusters at the University.
❍ Regulations of Science Foundation of VMU define the procedure for allocating funds to the most active teachers and research workers (groups of teachers and research workers) as well as to doctoral students for the most significant annual research (artistic) results.</td></tr>
<tr><td colspan="4">DETAILED PROCESSES AND PARTICIPANTS</td></tr>
</table>

Detailed processes	Participants
Review of the annual directions of research and artistic activities and doctoral studies *(planning)*	Vice-Rector for Research, Rector's Council, committees of doctoral studies, RID
Allocation of funds and research positions for priority research directions according to the results of research and artistic activities *(planning)*	Vice-Rector for Research, RID
Integration of the annual directions of research and artistic activities as well as of doctoral studies into the annual activity plans of the units; planning the activities of research clusters *(planning)*	Academic units, committees of doctoral studies, RID and other non-academic units
Implementation of the annual directions of research and artistic activities as well as of doctoral studies *(implementation)*	Academic units, committees of doctoral studies, non-academic units
Monitoring and publicising of the implementation of the annual directions of research and artistic activities as well as of doctoral studies *(evaluation)*	Vice-Rector for Research, Rector's Council, academic units, committees of doctoral studies, RID, and other non-academic units
Evaluation and improvement of the review procedures of the annual directions of research and artistic activities as well as of doctoral studies *(evaluation and improvement)*	Vice-Rector for Research, Rector's Council, RID

INDICATORS	
I.10.1.	Percentage of monitoring indicators implemented as part of the University Strategic Action Plan covering research and artistic activities

P.11.	PROCESS “Conducting research and artistic activities”		
AIM OF THE PROCESS			
Strive for the quality of research and art on the basis of international and national priorities of higher education, the University Strategy, the results of internal evaluation and the results of feedback from the annual evaluation of research and experimental development and artistic activities of universities and research institutes.			
BRIEF DESCRIPTION OF THE PROCESS			
The process involves preparing research and art projects; planning implementation; collecting, analysing, generalising, and publishing research data; carrying out, evaluating, and publicising art projects; reviewing the processes of carrying out research and artistic activities.			
PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Research	Other participants in the process:	Academic units, researchers, artists, Library
The coordinating unit:	Research and Innovation Department (RID)		
MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS			
❍ Regulations Governing Organization of Research and Experimental Development at VMU define the procedure for organising priority research and artistic activities at the University. ❍ Guidelines for Open Access to Scientific/Scholarly Publications and Research Data of VMU regulate the basic principles, procedures and responsibilities for making scientific/scholarly publications and research data available at the University open access. ❍ Description of Procedure for Award of Research Efficiency Bonuses for Research Dissemination at VMU regulate the review, registration and application of society-relevant research articles, comments and interviews as well as motivational measures to disseminate this research information. ❍ Regulations of Research Clusters at VMU describe the organisation of the activities of research clusters at the University. ❍ Descriptions of the Minimum Qualification Requirements for Teaching and Research Staff at VMU set out the requirements for academic staff working in the fields of the Humanities, Social Sciences, Natural Sciences, Technological Sciences and Agricultural Sciences and Arts. ❍ Description of Procedure for Organization of Certification of Teachers and Researchers at VMU regulates the procedure for the organisation of the certification of teachers and research workers of the University, deadlines and conduct of the process.			

❍ Procedure for Organisation of Extraordinary Certification of VMU Teachers and Researchers regulates the announcement and organisation of the extraordinary certification of teachers and research workers of the University.	
DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Preparation of research and art projects, planning the implementation of research and art projects *(planning)*	Researchers, artists, academic units, RID
Collection, analysis, and generalisation of research data; preparation and review of research-based publications *(implementation)*	Researchers
Carrying out of art projects and their evaluation; giving master classes, participation in competitions *(implementation)*	Artists
Publicising the results of research and artistic activities *(implementation)*	Researchers, artists, academic units, RID, Library
Analysis and adjustment of the processes of carrying out research and artistic activities *(evaluation and improvement)*	Vice-Rector for Research, RID, researchers, artists, academic units

INDICATORS	
I.11.1.	Number of articles in international scientific/scholarly journals with a citation index
I.11.2.	Number of joint articles with foreign authors in international scientific/scholarly journals with a citation index
I.11.3.	Number of quires of monographs published by recognized international publishing houses
I.11.4.	Number of startups and (implemented) innovations

P.12.	PROCESS “Admission of doctoral students, organisation and provision of doctoral studies, management of the completion of doctoral studies”		
AIM OF THE PROCESS			
Strive for an increase in the quality and efficiency of doctoral studies.			
BRIEF DESCRIPTION OF THE PROCESS			
The process involves organising and carrying out admission to doctoral studies; providing doctoral studies; preparing, defending dissertations and awarding a doctoral degree; reviewing the procedures for the admission of doctoral students; analysing and adjusting the procedures for the organisation, provision, and completion of doctoral studies.			
PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Research	Other participants in the process:	International Cooperation Department (ICD), academic units, committees of doctoral studies, doctoral students and their supervisors, teachers, Rector’s Council, Senate
The coordinating unit:	Research and Innovation Department (RID)		
MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS			
❍ Regulations of Doctoral Studies cover the main principles of the admission to the third cycle studies, the distribution of responsibilities, the selection criteria and admission process, coordination and course of doctoral studies, examination and certification of doctoral students, the provision of academic support to doctoral students, the procedure for the preparation and defence of the dissertation, and awarding of a doctoral degree at VMU. ❍ Procedures for Competition for Doctoral Studies set out the requirements and procedures for the admission to doctoral studies of the relevant research study fields. ❍ Description of Procedure for Accumulation and Storage of Electronic Documents of Final Theses, Doctoral Dissertations and Their Summaries at VMU establishes the purposes of collecting ETD works of the University students, the procedure for submission and use, rights, duties, and responsibilities of the participants in the submission process.			

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Planning of the admission to doctoral studies; approval and publication of admission rules; implementation of the publicity campaign *(planning)*	Vice-Rector for Research, RID, committees of doctoral studies, academic units, Rector's Council, Senate
Coordination and carrying out of the admission of doctoral students; recognition of documents certifying education and qualifications acquired abroad *(implementation)*	RID, ICD, committees of doctoral studies, academic units
Review of the structure of doctoral studies; planning of studies for the academic year; preparation of doctoral study programmes *(planning)*	Committees of doctoral studies, academic units, RID, doctoral students and their supervisors
Provision of classes of doctoral studies and other study activities; organisation of doctoral students' independent work; counselling doctoral students *(implementation)*	Teachers, doctoral students
Organisation, carrying out and monitoring of the evaluation of the achievements of doctoral studies and certifications of doctoral students *(implementation)*	Teachers, committees of doctoral studies, academic units, doctoral students and their supervisors, RID
Administration and analysis of data related to doctoral studies as well as provision of this data to interested parties *(implementation, evaluation)*	RID, committees of doctoral studies
Approval and publicising of topics for dissertations; planning of the preparation of works *(planning)*	RID, committees of doctoral studies, doctoral students and their supervisors
Organisation and carrying out of the public defence of dissertations *(implementation)*	RID, committees of doctoral studies, doctoral students and their supervisors
Preparation and registration of doctoral diplomas; organisation of doctoral degree award ceremonies *(implementation)*	RID, committees of doctoral studies
Analysis and adjustment of procedures for the admission of doctoral students and the organisation, provision, and completion of doctoral studies *(evaluation and improvement)*	Vice-Rector for Research, RID, committees of doctoral studies

INDICATORS	
I.12.1.	Number of doctoral students admitted to the first study year
I.12.2.	Number of doctoral students
I.12.3.	Change in the number of foreign doctoral students
I.12.4.	Proportion of admitted doctoral students to those who have successfully completed doctoral studies

P.13.	PROCESS “Internal evaluation of research and artistic activities, doctoral studies”

AIM OF THE PROCESS
Ensure the compliance of research and artistic activities as well as doctoral studies with the priorities of research and artistic activities, regulation, and needs of stakeholders; strive for the involvement of stakeholders and the sufficiency and consistency of publicising the results of the evaluation of research and artistic activities as well as doctoral studies.

BRIEF DESCRIPTION OF THE PROCESS
The process involves collecting and analysing feedback from stakeholders and other information on the research and artistic activities as well as doctoral studies; making and publicising decisions on the basis of the results of the analysis of the feedback and relevant information; and reviewing and adjusting internal evaluation procedures, methods, and measures.

PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Research	Other participants in the process:	Academic units, committees of doctoral studies, researchers, artists, doctoral students, Rector’s Council, Senate
The coordinating unit:	Research and Innovation Department (RID)		

MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS
❍ Description of Procedure of Feedback for Improvement of Quality of Studies at VMU regulates the collection, analysis, generalisation, and publication of feedback from stakeholders. ❍ Regulations of Doctoral Studies describe the procedure and indicators for evaluating the quality of doctoral studies. ❍ Descriptions of the Minimum Qualification Requirements for Teaching and Research Staff at VMU set out the requirements for academic staff working in the fields of Humanities, Social Sciences, Natural Sciences, Technological Sciences and Agricultural Sciences and Arts. ❍ Description of Procedure for Organization of Certification of Teachers and Researchers at VMU regulates the procedure for the organisation of the certification of teachers and research workers of the University, deadlines and conduct of the process. ❍ Procedure for Organisation of Extraordinary Certification of VMU Teachers and Researchers regulates the announcement and organisation of the extraordinary certification of teachers and research workers of the University.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Identification of the need for feedback from stakeholders (hereinafter referred to as “feedback”) and other information about the research and artistic activities as well as doctoral studies; providing for deadlines for evaluation, responsibilities and methods; selection or preparation of measures *(planning)*	Vice-Rector for Research, RID, academic units, committees of doctoral studies
Collection, generalisation, and publicising of feedback on the research and artistic activities as well as doctoral studies *(implementation)*	RID, academic units, committees of doctoral studies, researchers, artists, doctoral students
Filling in data on research and artistic activities in annual individual activity reports *(implementation)*	Teachers, researchers, artists, doctoral students, RID
Annual analysis, evaluation and publicising of feedback and other information on the research and artistic activities as well as doctoral studies *(implementation)*	Vice-Rector for Research, RID, academic units, committees of doctoral studies, Rector’s Council, Senate
Review and adjustment of the internal evaluation process, responsibilities, methods, and measures *(evaluation and improvement)*	Vice-Rector for Research, RID, committees of doctoral studies, academic units

INDICATORS	
I.13.1.	Results of the evaluation of research and art
I.13.2.	Results of the evaluation of the quality of doctoral studies

P.14.	PROCESS “Involvement in external evaluation of research and artistic activities, doctoral studies”

AIM OF THE PROCESS
Ensure accurate and timely analysis, generalisation and dissemination of information required for the external evaluation of the quality of research and artistic activities as well as doctoral studies; strive for high results and consistency in the evaluation of the quality of research and artistic activities as well as doctoral studies; and ensure the collection, analysis, generalisation and dissemination of information about research and artistic activities as well as doctoral studies required for the institutional evaluation.

BRIEF DESCRIPTION OF THE PROCESS
The process involves collecting, analysing, and generalising information intended for the external evaluation of research and artistic activities as well as doctoral studies; preparing and submitting the self-evaluation report on doctoral studies; organising meetings with external experts; publicising evaluation results; reviewing and adjusting procedures for the participation in external evaluation of the quality of research and artistic activities as well as doctoral studies.

PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Research	Other participants in the process:	Academic units, committees of doctoral Studies, researchers, artists, doctoral students, Rector’s Council, Library, Maintenance and Investment Department (MID)
The coordinating unit:	Research and Innovation Department (RID)		

MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS
❍ Regulations Governing Organization of Research and Experimental Development at VMU define the procedure for organising priority research and artistic activities at the University. ❍ Regulations of Doctoral Studies describe the procedure and indicators for evaluating the quality of doctoral studies.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Consideration of plans for the external evaluation of research and artistic activities as well as doctoral studies; providing for deadlines, responsibilities and resources for the participation in the external evaluation *(planning)*	Vice-Rector for Research, RID, academic units, committees of doctoral studies

Collection, analysis, and generalisation of information and data for external evaluation *(implementation)*	RID, academic units, committees of doctoral studies, researchers, artists, doctoral students, Library, MID
Preparation and correction of the self-evaluation report on doctoral studies and its annexes; submission of the report and the annexes to the Research Council of Lithuania *(implementation)*	RID, committees of doctoral studies
Participation in external evaluation meetings with experts *(implementation)*	RID, committees of doctoral studies, researchers, doctoral students, academic units, Library
Getting acquainted with the conclusions of the external evaluation, responding to, and publicising of these conclusions *(implementation)*	RID, committees of doctoral studies, academic units
Review of participation in the external evaluation of research and artistic activities as well as doctoral studies, adjustment of procedures and responsibilities *(evaluation, improvement)*	Vice-Rector for Research, RID, committees of doctoral studies, Rector's Council

INDICATORS	
I.14.1.	Results of the comparative evaluation of research and artistic activities
I.14.2.	Results of the evaluation of the quality of doctoral programmes
I.14.3.	Results of the evaluation of research and art in external institutional evaluation

P.15.	PROCESS “Planning, implementation, and monitoring of the improvement of research and artistic activities, doctoral studies”

AIM OF THE PROCESS
Strive for systematic improvement of research and artistic activities as well as doctoral studies on the basis of feedback results and other evaluation information.

BRIEF DESCRIPTION OF THE PROCESS
The process involves planning the improvement of the quality of research and artistic activities as well as doctoral studies; implementing improvement actions, monitoring their implementation and publicising the results; reviewing and adjusting improvement procedures and measures.

PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Research	Other participants in the process:	Academic units, committees of doctoral studies, researchers, artists, doctoral students, Rector’s Council, Senate
The coordinating unit:	Research and Innovation Department (RID)		

MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS
❍ Regulations Governing Organization of Research and Experimental Development at VMU define the procedure for organising priority research and artistic activities at the University. ❍ Regulations of Doctoral Studies describe quality assurance procedures for doctoral studies. ❍ Descriptions of the Minimum Qualification Requirements for Teachers and Research Workers at VMU set out the requirements for academic staff working in the fields of Humanities, Social Sciences, Natural Sciences, Technological Sciences and Agricultural Sciences and Arts.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Preparation and implementation of plans for the improvement of research and artistic activities as well as doctoral studies *(planning and implementation)*	RID, academic units, committees of doctoral studies, researchers, artists, doctoral students

Updating programmes of doctoral studies *(implementation)*	RID, academic units, committees of doctoral studies, Vice-Rector for Research, Rector's Council, Senate
Monitoring of actions taken to improve the quality of research and artistic activities as well as doctoral studies and publicising the results *(evaluation)*	Vice-Rector for Research, RID, academic units, committees of doctoral studies, Rector's Council
Review and adjustment of the process of improving the quality of research and artistic activities as well as doctoral studies, responsibilities and measures *(evaluation and improvement)*	Vice-Rector for Research, RID, academic units, committees of doctoral studies

INDICATORS	
I.15.1.	Proportion of the implemented actions for the improvement of research and artistic activities as well as doctoral studies

4.3. Supporting processes

P.16.	PROCESS “Management of international cooperation”		
AIM OF THE PROCESS			
Strive for the quality of international cooperation on the basis of international and national priorities of higher education and the University Strategy; develop international bilateral and multilateral cooperation with higher education institutions of the EU and other countries of the world.			
BRIEF DESCRIPTION OF THE PROCESS			
The process involves setting international cooperation priorities (regions, countries, areas, etc.); planning, implementing, and evaluating the signing and implementation of international agreements; and reviewing international cooperation management processes.			
PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Communication	Other participants in the process:	Rector’s Council, Research and Innovation Department (RID), Legal Unit, Student Affairs Department (SAD), Study Department (SD), Finance Department (FD), Marketing and Communication Department (MCD), academic units, teachers, researchers, and students
The coordinating unit:	International Cooperation Department (ICD)		
MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS			
❍ “Erasmus+” Policy Statement 2021–2027 of VMU, approved by the European Commission, describes the pursuit of internationality of Vytautas Magnus University, strategic directions of the University, and its commitment to the requirements set out in “Erasmus+” Charter. ❍ Erasmus Charter for Higher Education 2021–2027 regulates the right to participate in “Erasmus+” projects and describes the main responsibilities of the institution in ensuring the smooth and high-quality implementation of mobility activities.			
DETAILED PROCESSES AND PARTICIPANTS			

Detailed processes	Participants
Analysis and selection of priority regions, countries, and higher education institutions for strengthening international cooperation (*planning)*	ICD, Rector's Council, academic units
Development of international partnerships with universities in foreign countries, organisation of meetings and visits, identification of common activities (*planning and implementation*)	ICD, academic units
Organisation of the conclusion and extension of MoU and interinstitutional (Erasmus+, bilateral exchanges, etc.) agreements *(planning and implementation)*	ICD, Rector's Council
Coordination and execution of agreements (*implementation*)	ICD, Rector's Council, academic units, RID, Legal Unit, SAD, SD, FD, MCD, teachers, researchers, students
Administration and analysis of data related to international cooperation activities as well as provision of this data to interested parties (*implementation, evaluation*)	ICD, academic units
Analysis and improvement of international cooperation management *(evaluation and improvement)*	ICD, RID, Rector's Council, academic units

INDICATORS	
I.16.1.	Active MoU agreements
I.16.2.	Active "Erasmus+" agreements

<table>
<tr><td>P.17.</td><td colspan="3">PROCESS
“Management of non-academic support”</td></tr>
<tr><td colspan="4">AIM OF THE PROCESS</td></tr>
<tr><td colspan="4">Ensure smooth management of student support and services that are not directly related to the study process, monitoring of graduate careers and management of services provided to them at the University as well as management of the non-academic support for the University employees.</td></tr>
<tr><td colspan="4">BRIEF DESCRIPTION OF THE PROCESS</td></tr>
<tr><td colspan="4">The process involves implementing the student motivation and support system and career management; student counselling; organising and implementing their employment, inclusion and participation in the University activities; providing services of the accommodation in dormitories; monitoring graduate careers and providing individual counselling and services to graduates; management of psychological and spiritual support as well as sports and wellness activities for the University employees.</td></tr>
<tr><td colspan="4">PARTICIPANTS IN THE PROCESS</td></tr>
<tr><td>Main coordinator of the process:</td><td>Director of Administration</td><td rowspan="2">Other participants in the process:</td><td rowspan="2">Study Department (SD), International Cooperation Department (ICD), Marketing and Communication Department (MCD), Research and Innovation Department (RID), Maintenance and Investment Department (MID), Psychology Clinic of the Faculty of Social Sciences (FSS), Academic Pastoral Care, Vice-Rector for Studies, Vice-Rector for Communication, academic units, teachers, researchers, artists, students, doctoral students, Student Representative Council (SRC), student organisations, non-academic staff</td></tr>
<tr><td>The coordinating unit:</td><td>Student Affairs Department (SAD)</td></tr>
<tr><td colspan="4">MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS</td></tr>
<tr><td colspan="4">❍ Description of VMU Scholarship Award Procedures regulates the amount of scholarships for students of all study modes and cycles, the allocation of funds, and the procedure for awarding and payment of scholarships.
❍ Description of Procedure for Awarding Study Scholarships to Foreign Students at VMU determines the procedure for awarding study scholarships to foreign citizens admitted to studies or studying at VMU.
❍ Description of the Procedure for Granting Tax Benefits and Reimbursement of Expenses at VMU establishes the procedure for granting tax benefits to and reimbursement of expenses for students of the University.
❍ Description of Procedure for Refund of the Paid Tuition Fee at VMU regulates the procedure for the reimbursement by the state fund of the tuition fee or a part of the tuition fee actually paid by the persons studying at VMU in non-state-funded first cycle and second cycle or integrated study programmes, or by those persons who have been studying and who have finished the study year with the best achievements.</td></tr>
</table>

- Description of Procedure for Study Support at VMU defines the study support system provided by the University to full-time and part-time students of all study cycles.
- Description of Internship Organization Procedures at VMU regulates study internships and additional, voluntary or graduate internships as an integral part of the career management process.
- Program of Activities of VMU, a Member of the Health Promoting Universities Network, for 2022-2026 is a document regulating the programme of activities related to sports and wellness carried out by the University, the aim of which is to create a holistic system of health promotion that encourages the formation of positive attitudes toward health and creates conditions for the fulfilment of this need.
- Description of Procedure for Organization of Student Voluntary Activities at VMU regulates principles, objectives, incentive system of and the procedure for the organisation of voluntary activities of VMU as the organiser of voluntary activities and of the University students wishing to carry out voluntary activities at the University on the volunteering basis.
- Description of Organisation Validation and Its Activities at VMU regulates the establishment (formation), legitimisation, and recognition of organisations uniting members of VMU community, as well as peculiarities of the procedure for granting and cancelling the status of a University organisation. This Description defines the processes of student inclusion and participation in University activities.
- Description of Procedure for Supporting Student Representative Council and Other Student Organizations of VMU regulates the procedure for the allocation of funds of VMU to support the activities of student organisations and the Student Representative Council of the University and the procedure for reporting to the University for the use of the funds. The Description defines the promotion and provision of support for student initiatives.
- Regulations Governing Competition for Support for Student Organizations of VMU govern the procedure for submitting and evaluating applications for support, concluding agreements, allocating and using of as well as reporting on the use of the funds intended to support student organisations of VMU.
- Description of Procedure for Accommodation in Dormitories of VMU establishes the procedure for management and allocation of accommodation in dormitories of the University as well as for payment of fees related to accommodation.
- Internal Rules of the Dormitories of VMU regulate the internal procedures in the dormitories of VMU and determine rights, duties, and responsibilities of persons who enter into agreements for accommodation with the University and approve the terms and conditions of the accommodation therein.
- VMU Dormitory Self-Government Regulations defines the formation of self-government of the dormitories of VMU, the objectives of its activities and the procedure for elections.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Planning and award of scholarships and tax benefits, reimbursement of expenses incurred by students *(planning, implementation)*	Director of Administration, SAD, SD, ICD, RID, SRC, Vice-Rector for Studies, Vice-Rector for Communication
Planning and provision of student career management activities *(planning, implementation)*	SAD, academic units, students
Planning and implementation of student counselling *(planning, implementation)*	SAD, MCD, ICD, SD, RID, academic units, students, SRC
Planning and implementation of psychological support for the University community *(planning, implementation)*	FSS Psychology Clinic, teachers, researchers, artists, students, doctoral students, non-academic staff
Planning and implementation of spiritual support for the University community *(planning, implementation)*	Academic Pastoral Care, teachers, researchers, artists, students, doctoral students, non-academic staff
Planning and implementation of sports and wellness activities for the University community *(planning, implementation)*	SAD, SRC, teachers, researchers, artists, students, doctoral students, non-academic staff
Planning and implementation of artistic and creative activities for students *(planning, implementation)*	SAD, academic units, teachers, researchers, artists, students, doctoral students, SRC, non-academic staff
Planning of student volunteering activities and implementation of volunteering programmes *(planning, implementation)*	SAD, ICD, MCD, academic and non-academic units, students, doctoral students, SRC, student organisations
Ensuring the inclusion of persons with disabilities *(planning, implementation)*	SAD, ICD, academic and non-academic units, SRC
Monitoring graduate careers, provision of individual consultations and services to graduates *(implementation)*	SAD, academic units
Planning and administration of dormitory accommodation services, mentoring of dormitory self-governance *(planning, implementation)*	SAD, MID, SRC, students
Analysis, evaluation, and improvement of non-academic support management processes *(evaluation, improvement)*	Director of Administration, SAD, SD, ICD, MCD, RID, SRC

INDICATORS	
I.17.1.	Number of students receiving scholarships or other financial support
I.17.2.	Number of students participating in the activities offered by the University
I.17.3.	Overall employability of graduates
I.17.4.	Annual dormitory occupancy

P.18.	PROCESS “Marketing and communication management”

AIM OF THE PROCESS
Ensure the management of effective and efficient communication at the University including studies, learning, research and artistic activities as well as doctoral studies; disseminate relevant information to stakeholders and the public; and develop and maintain the image of VMU.

BRIEF DESCRIPTION OF THE PROCESS
The process involves planning, implementing, evaluating, and improving marketing and internal communication activities on study, learning, research, and artistic activities as well as doctoral studies; creating the image of the University; disseminating information about academic and learning activities carried out at VMU.

PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Vice-Rector for Communication	Other participants in the process:	International Cooperation Department (ICD), Student Affairs Department (SAD), Communication and Technology Transfer Centre (CTTC), Human Resources Department (HRD), other non-academic units, academic units, Rector’s Council
The coordinating unit:	Marketing and Communication Department (hereinafter referred to as “MCD”)		

MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS
❍ Communication Strategy for 2021–2026 defines the target groups and objectives of the communication of the University, the message to be spread to different audiences and the positioning of the University. ❍ Study Marketing Plan includes annual, centralised, and departmental study marketing activities.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Preparation and approval of the Communication Strategy *(planning)*	Vice-Rector for Communication, Rector’s Council, MCD, ICD, CTTC
Preparation and approval of annual plans – the plan of communication activities, plans of marketing of study, learning, research, and artistic activities as well as doctoral studies *(planning)*	MCD, ICD, CTTC

Formation and management of the image of the University *(planning, implementation)*	Rector's Council, MCD, ICD
Implementation, maintenance, and development of internal communication channels and tools at the University *(implementation)*	MCD, SAD, HRD, academic and non-academic units
Collection, analysis, preparation for publication and dissemination of information about study, learning, research, artistic activities as well as doctoral studies from the University units *(implementation)*	MCD, ICD, SAD, academic and non-academic units
Informing the public, promoting ongoing activities through various communication channels *(implementation)*	MCD, CTTC, SAD, academic and non-academic units, Library
Analysis, evaluation of effectiveness and improvement of the results of the implementation of communication and marketing activities *(evaluation)*	Vice-Rector for Communication, MCD, CTTC, academic units

INDICATORS	
I.18.1.	Evaluation indicator of Vytautas Magnus University's positive communication in the media
I.18.2.	Number of employees who have provided expert opinions through public communication channels
I.18.3.	Percentage of readability of newsletters to staff and students
I.18.4.	Percentage of information available on the website of the University in English

P.19.	PROCESS “Management of human resources”		
AIM OF THE PROCESS			
Ensure effective management of academic and non-academic staff of the University in order to enhance the competences, professional development, and motivation of staff, attracting and retaining talented employees and providing safe and healthy working conditions.			
BRIEF DESCRIPTION OF THE PROCESS			
The process involves determining the strategy and objectives of the management of human resources; identifying the need for staff; searching for and selecting employees, recruiting staff and organising activities; creating and implementing a motivational system; evaluating competences; career planning; ensuring safe and healthy working conditions; analysing and improving staff management process.			
PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Director of Administration	Other participants in the process:	Research and Innovation Department (RID), Finance Department (FD), Maintenance and Investment Department (MID), Professional Competence Development Centre (PCDC), other non-academic units, academic units, Rector’s Council, teachers, researchers, non-academic staff
The coordinating unit:	Human Resources Department (HRD)		
MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS			
❍ Workplace Procedures of VMU define the implementation of the provisions of the Labour Code of the Republic of Lithuania, the Law on Research and Studies of the Republic of Lithuania, the Law on Health and Safety at Work of the Republic of Lithuania, the Statute of VMU, the Code of Academic Ethics of MU, as well as of the provisions of other legal acts regulating labour relations. ❍ Procedure for Staff Selection and Recruitment at VMU lays down the general provisions for search for, selection, and employment of staff at the University, enabling the transparent, public, and fair recruitment of staff to the University, following the principles of legality, equal opportunities and diversity. ❍ Description of Procedure for Calculation of Remuneration of VMU Staff regulates the procedure and conditions for determining and processing remuneration at VMU. ❍ Description of Procedure for Organization of Competitions for Teacher and Researcher Positions at VMU describes the procedures and deadlines for organising public competitions for the positions of teachers and research workers at VMU.			

- Descriptions of the Minimum Qualification Requirements for Teachers and Research Workers at VMU set out the requirements for academic staff working in the fields of Humanities, Social Sciences, Natural Sciences, Technological Sciences and Agricultural Sciences and Arts.
- Regulation of Professor Emeritus of VMU regulates the procedure for conferring the title of the Professor Emeritus of the University, the participation of the Professor Emeritus in the activities of the University, and the payment of the Professor Emeritus's allowance.
- Regulation of Rector Emeritus of VMU regulates the procedure for conferring the title of the Rector Emeritus of the University, the participation of the Rector Emeritus in the activities of the University, and the payment of the Rector Emeritus's allowance.
- Regulation of Associate Emeritus of VMU regulates the procedure for conferring the title of the Associate Emeritus of the University and the participation of the Associate Emeritus in the activities of the University.
- Regulations of Positions of Partnership Professor and Partnership Associate Professor of VMU introduce the requirements for the positions of the Partnership Professor and the Partnership Associate Professor of the University, the conditions and procedures for the appointment to the positions of the Partnership Professor and the Partnership Associate Professor.
- Description of Procedure for Organization of Certification of Teachers and Researchers at VMU regulates the procedure for the organisation of the certification of teachers and research workers of the University, deadlines and conduct of the process.
- Description of Procedure for Submitting Documents Related to Employment Relationships to the Human Resources Department of VMU establishes the procedure and deadlines for submitting requests, applications or other documents related to legal employment relationships by persons working at the University to VMU Human Resources Department.
- Procedure for Organisation of Extraordinary Certification of VMU Teachers and Researchers regulates the announcement and organisation of the extraordinary certification of teachers and research workers of the University.

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Determining the strategy and objectives of the management of human resources and the need for staff *(planning)*	Director of Administration, Rector's Council, academic units, HRD, and other non-academic units
Search for, selection, and recruitment of staff *(implementation)*	HRD and other non-academic units, academic units
Organising, implementing, and motivating staff activities *(implementation)*	Academic and non-academic units, teachers, researchers, non-academic staff, Rector's Council
Planning and organising career and competence development of staff *(planning, implementation)*	HRD, PCDC, Director of Administration, Rector's Council
Ensuring the safety of staff, students, unclassified students, and doctoral students *(implementation)*	HRD, MID, Director of Administration,
Certification of teachers and research workers, evaluation of competences of non-academic staff *(evaluation)*	RID, HRD, other non-academic units, academic units, teachers, researchers, non-academic staff

Analysis, evaluation, and improvement of human resource management processes *(evaluation, improvement)*	Director of Administration, HRD and other non-academic units, academic units
INDICATORS	
I.19.1.	Number of staff participating in professional development activities
I.19.2.	Change in psychological well-being of staff

P.20.	PROCESS “Management of physical, information, and financial resources”

AIM OF THE PROCESS
Ensure effective management of physical, information, and financial resources and services by providing the University students, academic and non-academic staff with necessary and appropriate resources for the implementation and support of studies, learning, research, and artistic activities as well as doctoral studies.

BRIEF DESCRIPTION OF THE PROCESS
The process involves planning, acquiring, using, maintaining, developing, and renewing the immovable property, equipment and facilities (studies and research equipment and facilities, hardware and software, transport, furniture, stationery, etc.), information resources (including documents of the University), and services of the University, and planning, allocating, and evaluating financial resources of the University.

PARTICIPANTS IN THE PROCESS			
Main coordinator of the process:	Director of Administration	Other participants in the process:	Public Procurement Department (PPD), other non-academic units, academic units, Rector’s Council
Coordinating units:	Maintenance and Investment Department (MID – physical and information resources), Library (information resources and services), Finance Department (FD – financial resources)		

MAIN LEGAL ACTS OF VMU REGULATING THE PROCESS
❍ VMU Procedure for Planning, Preparation and Approval of Budgets, Execution and Payment of Repair Works of Buildings and Constructions establishes the procedure for planning, preparation and approval of budgets, work execution, supervision and settlement (justification of the purchase of materials, completion of the works and use of the materials) of repair works of buildings and constructions (including earthworks, demolition works, construction and repairs of utility networks). ❍ Procedure for Planning, Execution and Agreement Control of Public Procurement of VMU establishes the procedure for the organisation, planning and internal control of public procurement to ensure the legality of procurement, compliance with the principles of equality, non-discrimination, mutual recognition, proportionality, transparency, and rationality, the implementation of the strategic and other activity plans of the University, and the fulfilment of the contractual obligations of the University towards third parties. ❍ Rules for the Use of VMU Library determine user registration and service conditions, users’ duties and rights and their responsibilities when using resources of the Library.

- Guidelines for Open Access to Scientific/Scholarly Publications and Research Data of VMU regulate the basic principles, procedures and responsibilities for making scientific/scholarly publications and research data of the University open access.
- Description of Procedure for Accumulation and Storage of Electronic Documents of Final Theses, Doctoral Dissertations and Their Summaries at VMU establishes the purposes of collecting ETD works of the University students, the procedure for submission and use, rights, duties, and responsibilities of the participants in the submission process.
- Description of Procedure for Compilation and Use of the Database of Scientific/Scholarly and Artistic Works of VMU establishes the data of scientific/scholarly and artistic works, their recording and management, as well as the registration, description, and use procedure of the works of the members of the University community.
- Description of Procedure for Accumulation of the Collection of VMU Library defines the principles, sources and structure of the collection of the Library funds, the principles and processes of the selection of documents and their thematic groups as well as the quantities and the duration of their storage.
- Description of Publishing Procedure at VMU defines the purpose of publishing at the University, types of publications to be published, stages and process of publishing, and responsibilities.
- Description of the Procedures for Payment and Refund of Tuition Fees at VMU describes the procedure for the payment and reimbursement of students' and unclassified students' tuition fees at the University.
- Regulations of Document Management System (DMS) regulate the purpose of the DMS, its functional and organisational structure, data accumulation and management, and other procedures for the use of the DMS and the organisation of the work of the staff of units involved in drafting, coordinating, endorsing, registering documents and performing other functions.
- Documentation Plan of VMU specifies the retention periods of the files in accordance with Article 13(1) of the Law on Documents and Archives of the Republic of Lithuania and the Index of Terms for Storage of General Documents approved by the Order No.V-100 of 9 March 2011 of the Chief Archivist of the Republic of Lithuania "On the Approval of the Index of Terms for Storage of General Documents".

DETAILED PROCESSES AND PARTICIPANTS	
Detailed processes	Participants
Identification of the need for physical and information resources and services, planning and allocation of financial resources, planning and approval of the annual documentation plan *(planning)*	Director of Administration, Rector's Council, MID, Library, SD, FD, academic and non-academic units
Purchase of physical and information resources and services *(implementation)*	MID, Library, PPD
Preparation for use and maintenance of physical and information resources *(implementation)*	MID, Library, SD
Software development, update and support *(implementation)*	MID, Library

Ensuring access, publication, dissemination and long-term preservation of information resources *(implementation).*	Library, MID, SD, RID, MCD, ICD
Analysis, evaluation and improvement of the management of physical, information, and financial resources and services *(evaluation, improvement)*	Director of Administration, MID, SD, RID, MCD, ICD, SAD, Library, academic and non-academic units

INDICATORS	
I.20.1.	Infrastructure efficiency index
I.20.2.	Development of the functionality and content of CRIS
I.20.3.	Increase in the budget for funded project applications

ANNEXES

THE INDICATOR (I)	INTENDED VALUE OF THE INDICATOR	ASSESSMENT OF THE INDICATOR ACHIEVEMENT
P.1. Strategic quality management		
I.1.1. Percentage of the implemented monitoring indicators of the University Strategic Action Plan.	75%	The calculation is made by summing up the percentage of achievement of all aggregated strategy monitoring indicators and by dividing them by the number of indicators. Source: data from the Strategy Implementation Monitoring and the Analysis Unit. Data scope: the current calendar year.
P.2. Determination of the directions of studies and learning activities		
I.2.1 Percentage of monitoring indicators implemented as part of the University Strategic Action Plan covering studies.	75%	The calculation is made by summing up the percentages of achievement of all indicators related to the study part and by dividing them by the number of indicators on studies. Source: data from the Strategy Implementation Monitoring and the Analysis Unit. Data scope: the current calendar year.
P.3. Design of new study programmes and learning programmes		
I.3.1. Percentage of new double diploma and joint study programmes.	35%	The percentage of study programmes provided in English in the current year of admission is calculated. Source: data from the International Cooperation Department and the Study Department. Data scope: the current admission year.
I.3.2. Percentage of new distance study programmes.	15%	Number of study programmes accredited for online and blended studies complying with quality parameters. Source: data from the Innovative Studies Institute and the Study Department. Data scope: 31 December.
P.4. Admission of students and unclassified students		
I.4.1. Number of students admitted to the first study year.	2000 persons	Number of students admitted to the first year of studies when admission data have been recorded after the main admission stages during the period from 1 July to 30 September (summing up the number of students in all study cycles). Source: data from the Marketing and Communication Department and the Study Department. Data scope: from 1 July to 30 September.

THE INDICATOR (I)	INTENDED VALUE OF THE INDICATOR	ASSESSMENT OF THE INDICATOR ACHIEVEMENT
I.4.2. Proportion of admitted foreign students to the total number of students admitted to the first study year.	10%	Percentage of foreign students admitted to the University in relation to the number of all admitted students (not taking into account the exclusion factor) during the period from 1 January to 31 December. Source: data from the Study Department. Data scope: from 1 January to 31 December.
I.4.3. Number of students who have chosen studies at VMU as their first priority.	50%	Percentage of students admitted after all admission stages to the first year of the first cycle and integrated studies as the first priority in relation to the number of all students admitted to the first year of these studies. Source: data from the Marketing and Communication Department. Data scope: from 1 July to 30 September.
I.4.4. Number of admitted unclassified students.	500 persons	Number of persons admitted to the University as unclassified students. Source: data from the Study Department. Data scope: 1 October.
P.5. Organisation and provision of studies and learning activities		
I.5.1. Total number of students.	7000 persons	Number of students in the first cycle, second cycle, third cycle, integrated, and professional studies. Source: data from the Study Department. Data scope: 1 October (of the third cycle of studies as of 31 December 2021).
I.5.2. Proportion of drop-outs.	Not more than 15%	Dropout percentage of students in the first cycle, second cycle, integrated, and professional studies. Source: data from the Study Department. Data scope: from 1 October of the previous academic year to 30 September of the current year.
I.5.3. Number of foreign students.	1000 persons	Number of incoming foreign students of all study modes and cycles. Source: data from the Study Department. Data scope: 1 October.
I.5.4. Proportion of VMU students and teachers participating in exchanges.	Number of teachers going on teaching visits – 15% per year Number of outgoing students – 5% per year	Percentage of the University students who have gone for exchange programmes to the institutions of other countries in relation to the total number of VMU students. Percentage of teachers who have gone on teaching visits in relation to the total number of VMU teachers. Source: data from the International Cooperation Department and the Human Resources Department. Data scope: 1 October.

THE INDICATOR (I)	INTENDED VALUE OF THE INDICATOR	ASSESSMENT OF THE INDICATOR ACHIEVEMENT
I.5.5. Number of persons who have participated in the evaluation of competences acquired through non-formal learning.	100 persons	Number of persons who have participated in the competence evaluation process. Source: data from the Study Department. Data scope: 31 December.
P.6. Management of the completion of studies and learning programmes		
I.6.1. Proportion of students who have successfully completed studies.	95%	Percentage of graduates of all study cycles in relation to the number of admitted students. Source: data from the Study Department. Data scope: 1 October (of the third cycle of studies as of 31 December 2021).
I.6.2. Proportion of persons who have participated in professional development activities.	25%	Percentage of teachers who have participated in professional development activities of the University in relation to the total number of teachers employed at the University. Source: data from Professional Competence Development Centre and the Human Resources Department. Data scope: number of teachers – 1 October, number of those who have participated in the activities – 31 December.
P.7. Internal evaluation of studies and learning programmes		
I.7.1. Percentage of student satisfaction with the quality of studies.	85%	The calculation is made on the basis of the scores given by the graduating persons according to the answers to the question about the adequacy of the quality of the study programme. Source: survey of VMU graduating students (EXIT). Data scope: academic year data recorded on 31 July.
I.7.2. Evaluation percentage of student satisfaction with study resources.	85%	The calculation is made on the basis of the scores given by the graduating persons according to the answers to questions about the suitability of the equipment of the premises and the availability of study materials and informational resources. Source: survey of VMU graduating students (EXIT). Data scope: academic year data recorded on 31 July.
I.7.3. Average of the evaluation of teaching quality.	Not less than 9	The average of the evaluation of teaching of two semesters in the student survey on teaching and learning is calculated. Source: VMU student survey about teaching and learning. Data scope: calendar year data (of spring and autumn semesters) recorded on 31 December.

THE INDICATOR (I)	INTENDED VALUE OF THE INDICATOR	ASSESSMENT OF THE INDICATOR ACHIEVEMENT
I.7.4. Evaluation of the quality of studies from the teachers' point of view.	85%	The calculation is made on the basis of scores provided by the teachers according to the answers to questions about their work in the study courses and working conditions related to the study courses. Source: VMU teacher survey. Data scope: study year data recorded on 30 June.
P.8. Involvement in the external evaluation of studies		
I.8.1. Results of the evaluation of study fields.	75%	The total average of points awarded for the study fields of VMU that participated in the external evaluation of study fields is calculated and converted into a percentage. Source: conclusions of the external evaluation of studies. Data scope: calendar year data recorded on 31 December.
I.8.2. Study field accreditation duration.	At least 75% of study fields accredited for a period of 7 years	The proportion of decisions on accreditation taken for a period of 7 years in relation to all decisions on accreditation taken during the calendar year. Source: orders on the accreditation of studies. Data scope: calendar year data recorded on 31 December.
I.8.3. Results of the evaluation of studies in the institutional external evaluation.	75%	The average of the points awarded for the study part in the institutional external evaluation is calculated and converted into a percentage. Source: conclusions of the institutional external evaluation. Data scope: data from the last institutional external evaluation.
P.9. Planning, implementation, and monitoring of the improvement of studies and learning programmes		
I.9.1. Percentage of the implemented improvement actions of the study programme.	75%	The calculation is made on the basis of the percentage of the implemented improvement actions with regard to the ones provided in the improvement plans of the study programmes. Source: annual plans for the improvement of study programmes. Data scope: study year data recorded on 30 October.
P.10. Determination of the priority directions of research and art of the University, planning the development of doctoral studies		
I.10.1. Percentage of monitoring indicators implemented as part of the University Strategic Action Plan covering research and artistic activities.	80%	The calculation is made by summing up the percentages of achievement of the aggregated strategy monitoring indicators covering research and artistic activities and by dividing them by the number of the related indicators. Source: data from the Strategy Implementation Monitoring and the Analysis Unit. Data scope: the current calendar year.

THE INDICATOR (I)	INTENDED VALUE OF THE INDICATOR	ASSESSMENT OF THE INDICATOR ACHIEVEMENT
P.11. Conducting research and artistic activities		
I.11.1. Number of articles in international scientific/scholarly journals with a citation index.	5% increase	The calculation is made by summing up the annual average number of articles in international scientific/scholarly journals with a citation index (for exact sciences, 1–2 Q CA WOS citation index) per one position of a researcher. Source: VMU CRIS publication management system. Data scope: 31 December.
I.11.2. Number of joint articles with foreign authors in international scientific/scholarly journals with a citation index.	5% increase	The calculation is made by summing up the annual average number of joint articles with foreign affiliations in international scientific/scholarly journals with a citation index (for exact sciences, 1–2 Q CA WOS citation index) per one position of a researcher. Source: VMU CRIS publication management system. Data scope: 31 December.
I.11.3. Number of quires of monographs published by recognized international publishing houses.	5% increase	The calculation is made by summing up the annual average number of quires of monographs published by recognized international publishing houses per one position of a researcher. Source: VMU CRIS publication management system. Data scope: 31 December.
I.11.4. Number of startups and (implemented) innovations.	2 units	The five-year average number of new start-ups is calculated. Source: data from the Research and Innovation Department. Data scope: from 1 January to 31 December.
P.12. Admission of doctoral students, organisation and provision of doctoral studies, management of the completion of doctoral studies		
I.12.1. Number of doctoral students admitted to the first study year.	40 persons	Number of VMU doctoral students of the first study year. Source: data from the Research and Innovation Department. Data scope: 31 December.
I.12.2. Number of doctoral students.	260 persons	Number of doctoral students of the first-fourth study year. Source: data from the Research and Innovation Department. Data scope: 31 December.
I.12.3. Change in the number of foreign doctoral students.	30% increase over 5 years	Percentage of foreign doctoral students admitted to the University is calculated in relation to all admitted students (not taking into account the exclusion factor). Source: data from the Research and Innovation Department. Data scope: from 1 January to 31 December.

THE INDICATOR (I)	INTENDED VALUE OF THE INDICATOR	ASSESSMENT OF THE INDICATOR ACHIEVEMENT
I.12.4. Proportion of admitted doctoral students to those who have successfully completed doctoral studies.	75%	The percentage of doctoral students who have successfully defended their doctoral theses is calculated in relation to the number of admitted doctoral students. Source: data from the Research and Innovation Department. Data scope: 31 December.
P.13. Internal evaluation of research and artistic activities, doctoral studies.		
I.13.1. Results of the evaluation of research and art.		Results of research and artistic activities in annual individual activity reports. Source: data from Research and Innovation Department and VMU CRIS publication management system. Data scope: 31 December.
I.13.2. Results of the evaluation of the quality of doctoral studies.	70% of doctoral students who have completed the survey questionnaires	The calculation is based on the data of a survey of doctoral students about studies. Source: Survey of VMU doctoral students about the quality of studies. Data scope: 31 December.
P.14. Involvement in the external evaluation of research and artistic activities, doctoral studies		
I.14.1. Results of the comparative evaluation of research and artistic activities.	For institutes 4–5 points, for clusters 3–5 points	Results of the comparative evaluation of R&D activities are calculated in points. Source: conclusions of the interinstitutional comparative evaluation of R&D. Data scope: data from the last evaluation (every 5 years).
I.14.2. Results of the evaluation of the quality of doctoral programmes.	100%	Doctoral programmes according to the fields of research successfully evaluated by the Research Council of Lithuania. Source: data from the Research Council of Lithuania. Data scope: data from the last evaluation (every 6 years).
I.14.3. Results of the evaluation of research and art in external institutional evaluation.	75%	The average of the points awarded for the research and artistic activities in the institutional external evaluation is calculated and converted into a percentage. Source: conclusions of the institutional external evaluation. Data scope: data from the last institutional external evaluation.

THE INDICATOR (I)	INTENDED VALUE OF THE INDICATOR	ASSESSMENT OF THE INDICATOR ACHIEVEMENT
P.15. Planning, implementation, and monitoring of the improvement of research and artistic activities, doctoral studies		
I.15.1. Proportion of the implemented actions for the improvement of research and artistic activities as well as doctoral studies.		The calculation is based on the results of research and artistic activities, external expert evaluation. Source: annual plan for the improvement of research and artistic activities. Data scope: 31 December.
P.16. Management of international cooperation		
I.16.1. Active MoU agreements.	75%	The proportion of active agreements under which cooperation and/or mobility activities take place is calculated. Source: data from the International Cooperation Department. Data scope: from 1 January to 31 December.
I.16.2. Active "Erasmus+" agreements.	75%	The proportion of active agreements under which cooperation and/or mobility activities take place is calculated. Source: data from the International Cooperation Department. Data scope: from 1 January to 31 December.
P.17. Management of non-academic support		
I.17.1. Number of students receiving scholarships or other financial support.	At least 25% per year	(A+B+C+D)/E*100≥25 A – average number of students of the first cycle, second cycle, integrated, and professional studies per year receiving encouragement scholarships; B – number of doctoral students receiving doctoral scholarships or other scholarships or other financial support from the University per year; C – number of students receiving mobility or other scholarships or other financial support from the University per year; D – number of students receiving one-time, nominal and other scholarships or other financial support from the University per year; E – number of all students. Sources: data from the Study Department, the Research and Innovation Department, the International Cooperation Department, and the Student Affairs Department. Data scope: from 1 January to 31 December, except for E, when data is as of 1 October.
I.17.2. Number of students participating in the activities offered by the University.	20%	(A+B+C+D+E+F+G)/H*100≥20 A – number of students participating in the activities of the Student Centre; B – number of students participating in the activities of the Sports Centre; C – number of students participating in the

THE INDICATOR (I)	INTENDED VALUE OF THE INDICATOR	ASSESSMENT OF THE INDICATOR ACHIEVEMENT
		activities of the Arts Centre; D –number of students participating in the activities of the Career Centre; E – number of participants in the activities of the Entrepreneurship Academy; F – number of students participating in the activities of the MCD; G – number of students participating in the activities of the ICD; H – number of students. Sources: data from the Student Affairs Department, the Marketing and Communication Department, and the International Cooperation Department. Data scope: from 1 January to 31 December, except for H, when data is as of 1 October.
I.17.3. Overall employability of graduates.	At least 90%	Employability per year, 1 year after graduation is calculated: (A-B)/A*100≥90 A – number of graduates in the previous year; B – number of VMU graduates registered with the Employment Service 1 year after graduation. Sources: data from the Study Department and the Student Affairs Department; data from the Employment Service. Data scope: 30 June.
I.17.4. Annual dormitory occupancy.	At least 75% per year	a/b*100; a – number of occupied places in student rooms per year; b – maximum number of occupied places in student rooms per year. Source: data from the Student Affairs Department. Data scope: from 1 January to 31 December.
P.18. Marketing and communication management		
I.18.1. Evaluation indicator of Vytautas Magnus University's positive communication in the media	More than the annual market average	Percentage of VMU positive tone communication in the media is compared to the market average. Source: media monitoring report. Data scope: from 1 January to 31 December.
I.18.2. Number of employees who have provided expert opinions through public communication channels.	Increase of at least 5% per year	Number of employees who have provided expert opinions through public communication channels is compared to the data of the previous year. Source: media monitoring report. Data scope: from 1 January to 31 December.
I.18.3. Percentage of readability of newsletters to staff and students.	Not less than 25%	Percentage of readability of newsletters emailed to staff and students is calculated. Source: newsletter system (Mailerlite). Data scope: from 1 January to 31 December.
I.18.4. Percentage of information available on the website of the University in English.	Not less than 50%	The percentage of news published in English on the University website is calculated. Source: VMU website. Data scope: 31 December.

THE INDICATOR (I)	INTENDED VALUE OF THE INDICATOR	ASSESSMENT OF THE INDICATOR ACHIEVEMENT
P.19. Management of human resources		
I.19.1. Number of staff participating in professional development activities.	35%	Percentage of academic and non-academic staff who have participated in professional development activities of the University in relation to the total number of the employees. Source: data from the Professional Competence Development Centre and the Human Resources Department. Data scope: number of employees – 1 October, number of those who have participated in the activities – 31 December.
I.19.2. Change in psychological well-being of staff.	2% per year	The percentage of staff job satisfaction is calculated and the change in the data obtained from the survey is determined by comparing it with the data from the previous survey. Source: data from the survey on the employees' psychological well-being. Data scope: data collected every two years.
P.20. Management of physical, information, and financial resources		
I.20.1. Infrastructure efficiency index	80%	Infrastructure efficiency index IEI= ACM*0.2+ACS*0.2+FSS*0.1+FSE+0.2+IM*0.2+ DO* 0.1 ACM – percentage of the achievement of the target of the indicator of the average building maintenance costs per one square meter. ACS– percentage of the achievement of the target of the indicator of the average building maintenance costs per one student. FSS – percentage of the achievement of the target of the indicator of the floor space per one student. FSE – percentage of the achievement of the target of the indicator of the floor space per one employee. IM – percentage of the achievement of the target of the indicator of income from own funds per one square meter. DO – percentage of the achievement of the target of the dormitory occupancy indicator. Sources: data from the Maintenance and Investment Department, the Student Affairs Department, and the Information Management Information System. Data scope: from 1 January to 31 December.
I.20.2. Development of the functionality and content of CRIS.	5%	Development of CRIS content: annual growth of scientific/scholarly publications, final theses (ETD), research data and projects of the University entered and publicised in CRIS. The development of CRIS functionality – a new version of the system every two years. Source: data from the Library. Data scope: 31 December.

THE INDICATOR (I)	INTENDED VALUE OF THE INDICATOR	ASSESSMENT OF THE INDICATOR ACHIEVEMENT
I.20.3. Increase in the budget for funded project applications.	3% per year	The change in the budgets of ongoing projects (separately only VMU part) is calculated by comparing the total value of VMU part of the current year with the value of the previous year. Source: data from the Project Unit. Data scope: from 1 January to 31 December.

ANNEX NO 2. LIST OF VMU DOCUMENTS

NO	DOCUMENTS	PROCESSES
KEY DOCUMENTS OF VMU		
1.	Statute of VMU	All the processes
2.	VMU Strategic Plan for 2021–2027	
3.	VMU Language Policy Guidelines	
4.	Disability Policy of VMU: "University of Inclusive Opportunities"	
5.	VMU Gender Equality Plan	
PROCESS-RELATED DOCUMENTS OF VMU		
6.	Study regulations of VMU	P.1., P.2., P.3., P.4., P.5., P.6., P.7., P.8., P.9.
7.	Annual Activity Plans of VMU	P.2.
8.	Description of Procedure for Study Quality Assurance at VMU	P.3., P.7., P.8., P.9.
9.	Description of Procedure for Study Course Attestation at VMU	P.3., P.7., P.8.
10.	Description of Procedure for Organization of Non-Formal Adult Education at VMU	P.3., P.5, P.7.
11.	Rules for Admission to the First Cycle and Integrated Studies at VMU	P.4.
12.	Rules for Admission to the Second Cycle Studies at VMU	P.4.
13.	Description of Policy on Academic Recognition of Competencies and Qualifications at VMU	P.4.
14.	Description of Procedure for Assessment and Academic Recognition of the Qualification Acquired Abroad at VMU	P.4.
15.	Rules for the Admission of Persons Who Have Received Their Education in Foreign Countries and of Foreign Citizens Who Have Received Their Education in Lithuania to the First and Second Cycle Study Programs of VMU Implemented in a Language Other than Lithuanian in 2022 and 2023	P.4.
16.	Code of Academic Ethics of VMU	P.5., P.6.
17.	Order on Organization of Individual Studies	P.5., P.6.
18.	Description of Organization of Supplementary Studies at VMU	P.5., P.6.
19.	VMU Provisions on Prevention of Plagiarism in Student Written Works	P.5., P.6.
20.	Description of the Procedure of Monitoring of Student Learning Achievements and Providing Assistance to Students at VMU	P.5.
21.	Description of Procedure for Organization of Minor Studies	P.5., P.6.
22.	Description of Procedure for Submission of an Individual Study Schedule at VMU	P.5.
23.	Description of Internship Organization Procedures at VMU	P.5., P.17.
24.	Description of Procedure for Validation of Learning Outcomes at VMU	P.5.
25.	Description of the Interim Student Rotation Procedure at VMU	P.5.

NO	DOCUMENTS	PROCESSES
26.	VMU Description of Procedure for Assessment and Recognition of Competences Acquired through Non-Formal and Informal Education	P.5.
27.	Description of Procedure for Organization of Distance and Blended Distance Studies at VMU	P.5.
28.	VMU Regulations for Submission of Appeals Regarding Evaluation of Learning Outcomes and/or Assessment Procedure	P.5., P.6.
29.	Description of the Procedures for Payment and Refund of Tuition Fees at VMU	P.5., P.20.
30.	General Order on the Preparation and Defence of the Final Theses	P.6.
31.	Description of Procedure for Accumulation and Storage of Electronic Documents of Final Theses, Doctoral Dissertations and Their Summaries at VMU	P.6., P.12., P.20.
32.	VMU Student and Listener Settlement with the University Procedure Description	P.6.
33.	Description of Procedure of Feedback for Improvement of Quality of Studies at VMU	P.7., P.9., P.13.
34.	Regulations Governing Organization of Research and Experimental Development at VMU	P.10., P.11., P.14., P.15.
35.	Regulations of Research Clusters at VMU	P.10., P.11.
36.	Regulations of Science Foundation of VMU	P.10.
37.	Guidelines for Open Access to Scientific/Scholarly Publications and Research Data of VMU	P.11., P.20.
38.	Description of Procedure for Award of Research Efficiency Bonuses for Research Dissemination at VMU	P.11.
39.	Descriptions of the Minimum Qualification Requirements for Teaching and Research Staff Working at VMU in the Fields of Humanities, Social Sciences, Natural Sciences, Technological Sciences and Agricultural Sciences and Arts	P.11., P.13., P.15., P.19.
40.	Description of Procedure for Organization of Certification of Teachers and Researchers at VMU	P.11., P.13., P.19.
41.	Procedure for Organisation of Extraordinary Certification of VMU Teachers and Researchers	P.11., P.13., P.19.
42.	Regulations of Doctoral Studies	P.12., P.13., P.14., P.15.
43.	Procedures for Competition for Doctoral Studies	P.12.
44.	“Erasmus+” Policy Statement 2021–2027 of VMU	P.16.
45.	Erasmus Charter for Higher Education 2021–2027	P.16.
46.	Description of VMU Scholarship Award Procedures	P.17.
47.	Description of Procedure for Awarding Study Scholarships to Foreign Students at VMU	P.17.
48.	Description of the Procedure for Granting Tax Benefits and Reimbursement of Expenses at VMU	P.17.
49.	Description of Procedure for Refund of the Paid Tuition Fee at VMU	P.17.
50.	Description of Procedure for Study Support at VMU	P.17.
51.	Program of Activities of VMU, a Member of the Health Promoting Universities Network, for 2022-2026	P.17.
52.	Description of Procedure for Organization of Student Voluntary Activities at VMU	P.17.
53.	Description of Organisation Validation and Its Activities at VMU	P.17.
54.	Description of Procedure for Supporting Student Representative Council and Other Student Organizations of VMU	P.17.

NO	DOCUMENTS	PROCESSES
55.	Regulations Governing Competition for Support for Student Organizations of VMU	P.17.
56.	Description of Procedure for Accommodation in Dormitories of VMU	P.17.
57.	Internal Rules of the Dormitories of VMU	P.17.
58.	VMU Dormitory Self-Government Regulations	P.17.
59.	Communication Strategy for 2021–2026	P.18.
60.	Study Marketing Plan	P.18.
61.	Rules of Procedure of VMU	P.19.
62.	Procedure for Staff Selection and Recruitment at VMU	P.19.
63.	Description of Procedure for Calculation of Remuneration of VMU Staff	P.19.
64.	Description of Procedure for Organization of Competitions for Teacher and Researcher Positions at VMU	P.19.
65.	Regulation of Professor Emeritus of VMU	P.19.
66.	Regulation of Rector Emeritus of VMU	P.19.
67.	Regulation of Associate Emeritus of VMU	P.19.
68.	Regulations of Positions of Partnership Professor and Partnership Associate Professor of VMU	P.19.
69.	Description of Procedure for Submitting Documents Related to Employment Relationships to the Human Resources Department of VMU	P.19.
70.	Procedure for Planning, Preparation and Approval of Estimates, Execution and Settlement of Repair Works on Buildings and Structures of VMU	P.20.
71.	Procedure for Planning, Execution and Agreement Control of Public Procurement of VMU	P.20.
72.	Rules for the Use of VMU Library	P.20.
73.	Description of Procedure for Compilation and Use of the Database of Scientific/Scholarly and Artistic Works of VMU	P.20.
74.	Description of Procedure for Accumulation of the Collection of VMU Library	P.20.
75.	Description of Publishing Procedure at VMU	P.20.
76.	Regulations of Document Management System	P.20.
77.	Documentation Plan of VMU	P.20.

M C M X X I I

VYTAUTO DIDŽIOJO
UNIVERSITETAS