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**Klaipėdos  
valstybinė  
kolegija**

**KLAIPĖDOS VALSTYBINĖ KOLEGIJA |  
HIGHER EDUCATION INSTITUTION  
STRATEGIC PLAN FOR  
2025-2029**

Klaipėda, 2025

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## INTRODUCTION

This KVK five-year strategic plan is a detailed document that outlines the institution's activities, defines its mission, vision, values, and context analysis, as well as long-term strategies and their objectives, assessment criteria, measures, and human resource predictions. The strategic plan (hereinafter – SP) is outlined for five years, providing a detailed plan for the upcoming year. In case of significant circumstances or changes that impact KVK activities (e.g. legal regulations, significant index deviations from the plan, management or economic situation changes, etc.), KVK SP can be adjusted. KVK Strategic Plan for 2025-2029 is based on the following:

- [Law on Higher Education and Research of the Republic of Lithuania](#);
- [The Law on Education of the Republic of Lithuania](#);
- [Strategic Action Plan for 2025-2027 of the Ministry of Education, Science and Sport of the Republic of Lithuania](#);
- [Resolution No. 292 of the Government of the Republic of Lithuania, issued on 28 April 2021, 'Regarding the implementation of the Law on Strategic Management of the Republic of Lithuania, Article 4, parts 3 and 5; Article 7, parts 1 and 4 of the Law on the Law on Regional Development, and Article 14-1, part 3 of the Law on Budget Structure of the Republic of Lithuania'](#);
- [Order of the Minister of Education, Science, and Sport of the Republic of Lithuania No. V-1529 of 19 December 2019 'On the approval of the procedure for external evaluation and accreditation of higher education institutions and branches of foreign higher education institutions, as well as the areas and indicators to be evaluated''](#);
- [Order of the Director of the Centre for Quality Assessment of Studies No. V-32 of 9 March 2020, 'Regarding the approval of the Methodology for Conducting an Institutional Review of Foreign Higher Education Institution'](#);
- [KVK Statute](#) (certified by the Government of the Republic of Lithuania, Resolution No. 1000 of 24 August 2011; Amendment of the Governmental Resolution No. 584 of 12 June 2019);
- [State Progress Strategy 'Lithuania's vision for the future Lithuania 2050'](#)
- [Economic Development Strategy for Klaipėda 2030](#);
- European Research Area (ERA) policies;
- [The United Nations Sustainable Development Agenda 2030](#);
- [Law on Non-Formal Adult Education of the Republic of Lithuania \(1998\)](#);
- [Analysis of the Performance of State Higher Education Institutions 2022](#)
- [Government Resolution 'On the Approval of the Action Plan for Strengthening the Network of State Institutions of Higher Education for 2023–2024'](#)
- [Overview of LAMA BPO 2024 general admissions to Lithuanian higher education institutions](#)
- And other documents related to the implementation of the Bologna Process.

The compilation of KVK Strategic Plan for 2025-2029 included:

- An analysis of stakeholder opinions related to meeting their needs and expectations (student satisfaction with the quality of studies, graduate employability assessment and satisfaction with studies, and employer opinion surveys);
- A management assessment analysis (MAA) establishes important external and internal factors, discusses the internal audit findings, risk management assessment, and establishes opportunities and actions for improvement in the Quality Management System.
- An analysis of the effectiveness of the implementation of the annual activity plans of KVK departments, presented in the KVK draft activity report for 2024;
- The draft of KVK Strategic Plan for 2025-2029 was presented and discussed during the meeting of the Academic Council, which took place on 19/02/2025 (protocol No. SV1-2 of 19/02/2025).

## SECTION I

### VISION, MISSION, AND VALUES

#### VISION

An innovative, open higher education institution, offering internationally recognized studies and scientific research, contributing to Lithuania's sustainable development and public welfare.

#### MISSION

To provide high-quality higher education studies based on professional practice, applied scientific research, experimental development, innovation and partnership. To create life-long learning conditions in accordance with the principles of social responsibility and sustainable development.

#### VALUES

**Academic freedom.** This is our core value, ensuring the freedom to conduct applied scientific research, teach, discuss, and publish work according to scientific norms and standards. Students, faculty, and staff join the quest together and experience the joy of discovery, victories, and the constant pursuit of improvement and creation.

**Social responsibility.** We understand our role and its impact on society, and take responsible action, promoting sustainable development and contributing to the well-being of KVK, the community, the region, and the entire population of Lithuania.

**Professionalism.** Teaching students, providing services to businesses and society, and in our daily activities, we strive not only to meet, but also to exceed all expectations. Our focus is on innovation, constant improvement, and the desire to be proud of our achievements.

**Cooperation.** We value open dialogue, encourage partnerships, new ideas, and initiatives. Being convinced that our success is closely tied with the success of our community, partners, and students, we are open to various approaches, cooperation and networking.

**Openness.** Being aware of the importance of change, we take great care to initiate and implement it in our dynamic environment. We strive for transparency in our operations, strengthen cooperation with partners around the world, respect each individual, ensure the opportunity to be heard, and remain open to new experiences and innovations.

## SECTION II

### KVK CONTEXT ANALYSIS

The context analysis was conducted to identify factors that have or may have an impact on KVK activities. These factors are divided into external and internal. The external factors have been analysed using **PEST analysis**.

#### PEST ANALYSIS.

##### Political-legal factors.

**1. Factor. Amendments to the Law on Higher Education and Research, related to the reorganisation of institutions of higher education.** *Impact assessment – negative.* According to subjective KVK calculations, considering the changes that have already occurred in the legal environment, there is an expected 20% decrease in the number of students enrolled at KVK by 2029 (KVK data, 2025).

**2. Factor. [State Progress Strategy 'Lithuania's vision for the future Lithuania 2050'](#)**

*Impact assessment – neutral.* The programme includes 10 strategic goals, one of which is to increase the inclusion and effectiveness of education, aiming to meet individual and societal needs. It is also noted that the strategy plans to develop research that promotes Lithuania's sustainable development and international competitiveness, presenting targets for increasing internationalization and R&D funding.

**3. Factor. Economic Development Strategy for Klaipėda and [Klaipėda Region Specialization Strategy 2030](#)**

*Impact assessment – positive.* The strategy provides activities which involve KVK contribution.

**4. Factor. Order No. V-661 of the Minister of Education, Science and Sports of the Republic of Lithuania, issued on 30 August 2017 'On the approval of the minimum indicators of learning outcomes for persons applying for first-cycle and integrated studies in higher education institutions as of 2020'.**

*Impact assessment – negative.* Institutions of higher education have signed 7,466 study agreements (9402 in 2023), 3,907 of which include state-funded studies or studies with scholarships (3,822 in 2023). Institutions of higher education were able to establish their own admissions score, which was the same for studies, funded and non-funded by the state, in 2024. 3,559 agreements were concluded for non-state-funded studies (5,580 in 2023). However, in 2024, students, admitted to state-funded places in higher education institutions made up 52.3% (in 2023 – 40.6%). (Source: [LAMA BPO. Overview of centralized admissions to Lithuanian higher education institutions in 2024](#)). The change in the number of students admitted to KVK compared to 2023 is negative – 19.30% (807 students were admitted in 2024, while the number in 2023 was 1000, which was a positive change by 8% compared to 2022). As of 2024, the minimum requirements for graduates are set in accordance with Article 59, part 1 of the Law on Higher Education and Research of the Republic of Lithuania (current version as of 01/01/2024) – school graduates must have passed 3 state matriculation examinations, otherwise they lose the opportunity to enter higher education institutions whatsoever. These amendments to the law results in lots of uncertainty both among school graduates and the community of higher education, and thus are regarded negatively.

**5. Factor. The UN Sustainable Development Agenda 2030**

*Impact assessment – positive.* An integral approach to economic and social development and environmental protection in a specific cultural context. Adherence to sustainable development goals aims to ensure value priorities, an interdisciplinary and systematic approach, critical thinking and problem solving, insights into local needs, everyone's involvement and participation, and the diversity of methods in the activities of the higher education institution.

**6. Factor. European Higher Education Area: Towards 2030 (Rome Communiqué).**

*Impact assessment – positive.* The vision of an inclusive, innovative, interconnected European

Higher Education Area (EHEA) aims to: strengthen the social inclusion of individuals seeking to obtain education with the use of the opportunities of digitalization, taking into account ethical standards and human rights, and a broader understanding of the social dimension; look for solutions that ensure flexible and open learning methods, student-centred learning; strengthen cooperation between different cultures and higher education systems through mobility and building alliances; ensure effective, transparent data exchange to promote synergies and contribute to the excellence and relevance of higher education.

## **Economic factors.**

### **1. Factor. Macroeconomic parameters relevant for higher education.**

*Impact assessment – neutral.* Macroeconomic forecasts, delivered by the Bank of Lithuania in December 2024 (Source: [LB Macroeconomic Forecasts December 2024](#)) predicted that the average annual headline inflation rate in 2024 would be 0.8%, in 2025 – 2.3%, and the index for 2026-2027 would amount to 2.6%.

The economic growth is expected to show a gradual improvement. Considering the economic trends, it is projected that, assuming the increasing domestic and external demand, the GDP growth rate will accelerate to 2.8% in 2025, and up to 2.9% per year in 2026–2027.

In 2025, the wage growth should be sufficiently rapid, exceeding 8.7 %. Although the economy has slowed down, the unemployment level should be insignificant, constituting a total of 7.1%. The unemployment rate is expected to remain at a similar level in 2026 with no growth in the number of the employed expected either (expecting a decrease of 0.1 and 0.2%). During the period in question, labour costs will remain among the most important factors driving headline inflation, as wages are expected to continue to show a significant increase. Another factor also increasing the headline inflation is the slowly improving international economic environment. Although households will see an increase in their disposable income, their purchasing power will be hindered by rising inflation.

Considering this factor, changes in the number of KVK students or prospective students who can afford a tuition will be insignificant. However, higher business spending is expected for employee qualification development, commissioned R&D, and student support. Considering this factor, KVK is offering a flexible tuition payment schedule, etc.

### **2. Factor. Government expenditure on higher education. Aspects of higher education financing: scope of funding, investment in human resources and source of funding.**

*Impact assessment – positive.* In order to implement the goal established in the Programme of the 19th Government of the Republic of Lithuania to ensure that the salaries of researchers, lecturers and non-academic staff are competitive in the Lithuanian labour market, and ensure that the science and research meet world-class standards, prerequisites and measures have been established for increasing the salaries of academic staff of science and research institutions, as well as for non-academic staff. Considering the above, in 2024, the salaries of academic and non-academic staff have increased as follows: 10% as of 1 January 2024 and 18.7% more as of 1 September 2024. In 2024, the KVK lecturer salary fund has increased by 21%, other staff – 21%, compared to 2023.

Due to the target funding for R&D and reconstruction of the dormitory on Taikos av. 16, KVK funding from the state budget in 2024 has increased by 59%, compared to 2023. The number of students, whose tuition is covered by the state has increased by 2%, compared to 2023, constituting a total of 41%.

### **3. Factor. FDI and development sectors in Klaipėda region: service centres and manufacturing.**

*Impact assessment – positive.* KVK prepares specialists needed for service centres and certain areas of manufacturing sectors in Klaipėda region: IT, finance and accounting, process automation, industrial automation, automation, electrical engineering, energy, etc. (Source: [Invest Lithuania. Accelerating Lithuanian Economy: Strategic Guidelines for Rapid Growth, 2024](#)).

## Social and cultural factors.

### 1. Factor. Demographic change: shrinking population and prospective students in Lithuania.

*Impact assessment – neutral.* Official statistics indicate that birth rates in Lithuania in 2009-2019 have been decreasing by 14.8% ([Statistics Lithuania](#)).

According to the data for 2024, provided by the National Agency for Education, 29.3 thousand eleventh graders will take the first part of their matriculation examinations in 2025. Applications for the second part of the matriculation examinations have been submitted by more than 27 thousand twelfth-graders. On average, each eleventh-grader chose to take five, and twelfth-graders – four examinations.

According to LAMA BPO ([Overview of LAMA BPO 2024 general admissions to Lithuanian higher education institutions 2024](#)), the number of high school graduates attempting enter Lithuanian higher education institutions in 2024 reached 61.3% (in 2023 – 67.8%). 10,607 or 52% of Lithuanian general education school graduates enrolled in universities and other institutions of higher education (in 2023 – 12,259 or 60.9%).

In 2024, school graduate choices have changed. The number of graduates in the vocational education sector have increased by one and a half times, while the numbers in the sector of institutions of higher education – decreased by 40%. The number of individuals that have acquired their general education at vocational education institutions attempting to enrol in institutions of higher education in 2024 was 64, 22 of whom have done so successfully, which is 0.6% of the total graduates of vocational education institutions in 2024. In comparison, the number of applications in 2023 was 89 with 49 of them – successful (1.4% of the total graduates of vocational education institutions)

### 2. Factor. School graduate preparation to study at institutions of higher education.

*Impact assessment – neutral.* Applicants meet competitive admission requirements, although studies at institutions of higher education have lower requirements than universities.

Differences in the level of school graduate preparation in regions and large cities remain significant; a higher competitive score, calculated according to the requirements set by the Minister of Education, Science and Sports, is much easier to achieve for school graduates in large cities than regions (LAMA BPO, 2024). The average competitive score of study places, funded by the state, is 6.09, not funded by the state – 4.70 (additional points not included). *In case of KVK: State-funded – 5.75, non-state-funded – 4.41.* The percentage of students withdrawing from their studies due to poor performance in the first year (2023-2024) is only 3.55%. The same percentage in 2022-2023 was 5.7%.

### 3. Factor. Ageing society.

*Impact assessment – neutral.* Meeting the needs of an ageing society opens up opportunities for training new specialists, working with an ageing society and meeting its needs, and increases the demand for new specialists in a certain field. The same factor has no impact on the human resources of KVK.

## Technological and research factors.

### 1. Factor. Law on Technology and Innovation of the Republic of Lithuania (No. XIII-1414 of 30 June 2018), [Lithuanian Industry Digitisation Roadmap 2020-2030](#); [Lithuanian Artificial Intelligence Strategy](#); [EU Artificial Intelligence Act 2024](#).

*Impact assessment – positive.* Ensuring competencies, needed for the changing labour market. The technologies and procedures used at KVK ensure the accessibility of R&D information and services (open access), as well as the dissemination of knowledge, technology, and publicity of activities, accelerate the search for necessary information, and ensure the accessibility of higher education to foreign and Lithuanian citizens. In addition to that, as of 2023, the EdTech Centre and the Lithuanian Artificial Intelligence Association, together with the Ministry of Education, Science, and Sport, will coordinate the development and advancement of AI in the education sector.

### 2. Factor. European Commission priorities for 2024-2029: a free and democratic Europe, a

**strong and secure Europe, a prosperous and competitive Europe. [EU priorities for 2024-2029](#)**  
*Impact assessment – positive.* KVK can significantly contribute to the implementation of the European Commission's priorities for 2024–2029 by promoting civic education, academic freedom and diversity, developing partnerships with communities, implementing international projects, close cooperation with local institutions, and also seeks to encourage innovation and entrepreneurship, ensure the relevance of study programmes to the needs of the labour market, integrate the principles of the green economy, develop scientific research, and actively involve the community. KVK can become an active institution that not only strengthens regional contributions, but also contributes to the implementation of European values and goals.

#### COMPETITIVE ENVIRONMENT ANALYSIS.

32 higher education institutions (14 universities – 11 public and 3 private, 18 institutions of higher education – 12 public and 6 private) and 47 vocational education institutions participated in the general admissions in 2024. The number of higher education institutions in Western Lithuania offering admissions to study programmes in the same study fields as KVK was 6: Klaipėdos valstybinė kolegija | Higher Education Institution (KVK, 830 students), VGTU Lithuanian Maritime Academy (VGTU LMA, 157 students), Lithuanian Business College (LTBK\*, 106 students), SMK College of Applied Sciences (SMK\*\*, Klaipėda, 76 students), Klaipėda University (KU\*\*\*, 512 students), LCC International University (LCC\*\*\*, 110 students). Thus, KVK ranks first among higher education institutions operating in Western Lithuanian region in terms of the number of admitted first-year students, with a market share of 46.34% (EMIS). KVK is the first among Western Lithuanian institutions of higher education according to the number of students admitted to the following study fields: IT, engineering, health, education sciences, and business and public administration.

\* the data includes Klaipėda and Vilnius branches, as EMIS does not separate them;

\*\* Data from LAMA BPO, as EMIS does not separate the data of Klaipėda and Kaunas branches;

\*\*\* number of first-cycle undergraduate students.

The prestigious 2024 ranking of higher education institutions compiled by *Reitingai* magazine, KVK ranked as top three among institutions of higher education in the following study fields: Informatics, Food Technology, Dental Hygiene, Rehabilitation, Nursing and Obstetrics, Nutrition, Mechanical Engineering, Measurement Engineering, Transport Engineering, Informatics Engineering, Finance, Management, Business, Accounting, Pedagogy, and Cosmetology in the 3-4th place. Compared to 2023, the list of the first three places has changed – the study fields of Tourism and Recreation, Marketing, and Civil Engineering are no longer there, replaced by other fields: Dental Hygiene, Rehabilitation, Nursing and Obstetrics, Transport Engineering, Computer Science Engineering, Management, Business, and Cosmetology.

According to the Order of the Minister of Economy and Innovation of the Republic of Lithuania No. 4-566 of 28 October 2024, KVK ranks first among all higher education institutions in Western Lithuania that have received targeted incentive scholarships from the Ministry of Economy and Innovation for the fifth year in a row with as many as 52 scholarships awarded in 2024 (KU - 44, VGTU LJA -18). AB Ignitis Grupė awarded monthly scholarships worth EUR 300 to ten students of the Electrical and Automation Engineering study programme. In 2024, UAB YIT Lietuva awarded monthly scholarships of EUR 200 to two students of the Civil Engineering study programme. KVK also received 68 scholarships for students studying in pedagogical priority specializations and 3 targeted payments for students studying in pedagogical priority specializations. It should also be noted that 8 students studying pedagogy received financial support for their studies from Klaipėda city municipality budget.

Three study programmes – Electrical and Automation Engineering, Computer Science Engineering, and Finance – have been awarded the Investors' Spotlight quality mark, which testifies to the support and acknowledgement of foreign investors. The quality mark was awarded for the programmes' consistent focus on practical activities and continuous improvement based on academic and scientific knowledge.



As of 2015, KVK has been certified according to the ISO 9001:2015 quality management system, confirming that the institution meets international quality standards. This certificate demonstrates the organization's ongoing commitment to improving operational processes, service quality, and efficiency. ISO certification enhances the reputation of the college and strengthens trust among students, faculty, and social partners, ensuring transparency, reliability, and competitiveness in the education sector.

### INTERNAL FACTORS/ACTIVITY ANALYSIS (SWOT).

KVK SWOT analysis was prepared taking into account the 2024 activity report and the current context.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• High-quality, recognized study fields that meet the labour market needs and economic specialization of the Western Lithuanian region.</li> <li>• Study programmes that are unique in the region and focused on practical training.</li> <li>• The material base for the studies and R&amp;D.</li> <li>• Effective partnerships that make an impact, and comprehensive cooperation between stakeholders.</li> <li>• The integrity of strategic management and an effective Quality Management System.</li> <li>• Highly-qualified staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Student retention.</li> <li>• The share of international students coming for full-time studies.</li> <li>• Dissemination and sales of R&amp;D results to interested parties.</li> <li>• Insufficient number of researchers in scientific fields.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Newly emerging development needs of the Western Lithuanian region and Klaipėda city to create high value-added products and technologies.</li> <li>• Academic community, local government and business cooperation initiatives.</li> <li>• Sources of funding and funds allocated to improve study programmes and strengthen the material base and human resources.</li> <li>• Competitiveness in the international market.</li> <li>• Initiatives and programmes for increasing internationality.</li> <li>• The impact applicants get from their immediate environment (parents, friends, teachers, career specialists, etc.).</li> <li>• Increasing demand for additional qualifications and development.</li> </ul>	<ul style="list-style-type: none"> <li>• Unfavourable forecasts and trends for the economic, geopolitical, and social situation in Lithuania and the world.</li> <li>• The constantly changing legal environment and requirements for admission to higher education institutions.</li> <li>• Small number of companies conducting R&amp;D in the region.</li> <li>• Lack of highly qualified employees in the market.</li> <li>• Growing competition among higher education institutions.</li> <li>• Data protection and cybersecurity.</li> </ul>

### KVK's stakeholders.

Stakeholders are groups that have an impact on an organisation or demand for certain activities. KVK has identified important stakeholders – direct and indirect beneficiaries – that have or could potentially impact KVK's ability to provide consistent services that meet the requirements of the clients, and applicable laws and regulations.

The following stakeholders are regarded as direct beneficiaries: students and learners, lecturers and other staff; while indirect beneficiaries include: business and public organizations, public institutions, partners, suppliers, competitors, graduates, applicants and the rest of society.

## SECTION III

## LONG-TERM STRATEGIC DIRECTIONS, GOALS, FINANCES

**KVK has set four main long-term , strategic directions and goals for the implementation of the Strategic Plan for 2025- 2029:**

- 1. High-quality studies that comply with the market needs.** The goal is to ensure a high-quality student-centred study process and content based on market needs and research results.
- 2. Applied research focused on Lithuania’s sustainable development and the well-being of society.** The goal is to develop applied research activities relevant to the sustainable development of the region.
- 3. Development of internationalization.** The goal is to increase KVK competitiveness in the international environment.
- 4. Sustainable organisation.** The goal is to ensure sustainable KVK management.

The main criteria for achieving the goals of the long-term strategies are focused on the growth of the number of students, the successful development of the graduates’ careers, increasing the number of international students, and the effective implementation of operational processes. The efficiency of achieving the goals of these areas is measured according to specific effect criteria, aiming to achieve results that are beneficial to both direct beneficiaries and society as a whole. The level of achieving these criteria determines the progress and success of the SP implementation.

Code of the evaluation criterion	Title of the impact evaluation criterion / unit of measurement	2024 fact	2025	2026	2027	2028	2029
SK1-E-01	Number of students. (ppl.)	2473	2500	2500	2500	2500	2500
SK1-E-02	Success of the graduates’ careers. (%).	70.95	72	73	74	75	76
SK2-E-01	The share of funds received from applied research per one teaching position. (Eur)	1020	300	350	400	450	500
SK3-E-01	The share of international students enrolled for full-time studies. (%).	5.54	7	9	11	13	15
SK4-E-01	Implementation of QMS criteria. (%).	97.7	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90

**The budget for each financial year for the implementation of KVK strategic objectives is provided in KVK Annual Activity Plan** The activities established in the plan are planned to be financed from the main financial sources of KVK: state budget allocations (60%), funds from contributions received by KVK (32%), and project funds (8%).

## SECTION IV

## KVK STRATEGIC DIRECTIONS AND SUSTAINABLE DEVELOPMENT GOALS

Sustainable development is a path for the development of a modern and responsible organization and its community, based on three equal policy areas – environmental protection, economic development, and social well-being. The aforementioned areas are developed in line with the implementation of the Sustainable Development Goals outlined in the United Nations (UN) Sustainable Development Agenda 2030.

Klaipėdos valstybinė kolegija | Higher Education Institution is a sustainable higher education institution that integrates the United Nations Sustainable Development Goals (SDGs17) into its daily activities.

In 2021, links between KVK strategic directions and the UN Sustainable Development Goals were established following an assessment of survey results of heads of academic and functional departments, and members of the student representative board. Indicators for achieving goals were identified during working sessions with management members (see <https://www.kvk.lt/kolegija/darnaus-vystymosi-tikslai/>). This was the basis for the 3-year plan (see [KVK Sustainable Development Goals Implementation Plan for 2023-2025](#)).

## Links between KVK strategies and UN sustainable development goals for 2030

Strategies	Sustainable development goals for 2030
<b>SK 1</b> <b>High-quality studies that comply with the market needs.</b>	<b>Goal 3.</b> Ensure healthy lives and promote well-being for all at all ages.
	<b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
<b>SK 2</b> <b>Applied research focused on Lithuania's sustainable development and the well-being of the society.</b>	<b>Goal 9.</b> Build resilient infrastructure, promote inclusive and industrialization and foster innovation.
	<b>Goal 11.</b> Make cities and human settlements inclusive, safe, resilient and sustainable.
	<b>Goal 17.</b> Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.
<b>S 3</b> <b>Development of internationalization</b>	<b>Goal 10.</b> Reduce inequality within and among countries.
	<b>Goal 11.</b> Make cities and human settlements inclusive, safe, resilient and sustainable.
	<b>Goal 17.</b> Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.
<b>SK 4</b> <b>Sustainable organisation.</b>	<b>Goal 9.</b> Build resilient infrastructure, promote inclusive and industrialization and foster innovation.
	<b>Goal 12.</b> Ensure sustainable consumption and production patterns.
	<b>Goal 17.</b> Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.

## STRATEGIC DIRECTIONS

### STRATEGIC DIRECTION (CODE S1): HIGH-QUALITY STUDIES THAT COMPLY WITH THE MARKET NEEDS

#### General information about the strategic direction

**Main target results:** The following criteria for evaluating the impact of the strategy have been established: the number of students and the career success of the graduates.

**Goal of the strategy:** To ensure a high-quality student-centred study process and study content based on market needs and research results. The following criteria have been established to achieve this goal: student satisfaction with studies; study effectiveness; share of study fields accredited for the maximum period out of all accredited study fields; number of students, who have completed adult education programmes.

The goal is achieved by implementing the measures provided for in the strategic direction. Special attention is focused on: improving the study environment and material base; improving study programmes; increasing student involvement in the studies, scientific, entrepreneurship development, creative and other activities; improving the student support system; developing study fields that meet the needs of the labour market; implementing and improving feedback; increasing the awareness of study programmes; developing partnerships and increasing their effectiveness; developing lifelong adult education and education services.

**Documents, the provisions of which, are implemented in this strategy:** Law on Higher Education and Research of the Republic of Lithuania, Law on Non-Formal Adult Education and Continuing Education of the Republic of Lithuania, KVK Statute, Provisions and Guidelines for Quality Assurance in the European Higher Education Area, KVK Study Provisions.

**Strategy evaluation:** The implementation of the programme is evaluated at the end of each calendar year. The results of the evaluation are provided in the above-mentioned KVK Activity Report and certified by KVK Council. The results of KVK activities are also presented to the Ministry of Education, Science and Sports, and the KVK community.

**Length of the implementation of the strategy:** Continuous.

**Implementers of the strategy:** KVK Centre for Studies and Career, Quality Centre, Deputy Director for Studies and Research, Training Services Centre, administration and lecturers of the Faculties of Business, Health Sciences, and Technology.

**Strategy coordinator:** Deputy Director for Studies and Research.

1. Table. First strategic direction: evaluation criterion, goal, measurement unit, values, measures.

SK1. STRATEGY: High-quality studies that comply with the market needs								
Code	Strategy evaluation criteria, units of measurement	values of the evaluation criteria, year						Measures
		2024 (fact)	2025	2026	2027	2028	2029	
SK1-E-01	Number of students (ppl)	2473	2500	2500	2500	2500	2500	
SK1-E-02	Graduate career success (%)	70.95	72	73	74	75	76	
Code	Goal, assessment criteria, units of measurement	values of the evaluation criteria, year						
		2024 (fact)	2025	2026	2027	2028	2029	
SK1-T-01	<b>Goal. To ensure a high-quality student-centred study process and study content based on market needs and research results.</b>							
SK1-TR-01-01	Student satisfaction with the studies (%).	87.9	85	85	85	85	85	01.1 Improving the study environment and material base (improvement plan). 01.2 Implementation and improvement of study programmes. 01.3 Increasing student involvement in the studies, research, entrepreneurship development, creative and other activities.
SK1-TR-01-02	Performance of the studies (%)	35.26	33	31	29	27	25	02.1 Improving the student support system. 02.3 Increasing student retention.
SK1-TR-01-03	Share of study fields accredited for the maximum period out of all accredited study fields (%).	95	90	90	90	90	90	03.1. Development of study fields that meet the needs of the labour market. 03.2 Implementation and improvement of feedback. 03.3 Increasing awareness of the study programmes. 03.4 Developing partnerships and increasing efficiency.
SK1-TR-01-04	Number of learners, who have completed adult education programmes (ppl).	2745	2000	2000	2000	2000	2000	04.1. Development of continued adult education and training services.
<b>Material and financial resources</b>		State budget appropriations. Own funds. Target funding (project) funds.						
<b>Responsible divisions</b>		Centre for Studies and Career, Quality Centre, Deputy Director for Studies and Research, Training and Services Centre						

**STRATEGIC DIRECTION (CODE S2): APPLIED RESEARCH, FOCUSED ON LITHUANIA'S SUSTAINABLE DEVELOPMENT AND THE WELL-BEING OF THE SOCIETY**

**General information about the strategic direction**

**Main target results:** The following criterion for assessing the impact of the strategic direction has been established: the share of funds received from applied research per one teaching position.

**Goal of the strategy:** To develop applied research activities relevant to the sustainable development of the region. The following criteria have been established to achieve this goal: the share of commercial applied research in the total applied research; the ratio of scientific publications of lecturers in foreign scientific journals to the total number of publications by lecturers; the number of recognized publications per academic staff position; participation in national and international R&D&I programmes.

The goal is achieved by implementing the measures provided for in the strategic direction. Special attention is focused on: commercialization of applied research; initiatives to activate laboratories and centres; improvement of applied research quality; increasing the dissemination of applied research results; increasing the number of lecturers with doctoral degrees; conducting high-quality applied research; promoting involvement in projects, programmes and initiatives (non-scientific) that generate publications; developing active scientific partnerships; participation in national and international R&D calls; preparation and implementation of an R&D plan with a budget.

**Documents, the provisions of which are implemented in this strategy:** Law on Higher Education and Research of the Republic of Lithuania, KVK Statute, Provisions and Guidelines for Quality Assurance in the European Higher Education Area.

**Strategy evaluation:** The implementation of the strategy is evaluated at the end of each calendar year. Its results are discussed in the annual KVK report, presented and approved by the KVK Council. KVK results are also presented to the Ministry of Education, Science and Sport, and the KVK community.

**Length of the strategy implementation:** Continuous.

**Implementers of the strategy:** KVK Applied Research Centre, Deputy Director for Studies and Research, administration of the faculties of Business, Health Sciences and Technology, lecturers and staff providing assistance in studies and applied research activities.

**Coordinator of the programme:** Deputy Director for Studies and Research.

**Table 2. Second strategic direction: evaluation criteria, unit of measurement, values, measures.**

SK2. STRATEGY: Applied research, focused on Lithuania's sustainable development and the well-being of society								
Code	Strategy evaluation criteria, unit of measurement	values of the evaluation criteria, year						Measures
		2024 (fact)	2025	2026	2027	2028	2029	
SK2-E-01	The share of funds received from applied research per one teaching position. (Eur)	1020	300	350	400	450	500	
Code	Goal, evaluation criteria, unit of measurement	values of the evaluation criteria, year						
		2024 (fact)	2025	2026	2027	2028	2029	
SK2-T-01	<b>Goal. To develop applied research activities relevant to the sustainable development of the region.</b>							
SK2-TR-01-01	The share of commercial applied research in the total applied research. (%)	26	28	30	32	34	36	01.1 Applied research commercialisation. 01.2 Initiatives to activate laboratories and centres.
SK2-TR-01-02	The ratio of lecturers' scientific publications in foreign scientific journals to the total number of lecturers' publications. (%)	36	39	42	45	48	50	02.1 Improving the quality of applied research. 02.2 Increasing the dissemination of applied research results.
SK2-TR-01-03	Number of recognized publications per academic staff position.	0.63	0.67	0.70	0.73	0.77	0.80	03.1 Increasing the number of lecturers with doctoral degree. 03.2 Implementation of high-quality applied research. 03.3 Encouraging engagement in projects, programmes and initiatives (non-scientific) that generate publications.
SK2-TR-01-04	Participation in national and international R&D and innovation programmes. (cases)	1	1	2	2	3	3	04.1 Development of active research partnerships. 04.2 Participation in national and international R&D&I calls. 04.3 Preparation and implementation of an R&D plan with a budget.
<b>Material and financial resources</b>		State budget appropriations. Own funds. Target funding (project) funds.						
<b>Responsible divisions</b>		Applied Research Centre, Deputy Director for Studies and Research.						

STRATEGIC DIRECTION (CODE S3): **DEVELOPMENT OF INTERNATIONALIZATION****General information about the strategic direction**

**Main target results:** The following criterion for evaluating the impact of the strategic direction has been established: the share of international students studying full-time out of the total number of students.

**Goal of the strategy:** Increase KVK international competitiveness. The following criteria have been set to achieve this goal: the share of students experiencing internationality; the number of international lecturers; the total number of partnerships with foreign partners, measuring two or more joint activities; the number of applications for full-time studies in English.

The goal is achieved by implementing the measures provided for in the strategic direction. Special attention is focused on: the implementation and development of study programmes in English; the promotion of exchange programmes and encouraging their use; the internationalization of study programmes and teaching content; the formation of practices for attracting international staff; active participation in the implementation of academic exchange funds, programmes, etc. measures; strengthening relations with existing international partners; the development of participation in consortia and other formal memberships of international networks; the implementation of international marketing and communication measures.

**Documents, the provisions of which, are implemented in this strategy:** Law on Higher Education and Research of the Republic of Lithuania, KVK Statute, Provisions and Guidelines for Quality Assurance in the European Higher Education Area, KVK Study Provisions, KVK Internationality Development Plan, Erasmus Charter for Higher Education.

**Strategy evaluation:** The implementation of the strategy is evaluated at the end of each calendar year. Its results are presented in the annual KVK activity report, delivered and approved by KVK Council and published during the community meeting and on KVK website.

**Length of the strategy implementation:** Continuous.

**Implementers of the strategy:** KVK International Relations, Department, the administration, Centre for Studies and Career, Deputy Director for Strategic Development, administration of the faculties of Business, Health Sciences, and Technology, staff and faculty, offering assistance in the studies.

**Strategy coordinator:** Deputy Director for Strategic Development.



**Table 3. Third strategic direction: strategy evaluation criteria, goal, unit of measurement, values, measures.**

SK3. STRATEGY: Internationality development								
Code	Strategy evaluation criteria, unit of measurement	values of the evaluation criteria, year						Measures
		2024 (fact)	2025	2026	2027	2028	2029	
SK3-E-01	The share of international students, enrolled in full-time studies. (%).	5.54	7	9	11	13	15	
Code	Goal, evaluation criteria, unit of measurement	2024 (fact)	2025	2026	2027	2028	2029	
SK3-T- 01	<b>Goal. Increase KVK international competitiveness.</b>							
SK3-TR-01-01	Share of students experiencing internationality. (%).	55	58	61	64	67	70	01.1 Implementation and development of study programmes in English. 01.2 Promotion of exchange programmes and encouragement of their use. 01.3 Internationalization of study programmes and teaching content.
SK3-TR-01-02	Number of international lecturers out of the total number of lecturers. (%).	1.87	3	4	6	6	6	02.1 Development of international staff recruitment practices. 02.2 Active participation in the implementation of academic exchange funds, programmes, and other measures.
SK3-TR-01-03	Number of strategic partnerships with foreign partners, measuring two or more joint activities. (cases)	9	14	20	25	30	35	03.1 Strengthening relations with existing international partners. 03.2 Development of participation in consortia and other formal memberships of international networks.
SK3-TR-01-04	Number of applications for full-time studies in English. (applications)	405	500	550	600	700	800	04.1 Implementation of international marketing and communication measures.
<b>Material and financial resources</b>		State budget appropriations. Own funds. Target funding (project) funds.						
<b>Responsible divisions</b>		Deputy Director for Strategic Development, International Relations Department, Study and Career Centre.						

STRATEGIC DIRECTION (CODE SK4): **SUSTAINABLE ORGANISATION****General information about the strategic direction**

**Main target results:** The following criteria for evaluating the impact of the strategic direction have been established: Implementation of QMS criteria.

**Goal of the strategy:** To ensure sustainable KVK management. For this purpose, the following criteria have been established: KVK budget change; funds invested in the renovation of the material base; share of buildings with energy efficiency class C and higher; employee satisfaction; ratio of lecturers with a scientific degree to all lecturers in full-time positions.

The goal is achieved by implementing the measures provided for in the strategic direction. Special attention is focused on: the implementation of the income and expenditure plan; diversification of funding sources; improvement of forecasting and planning of resources needed by KVK; preparation and implementation of the IT modernization plan, implementation of digital technologies in all areas of KVK activities; sale of inefficient assets; modernization of existing buildings (cost reduction); development of an investment project (construction and implementation of a new extension); improvement of internal communication quality; optimization of the organizational structure and efficiency of processes; development of a system for improving the qualifications of academic and administrative staff; attracting lecturers with scientific degrees.

**Documents, the provisions of which, are implemented in this strategy:** Law on Higher Education and Research of the Republic of Lithuania, KVK Statute, Provisions and Guidelines for Quality Assurance in the European Higher Education Area, KVK Study Provisions, KVK Quality Manual.

**Strategy evaluation:** The implementation of the strategy is evaluated at the end of each calendar year. Its results are presented in the annual KVK activity report, delivered and approved by KVK Council and published during the community meeting and on KVK website.

**Length of the strategy implementation:** Continuous.

**Implementers of the strategy:** KVK Quality Centre, Department of Finances, Deputy Director for Infrastructure and subordinate divisions, Department of Law and General Issues, Staff Department, administration of the faculties of Business, Health Sciences, and Technology, staff and faculty.

**Strategy coordinator:** Director.

**Table 4. Fourth strategic direction: strategy evaluation criteria, goal, unit of measurement, values, measures.**

SK4. STRATEGY: Sustainable organisation								
Code	Strategy evaluation criteria, units of measurement	values of the evaluation criteria, year						Measures
		2024 (fact)	2025	2026	2027	2028	2029	
SK4-E-01	Implementation of QMS criteria. (%).	97.7	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90	
Code	Goal, evaluation criteria, unit of measurement	values of the evaluation criteria, year						
		2024 (fact)	2025	2026	2027	2028	2029	
SK4-T- 01	<b>Goal. To ensure sustainable KVK management.</b>							
SK4-TR-01-01	KVK income-expenditure ratio. (%).	111	≥ 90	≥ 100	≥ 100	≥ 100	≥ 100	01.1 Implementation of the income and expenditure plan. 01.2 Diversification of financing resources, cost optimization.
SK4-TR-01-02	The funds invested in the renewal of the material base. (%).	7	≤ 40	≤ 10	≤ 10	≤ 10	≤ 10	02.1 Improving the forecasting and planning of resources required by KVK. 02.2 Preparation of an IT modernization plan and implementation of digital technologies in all areas of KVK activities.
SK4-TR-01-03	Share of buildings with energy efficiency class C and higher. (%).	41	59	59	76	95	99	03.1 Sale of inefficient assets. 03.2 Modernization of existing buildings (cost reduction). 03.3 Development of an investment project (construction and commissioning of a new extension).
SK4-TR-01-04	Staff microclimate evaluation. (points on a 10-point scale)	8.1	-	-	8.1	-	-	04.1 Internal communication quality improvement. 04.2 Optimization of organizational structure and process efficiency. 04.3. Development of a system for improving the qualifications of academic and administrative staff.
SK4-TR-01-05	Ratio of lecturers with a scientific degree to all lecturers in full-time positions. (%).	24.06	25	26	28	31	35	05.1 Attracting lecturers with scientific degrees.
<b>Material and financial resources</b>		State budget appropriations. Own funds. Target funding (project) funds.						
<b>Responsible divisions</b>		Quality Centre, Department of Finances, Deputy Director for Infrastructure, Department of Law and General Issues, Staff Department.						

**SECTION V**  
**HUMAN RESOURCES – FORECAST**

**Total number of positions according to the approved position list, salary expenses (thousands of EUR).**

Number of full-time positions, salary expenses	2024 (fact)	2025	2026	2027	2028	2029
Total number of full-time positions	295	290	290	290	283	269
Salary costs (thousand Eur)	8266	8818	9227	9227	9212	9080

**KVK staff groups and group parameters.**

Staff group	2024 (fact)	2025	2026	2027	2028	2029
Lecturers (positions)	148.99	148	147	145	145	145
Researchers (positions)	-	-	1	1.5	1.5	2
Employees, assisting the studies* (positions)	29.5	29.5	30	30	28	27
Employees, assisting research** (positions)	7	7	8	8	9	10
Administration (management positions)	35	35	35	35	35	35
Other employees (positions)	29	29	29	29	29	29
Utility employees (positions)	45.5	43	43	43	37	24
Employee age distribution (all except utility employees and lecturers) (under 30 years, 31–50 years, 51+ years) (%)	Under 30 years – 16.6 31-50 years – 58.59 51+ years – 25.25	Under 30 years – 20 31-50 years – 60 51+ years – 20	Under 30 years – 20 31-50 years – 60 51+ years – 20	Under 30 years – 20 31-50 years – 60 51+ years – 20	Under 30 years – 20 31-50 years – 60 51+ years – 20	Under 30 years – 20 31-50 years – 60 51+ years – 20
Employee (lecturer) age distribution (under 30 years, 31–50 years, 51+ years) (%)	Under 30 years – 5.63 31-50 years – 53.52 51+ years – 40.85	Under 30 years – 5 31-50 years – 55 51+ years – 40	Under 30 years – 4 31-50 years – 56 51+ years – 40	Under 30 years – 4 31-50 years – 56 51+ years – 40	Under 30 years – 4 31-50 years – 56 51+ years – 40	Under 30 years – 4 31-50 years – 56 51+ years – 40
Senior employees (%)	11.89	13	14	15	15	15
Staff turnover index (%)	10	12	12	12	12	12

\*- Employees assisting in the implementation of studies – administrators, faculty administrators, department administrators, study organisation managers, librarians, senior librarians, study specialists, study and career specialists, head of the Transport Engineering Centre, coaches, specialists of the International Relations Department.

\*\* - Employees assisting in conducting scientific research – laboratory technicians. Source: Stekas statistical data source, distribution according to the Material Resource Assessment Methodology for Higher Education Institutions.

Source: Stekas statistical data source, distribution according to the Material Resource Assessment Methodology for Higher Education Institutions.

## TECHNICAL ANNEX OF EVALUATION CRITERIA

### Impact criterion

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> High-quality studies that comply with the market needs		SK1
<b>Evaluation criterion:</b> Number of students (ppl)		SK1-E-01
1.	Definition	Number of students (ppl)
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	This criterion indicates the number of students enrolled at KVK.
4.	Calculation method	Data on all persons enrolled and with a status of a student at KVK as of October 1 is obtained from the Student Register.
5.	Data source	Student Register (SR).
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Head of the Centre for Studies and Career.
8.	Other information about the reliability of the evaluation criterion	-

### Impact criterion

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> High-quality studies that comply with the market needs		SK1
<b>Evaluation criterion:</b> Graduate career success (%).		SK1-E-02
1.	Definition	Number of graduates, who continued their studies in a higher cycle and/or worked in a job requiring a higher education qualification 12 months after graduation (%).
2.	Is this a new evaluation criterion?	No. Used more than once a year.
3.	Justification of the choice	This evaluation criterion illustrates the demand for trained specialists and their compliance with the needs of the labour market.
4.	Calculation method	The calculation of the number of graduates, employed in a job that requires a higher education qualification, includes graduates, who have employment contracts with insurers registered in the Republic of Lithuania and receive a salary, while the following are considered self-employed: an owner of a sole proprietorship, a member of a small partnership, a general partner of a general partnership and a limited partnership, a person engaged in individual enterprise as defined in the Law on Personal Income Tax of the Republic of Lithuania, a farmer and their partner, a family member, a person receiving income under copyright contracts or income from sports or performance. Calculation – (number of graduates continuing their studies in a higher cycle + number of graduates working in jobs requiring higher education qualifications) / (number of graduates – number of graduates with a justifiable reason for not finding employment) as of October 1.
5.	Data source	Education Management Information System (EMIS).
6.	Calculation frequency	Once a year (data recorded on 5 October).
7.	Responsible for the evaluation criterion	Head of the Centre for Studies and Career.
8.	Other information about the reliability of the evaluation criterion	The calculation is carried out in accordance with the procedure established by the Order of the Minister of Education, Science and Sports of the Republic of Lithuania ‘Regarding the amendment of Order No. V-777 of the Minister of Education, Science and Sports of 17 July 2024 “Regarding the approval of the Order No. V-2009 of the Minister of Education, Science and Sports of 29 December 2022 “On the assessment of study achievements of research and study institutions, the allocation of state budget incentive funding for study achievements to research and study institutions, the provision of data required to carry out assessments of study achievements and the description of the procedure for determining the weight coefficients of the criteria for assessing study achievements of research and study institutions”’.

**Impact criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Applied research focused on Lithuania's sustainable development and the well-being of the society.		SK2
<b>Evaluation criterion:</b> Share of funds received from applied research per teaching position (Eur).		SK2-E-01
1.	Definition	Share of funds received from economic entities, non-governmental organizations and individuals for R&D orders per teaching position (Eur).
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	This criterion indicates the scope and quality of applied research services provided by KVK.
4.	Calculation method	The criterion is calculated by summing the funds received for applied research, experimental development, and consultations, and dividing them by the number of teaching positions.
5.	Data source	Centre of Applied Research.
6.	Calculation frequency	Twice a year.
7.	Responsible for the evaluation criterion	Head of the Centre of Applied Research.

**Impact criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Internationality development.		SK3
<b>Evaluation criterion:</b> Share of international students, enrolled in full-time studies (%).		SK3-E-01
1.	Definition	The share of foreign students out of the total number of students enrolled in full-time studies at KVK (%).
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	The criterion demonstrates the development of KVK internationalization and the recognition of the study programmes implemented not only in Lithuania, but also abroad.
4.	Calculation method	The ratio of the number of students studying full-time in English to the total number of students at KVK. Calculated according to 1 October data. $k/n * 100$ ; k – number of students from abroad, enrolled in KVK study programmes on 1 October; n – total number of students, enrolled at KVK on 1 October.
5.	Data source	Education Management Information System (EMIS).
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Head of International Relations.
8.	Other information about the reliability of the evaluation criterion	-

**Impact criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Sustainable organisation.		SK4
<b>Evaluation criterion:</b> Implementation of QMS criteria (%).		SK4-E-01
1.	Definition	A summary of the criteria for the QMS processes is prepared, which calculates the impact of the processes implemented.
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	The criterion demonstrates the effectiveness of KVK quality management system; the processes are regularly reviewed updating the criteria appropriately to ensure continuous improvement.
4.	Calculation method	The criterion is calculated by evaluating the target and actual value of each process criterion indicator in percentage, followed by deriving an average of the implementation of all processes.
5.	Data source	Quality centre.
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Head of the Quality Centre.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> High-quality studies that comply with the market needs.		SK1
<b>Goal:</b> To ensure a high-quality student-centred study process and study content based on market needs and research results.		SK1-T-01
<b>Evaluation criterion:</b> Student satisfaction with the studies (%).		SK1-TR-01-01
1.	Definition	Student satisfaction with the studies (%).
2.	Is this a new evaluation criterion?	No. Used for more than 5 years.
3.	Justification of the choice	The criterion shows the percentage of KVK students satisfied with their studies out of the total number of students.
4.	Calculation method	The criterion is calculated by conducting a study of student satisfaction with studies and evaluating its results.
5.	Data source	Quality centre.
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Head of the Quality Centre.
8.	Other information about the reliability of the evaluation criterion	-

## Result criterion

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> High-quality studies that comply with the market needs.		SK1
<b>Goal:</b> To ensure a high-quality student-centred study process and study content based on market needs and research results.		SK1-T-01
<b>Evaluation criterion:</b> Performance of the studies (%)		SK1-TR-01-02
1.	Definition	Number of graduates (%)
2.	Is this a new evaluation criterion?	Yes. Used for 1 year.
3.	Justification of the choice	This criterion indicates the percentage of students that graduated in an established period of time.
4.	Calculation method	<p>The calculation of the share of the students that have terminated their studies in the group of studies is done by taking all students that have commenced their studies U+Z (Y – length of the study programme/field in years; Z – intermission of studies, indicated in the Student Register) years ago, who were supposed to complete them until the reporting period (the year of commencement of studies is determined by subtracting Y+Z from the current year). This number does not include students that have terminated their studies and have not completed them in Y+Z years. This number does not include students that have discontinued their studies if their studies at a study and research institution were terminated in an event of death, termination of studies due to a change in the study programme at the same institution, termination of studies at a certain institution to continue them at another, termination of studies due to a change in the source of funding, continuation of studies at the same or another institution, as well as foreign students, who have discontinued their studies during the first semester. The number determines the share (in percentage) of students, who have discontinued their studies, in the total number of students, who commenced their studies Y+Z years ago and were supposed to complete them by the end of the reporting period. It is estimated that one academic year of full-time studies contains 60 credits, while part-time studies – 45 study credits. Part-time and full-time students are counted together.</p> <p>This criterion is calculated as follows: the number of students that have not completed their studies / (the number of students that have completed their studies in an established time frame + the number of students that have not completed their studies) on 1 October.</p>
5.	Data source	Education Management Information System (EMIS).
6.	Calculation frequency	Once a year (data recorded on 5 October).
7.	Responsible for the evaluation criterion	Head of the Centre for Studies and Career.
8.	Other information about the reliability of the evaluation criteria	The calculation is carried out in accordance with the procedure established by the Order of the Minister of Education, Science and Sports of the Republic of Lithuania ‘Regarding the amendment of Order No. V-777 of the Minister of Education, Science and Sports of 17 July 2024 “Regarding the approval of the Order No. V-2009 of the Minister of Education, Science and Sports of 29 December 2022 “On the assessment of study achievements of research and study institutions, the allocation of state budget incentive funding for study achievements to research and study institutions, the provision of data required to carry out assessments of study achievements and the description of the procedure for determining the weight coefficients of the criteria for assessing study achievements of research and study institutions”’.



**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> High-quality studies that comply with the market needs.		SK1
<b>Goal:</b> To ensure a high-quality student-centred study process and study content based on market needs and research results.		SK1-T-01
<b>Evaluation criterion:</b> Share of study programmes accredited for the maximum period out of all study programmes evaluated and accredited (%).		SK1-TR-01-03
1.	Definition	Ratio of study programmes accredited for the maximum period out of all study programmes accredited (%).
2.	Is this a new evaluation criterion?	No. Used for more than 5 years.
3.	Justification of the choice	This criterion indicates the quality of the study programmes offered at KVK.
4.	Calculation method	Ratio of study programmes accredited for the maximum period and all accredited study programmes.
5.	Data source	Faculties.
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Deputy Director for Studies and Research.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> High-quality studies that comply with the market needs.		SK1
<b>Goal:</b> To ensure a high-quality student-centred study process and study content based on market needs and research results.		SK1-T-01
<b>Evaluation criterion:</b> Number of students that have completed continued adult education and training programmes (ppl.)		SK1-TR-01-04
1.	Definition	Number of students that have completed continued adult education and training programmes (ppl.)
2.	Is this a new evaluation criterion?	No. Used for more than 5 years.
3.	Justification of the choice	This criterion indicates the demand for continued adult education and training programmes.
4.	Calculation method	This criterion is calculated by adding the number of students, who have completed continued adult education and training programmes.
5.	Data source	Training and Services Centre.
6.	Calculation frequency	Twice a year.
7.	Responsible for the evaluation criterion	Head of the Training and Services Centre.
8.	Other information about the reliability of the evaluation criterion	-

### Result criterion

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> : Applied research focused on Lithuania's sustainable development and the well-being of society.		SK2
<b>Goal:</b> To develop applied research activities relevant to the sustainable development of the region.		SK2-T-01
<b>Evaluation criterion:</b> Share of commercial applied research out of the total number of applied research (%).		SK2-TR-01-01
1.	Definition	Share of commercial research out of the total number of applied research (%).
2.	Is this a new evaluation criterion?	No. Used for more than 5 years.
3.	Justification of the choice	This criterion shows KVK ability to commercialize applied research (%).
4.	Calculation method	The criterion is calculated by dividing the number of commercial applied research by the total number of applied research conducted and is expressed as a percentage.
5.	Data source	Centre of Applied Research.
6.	Calculation frequency	Twice a year.
7.	Responsible for the evaluation criterion	Head of the Centre of Applied Research.
8.	Other information about the reliability of the evaluation criterion	-

### Result criterion

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> : Applied research focused on Lithuania's sustainable development and the well-being of society.		SK2
<b>Goal:</b> To develop applied research activities relevant to the sustainable development of the region.		SK2-T-01
<b>Evaluation criterion:</b> The ratio of lecturers' scientific publications in foreign scientific journals to the total number of lecturer publications (%).		SK2-TR-01-02
1.	Definition	The ratio of lecturers' scientific publications in foreign scientific journals to the total number of lecturer publications (%).
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	This criterion indicates the quality and international visibility of publications, published by KVK lecturers.
4.	Calculation method	This criterion is calculated by dividing the number of scientific publications of lecturers in foreign scientific journals by the total number of lecturer publications and is expressed as a percentage.
5.	Data source	Centre of Applied Research.
6.	Calculation frequency	Twice a year.
7.	Responsible for the evaluation criterion	Head of the Centre of Applied Research.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Applied research focused on Lithuania's sustainable development and the well-being of society.		SK2
<b>Goal:</b> To develop applied research activities relevant to the sustainable development of the region.		SK2-T-01
<b>Evaluation criterion:</b> Number of acknowledged publications per academic staff position (publications).		SK2-TR-01-03
1.	Definition	Number of recognized publications per academic staff position.
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	This criterion indicates the intensity of applied research activities and the quality of dissemination of research results.
4.	Calculation method	This criterion is calculated by dividing the number of recognized publications by the total number of academic staff positions. For the sake of the calculation, recognized publications are refer to scientific publications that are included into KVK Formal Research Assessment*, awarding points for the types of research results dissemination (research papers).
5.	Data source	Centre of Applied Research.
6.	Calculation frequency	Twice a year.
7.	Responsible for the evaluation criterion	Head of the Centre of Applied Research.
8.	Other information about the reliability of the evaluation criterion	*Procedure for submitting data on the results of scientific research and experimental development and artistic activities conducted by institutions of higher education for formal evaluation

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> : Applied research focused on Lithuania's sustainable development and the well-being of the society.		SK2
<b>Goal:</b> To develop applied research activities relevant to the sustainable development of the region.		SK2-T-01
<b>Evaluation criterion:</b> Participation in national and international R&D and innovation programmes (cases).		SK2-TR-01-04
1.	Definition	Participation in national and international R&D and innovation programmes.
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	This criterion illustrates the development and strengthening of R&D and innovation capacity.
4.	Calculation method	This criterion is calculated by summing all R&D projects implemented. The calculation is carried out based on the formal description of the evaluation of the R&D activities of institutions of higher education, applicable for the relevant evaluation year.
5.	Data source	Centre of Applied Research.
6.	Calculation frequency	Twice a year.
7.	Responsible for the evaluation criterion	Head of the Centre of Applied Research.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Internationality development.		SK3
<b>Goal:</b> Increase KVK international competitiveness.		SK3-T-01
<b>Evaluation criterion:</b> Share of students experiencing internationality (%).		SK3-TR-01-01
1.	Definition	Share of students taking part at international activities at KVK out of all KVK students.
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	This criterion indicates KVK student involvement in international activities.
4.	Calculation method	The ratio of the number of students, who participated in international activities (study and internship mobility, projects, internships, competitions, master classes, blended intensive programs (BIP), lectures by lecturers, researchers and company representatives from abroad (at least 4 lectures), organised by KVK), to the total number of KVK students.
5.	Data source	Education Management Information System. International Relations Department. Faculty of Business. Faculty of Health Sciences. Faculty of Technology.
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Head of International Relations.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Internationality development.		SK3
<b>Goal:</b> Increase KVK international competitiveness.		SK3-T-01
<b>Evaluation criterion:</b> Number of international lecturers out of the total number of lecturers (%).		SK3-TR-01-02
1.	Definition	Number of international lecturers out of the total number of lecturers (%).
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	This criterion indicates the number of international lecturers working at KVK.
4.	Calculation method	$k/n * 100$ ; k – the recorded number of intentional lecturers in a calendar year; n – the number of total KVK lecturers in a calendar year.
5.	Data source	The data received from faculties and the International Relations Department is entered into the Pedagogical Register (PR).
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Head of the Centre for Studies and Career.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> : Internationality development.		SK3
<b>Goal:</b> Increase KVK competitiveness in the international environment.		SK3-T-01
<b>Evaluation criterion:</b> Total number of partnerships with foreign partners, measuring two or more joint activities (activities).		SK3-TR-01-03
1.	Definition	Total number of partnerships with foreign partners, measuring two or more joint activities.
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	It reveals the extent to which an organization is involved in international partnerships, which include not only single initiatives, but at least two or more activities. The number of partnerships in two or more areas with foreign partners means greater integration of the institution into the international environment, better potential for knowledge and innovation exchange, and competitiveness in the international space.
4.	Calculation method	Identifying all international partnerships within a specified period and checking whether each partnership includes at least two activities from the following three categories: science (joint research, publications, conferences, etc.); internationality (mobility programmes, international networks, study exchanges, etc.); projects (joint international projects, funded initiatives); and counting the total number of partnerships that meet the criteria.
	Data source	Data from the International Relations Department. Data from the Project Department. Centre of Applied Research.
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Deputy Director for Strategic Development.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> : Internationality development.		SK3
<b>Goal:</b> Increase KVK competitiveness in the international environment.		SK3-T-01
<b>Evaluation criterion:</b> Number of applications for full-time studies in English (applications).		SK3-TR-01-04
1.	Definition	Number of applications for full-time studies in English.
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	This criterion indicates: the effectiveness of international marketing – KVK success in attracting foreign students through information dissemination and advertising campaigns; the attractiveness of study programmes in the international market – whether the study programmes offered in English meet the needs and expectations of international students; KVK competitiveness among other higher education institutions – KVK appeal to foreign students compared to other institutions.
4.	Calculation method	Number of applications for full-time studies in English in calendar year.
	Data source	International Relations Department.
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Head of International Relations.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Sustainable organisation.		SK4
<b>Goal:</b> To ensure sustainable KVK management.		SK4-T-01
<b>Evaluation criterion:</b> KVK income-expenditure ratio (%).		SK4-TR-01-01
1.	Definition	KVK income-expenditure ratio (%).
2.	Is this a new evaluation criterion?	Used for more than 5 years.
3.	Justification of the choice	This criterion indicates whether KVK income covers its expenses.
4.	Calculation method	This criterion is calculated by dividing KVK income by its expenses.
5.	Data source	Finance Department.
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Head of the Department of Finances.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Sustainable organisation.		SK4
<b>Goal:</b> To ensure sustainable KVK management.		SK4-T-01
<b>Evaluation criterion:</b> Funds invested in the renewal of the material base (percentage of the annual budget).		SK4-TR-01-02
1.	Definition	Share of investments allocated for the renewal of the material base from the annual budget (%).
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	This criterion indicates the amount of investments allocated to the renewal of the material base from the annual budget (%).
4.	Calculation method	This criterion shows the amount of investments allocated to the renewal of the material base from the annual budget (%).
5.	Data source	Finance Department.
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Head of the Department of Finances.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Sustainable organisation.		SK4
<b>Goal:</b> To ensure sustainable KVK management.		SK4-T-01
<b>Evaluation criterion:</b> Share of buildings with energy efficiency class C and higher (%).		SK4-TR-01-03
1.	Definition	The share of the area of buildings with energy efficiency class no lower than C compared to the total area of buildings.
2.	Is this a new evaluation criterion?	Yes.
3.	Justification of the choice	This criterion indicates the rate of modernization and reinvestment of managed real estate.
4.	Calculation method	The share of the area of modernized or newly constructed buildings managed by KVK, with energy efficiency class no lower than C, is expressed as a percentage of the total area of buildings managed by KVK.
5.	Data source	Infrastructure Department
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Deputy Director for Infrastructure.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Sustainable organisation.		SK4
<b>Goal:</b> To ensure sustainable KVK management.		SK4-T-01
<b>Evaluation criterion:</b> Staff microclimate evaluation (on a 10-point scale).		SK4-TR-01-04
1.	Definition	Staff microclimate evaluation (points).
2.	Is this a new evaluation criterion?	No. Used for 5 years.
3.	Justification of the choice	This criterion indicates the internal and external work satisfaction of KVK staff.
4.	Calculation method	This criterion is calculated after conducting a microclimate survey of employees and evaluating the results of the survey according to UAB Grand Partners methodology.
5.	Data source	Head of the Department of Law and General Issues.
6.	Calculation frequency	At least once every 3 years.
7.	Responsible for the evaluation criterion	Head of the Department of Law and General Issues.
8.	Other information about the reliability of the evaluation criterion	-

**Result criterion**

Title		Code
Klaipėdos valstybinė kolegija/Higher Education Institution		111968056
<b>Strategic direction:</b> Sustainable organisation.		SK4
<b>Goal:</b> To ensure sustainable KVK management.		SK4-T-01
<b>Evaluation criterion:</b> Ratio of lecturers with a degree to all lecturers (%).		SK4-TR-01-04
1.	Definition	Ratio of full-time positions held by lecturers with an academic degree to total full-time positions held by lecturers overall (percentage).
2.	Is this a new evaluation criterion?	No. Used for more than 5 years.
3.	Justification of the choice	This criterion demonstrates the competence of lecturers, which is important in ensuring the quality of studies and applied research.
4.	Calculation method	$k/n*100$ ; k – number of positions held by lecturers with an academic degree; n – number of positions held by lecturers overall.
	Data source	Staff department.
6.	Calculation frequency	Once a year.
7.	Responsible for the evaluation criterion	Head of the Staff Department
8.	Other information about the reliability of the evaluation criterion	-



**Klaipėdos  
valstybinė  
kolegija**

