# QUALITY GUIDE

# SMK QUALITY POLICY

*SMK's* quality policy is an integral and inseparable part of SMK's vision and operational strategy.

**SMK's mission** describes the purpose of the higher education institution's activities and the substantive nature of the organisation itself.

**SMK's vision** is to be a recognised and valued centre of private education and science that brings together the collective potential of people and organisations and actualises it for the advancement of society and the creation of value at a new level of consciousness.

We see the achievement of **the SMK vision** in an ecosystem of educational, business and social organisations and communities characterised by:

- Value-based leadership;
- Meaningful learning based on the search for and creation of meaning;
- A high moral business culture.

**In order to ensure internal quality, SMK's Quality Policy is based on the following principles:**

- ***Equality*** (equal opportunities) – all interested parties are heard, and the same conditions and opportunities apply to everyone;
- ***Openness*** – information about SMK's performance and achievements is provided to the SMK community, external partners and social stakeholders (open provision of information);
- ***Transparency*** – decisions are made impartially, prepared in consultation/discussion/coordination with the SMK community and external partners and other social stakeholders, and decisions and necessary information and documents are made public;
- ***Academic ethics and integrity*** – activities are carried out in accordance with the principles of academic ethics and integrity that are equally understood by the entire academic community and interested parties, and decisions are made in accordance with the highest standards of fairness.

**As a higher education institution, SMK undertakes to:**

- to continuously research and analyse consumer needs and interests;
- respond flexibly and promptly to changes in the external environment;
- to anticipate risk management measures and promptly eliminate causes that reduce the quality of studies and services provided;

- to implement innovations;
- improve the qualifications of teaching and administrative staff;
- ensure that all SMK employees are responsible for the quality of their work in accordance with their duties and competences;
- purchase only high-quality equipment to ensure the quality of studies and services provided;
- seek to identify the causes of possible problems in advance and avoid negative consequences;
- create conditions for teaching and administrative staff to work efficiently and productively;
- recognise the achievements and creative initiative of employees and encourage them to strive for the highest possible results;
- ensure the effective and efficient functioning of the quality management system by providing it with all the necessary resources;
- periodically review and improve the quality policy and quality objectives, taking into account changes in external and internal factors affecting SMK and the needs and interests of stakeholders in the quality of SMK's activities;
- ensure that the SMK quality policy and objectives are understood by all, implemented at all levels of activity and complied with.

# QUALITY MANAGEMENT SYSTEM

**SMK values -** identify what is important to the entire community, what standards are set for SMK and its partners in order to achieve its vision and long-term goals.
**Openness -** information about SMK's performance and achievements is provided to the SMK community, external partners and social stakeholders (open provision of information);
**Diversity and inclusion –** creating a working environment that promotes diversity and inclusion without discrimination, ensuring better experiences, involvement and work motivation for the SMK community, smoother cooperation, and more open and flexible internal policies throughout the organisation;
**Social responsibility –** conditions are created for all persons (including those with disabilities) to have access to studies, the interests of SMK and the entire community are reconciled, innovative methods of internal and external presentation of activities are developed, accountability to stakeholders is ensured, resources are used sustainably, and voluntary social initiatives of the academic community are encouraged by involving social partners.

The SMK implements, supervises and continuously improves the quality management system in order to perform its functions effectively and efficiently in accordance with the requirements of normative legal acts and stakeholders, thereby increasing stakeholder satisfaction. Therefore, the SMK:

1. Establishes the processes of the Quality Management System and defines their relationships;
2. Defines the processes necessary to ensure the high-quality performance and management of the higher education institution in the Quality Guide;
3. Provides the necessary resources and information required for QMS processes and their monitoring;
4. Monitors, measures and analyses processes and their results;
5. Implements planned actions to achieve results and continuously improve the processes of the SMK.

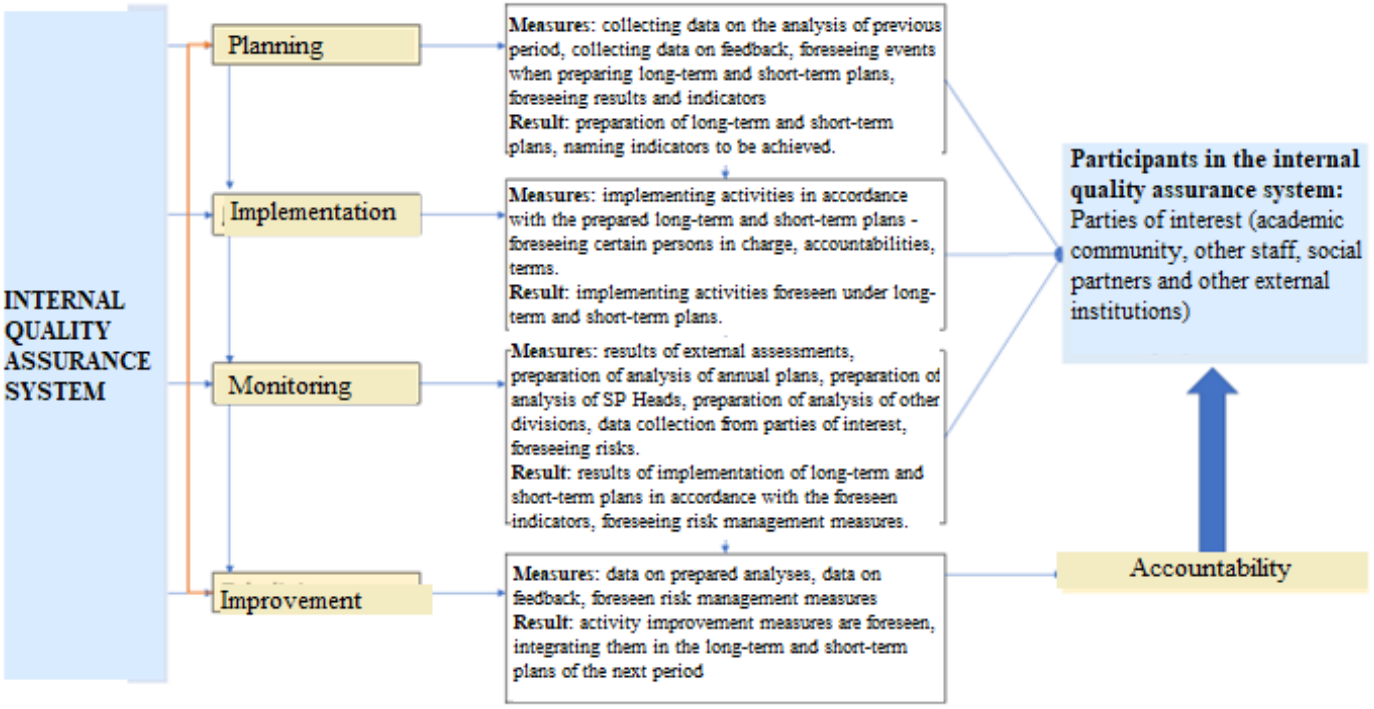
**The Quality Guide** is an operational management document that defines the quality policy and quality management system. The purpose of the Quality Guide is to establish defined process management procedures, objectives, responsibilities, desired outcomes and clear performance indicators for specific activities. **The Quality Guide** is the main document for implementing and monitoring the quality management system, which helps to achieve the mission, vision, strategic goals, European Quality Assurance Standards and Guidelines (ESG) of SMK.
In order to ensure the uninterrupted implementation of the higher education study process and the provision of other services, focusing on meeting the needs of internal and external stakeholders and legal regulations, the requirements set

out in the Quality Management System are mandatory for all SMK activity participants community members and partners involved in SMK activities.

**Improvement.** SMK regularly reviews and evaluates its quality policy at least once a year to ensure that it meets SMK's strategic objectives and continuous improvement, meeting the expectations and other requirements of stakeholders.
The SMK working group responsible for quality and other SMK employees may submit specific proposals for updating the quality management system. Information on updating the quality policy is submitted to the Head of Scientific Activities, who also chairs the working group responsible for quality.
SMK employees are familiarised with the approved quality policy, which is published on the SMK website in Lithuanian and English.

## SMK INTERNAL QUALITY ASSURANCE SYSTEM

The internal quality assurance system is applicable to every quality management system process described **in the Quality Guide.** The quality assurance system covers the processes of planning, implementation, monitoring and improvement, in which stakeholders (the SMK community and external partners) participate.



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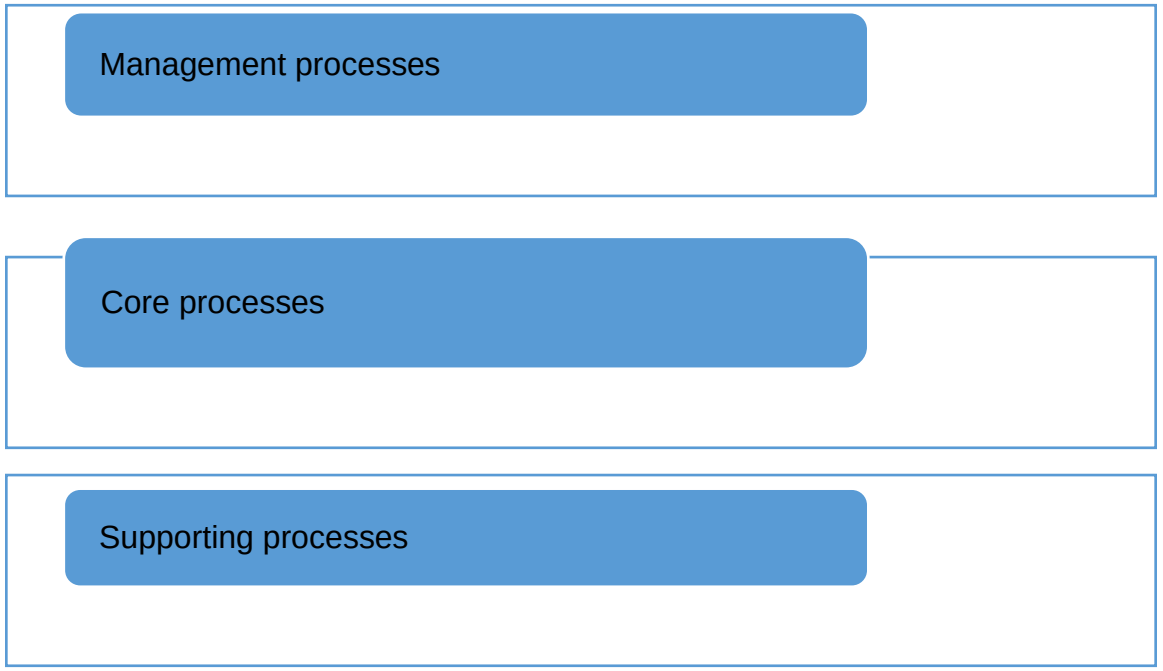
## QUALITY MANAGEMENT SYSTEM PROCESSES

SMK distinguishes three main groups of processes:

- Management processes
- Core processes
- Support processes




***Management SMK processes*** consist of:

- Activity planning
- Activity monitoring and improvement

***The following key SMK processes are distinguished:***

- Studies
- Applied scientific (artistic) activities
- Lifelong learning activities

***Supporting processes SMK*** supports management and core processes and provides them with the necessary resources and tools. Recognising that the mission of a modern higher education institution goes beyond the traditional scope of activities, SMK is committed to developing support processes that undoubtedly create significant added value. ***Support processes:***

- Project management
- Internationalisation
- Communication and marketing
- Personnel management
- Infrastructure management

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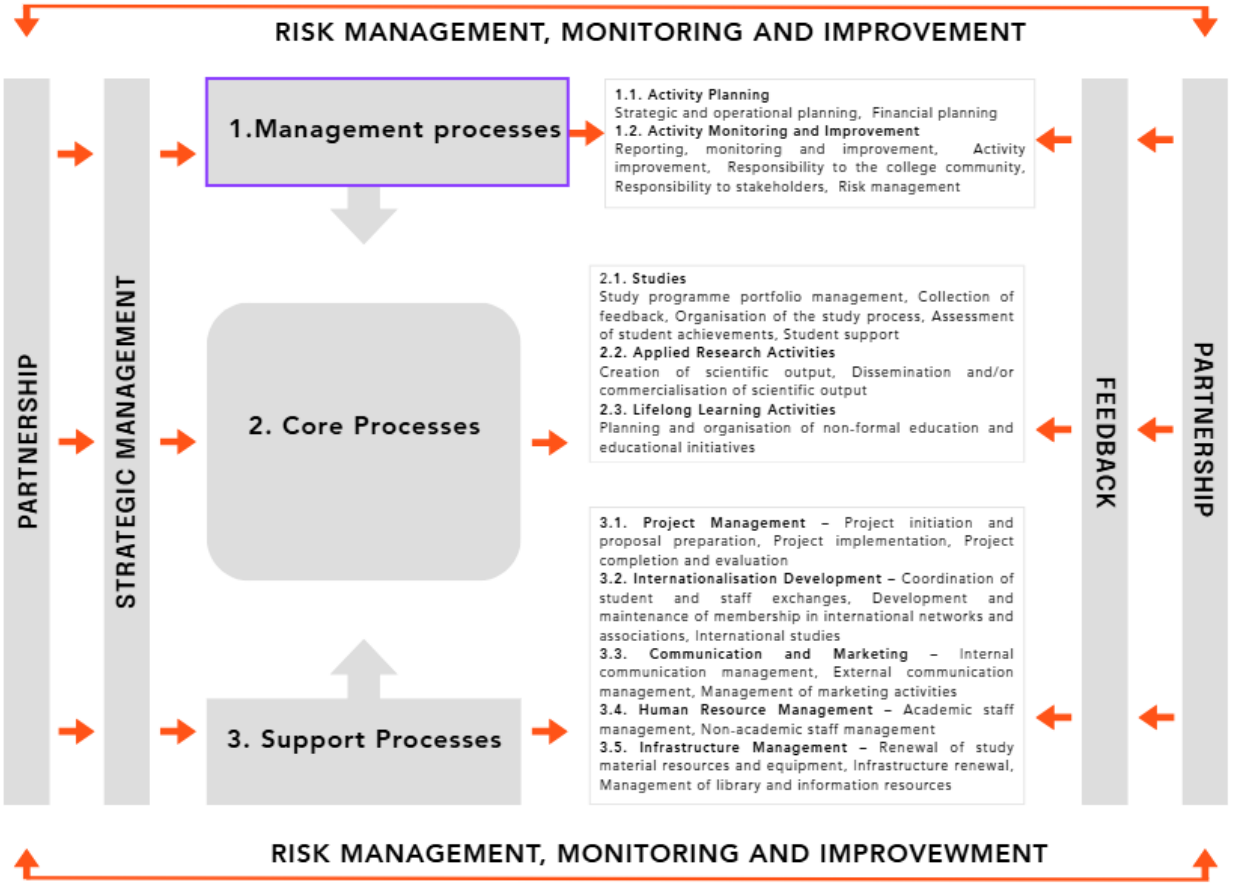
## SMK QUALITY MANAGEMENT SYSTEM PROCESS MAP



SMK processes are detailed in the appendix to the Quality Guide, which also names the persons responsible for the processes. The quality management system process diagram is provided in Appendix 1 to the Quality Guide.

## 1. SMK MANAGEMENT PROCESSES

### 1.1. ACTIVITY PLANNING

The QMS implements a consistent and systematic planning process that involves the community, shapes a collegially understood vision and mission of the organisation, and focuses on joint work to achieve the set goals.
The planning documents prepared by SMK are selected according to the perspective of the planned period, which corresponds to the level of strategic and operational planning.
**The objective of the activity planning process** is to ensure continuous planning of long-term and short-term activity processes and financial planning of activities carried out. The process is divided into two sub-processes: Strategic and Operational Planning and Financial Planning. The strategic and operational planning sub-process is implemented through activities such as Preparation and updating of the SMK long-term strategy (10 years); Updating of the SMK strategic activity plan (5 years); Preparation of annual activity plans; Quarterly reviews of the annual plan to monitor the progress of the plan's implementation and make adjustments according to current circumstances; Analysis of the implementation of annual plans (with SWOT and risks); Analysis of the SMK strategic activity plan (5 years) and provision of forecasts for the coming period; Preparation of SMK long-term strategic period (10 years) progress reports; Planning for the future strategic period. The financial planning sub-process is implemented through activities such as Preparation of the draft budget; Accounting; Submission of financial reports; Expenditure control; Auditing.
**The Director** is responsible for the implementation of the activity planning process**.**

The SMK activity planning process is detailed in Appendix 1 of the Quality Guide.

### 1.2. ACTIVITY MONITORING AND IMPROVEMENT

**The purpose of the activity planning process is** to ensure periodic monitoring of activity processes and the process of activity improvement.
The process is divided into five sub-processes: *Report preparation, monitoring and improvement/Activity improvement/Reporting to the SMK community/Reporting to interested parties /Risk management.*

*The reporting, monitoring and improvement sub-process* is implemented through activities such as Preparation of reports by study programme managers and other departments, analysis of activities; Identification of unfulfilled activities/risks of departments; Elimination of identified problems/risks, correction of non-compliance of unfulfilled activities
Determining the level of risk and making decisions; Analysing the implementation of activities set out in the SMK Strategic Activity Plan (5 years); Identifying unfulfilled activities/risks of departments; Eliminating identified problems/risks, correcting discrepancies in unfulfilled activities; Determining risk levels and making decisions, monitoring the elimination of problems in departmental activities; Preparing departmental reports, analysing activities; Identifying unfulfilled activities/risks in departments; Determining risk levels and making decisions; Eliminating identified problems/risks, correcting non-compliant activities; monitoring the elimination of non-compliant activities and problems in departments; Determining risk levels and making decisions.
*The activity improvement sub-process* is implemented through activities such as updating the SMK Strategic Activity Plan (5 years) based on the prepared annual activity reports; updating the SMK Long-Term Strategy (10 years) based on the strategic period reports.
*The SMK community accountability sub-process* is implemented through activities such as discussing the SMK Annual Activity Plan (1 year) with the SMK community; presenting the SMK Annual Activity Plan (1 year) to the SMK community; preparing and discussing quarterly annual activity plan reports; presentation of the SMK Annual Activity Plan (1 year) report to the community; discussion of the SMK Strategic Activity Plan (5 years) with the SMK community; presentation of the SMK Strategic Activity Plan (5 years) to the SMK community; Presentation of the SMK Strategic Activity Plan (5 years) report to the community; Discussion of the SMK Long-Term Strategy (10 years) with the SMK community; Presentation of the SMK Long-Term Strategy (10 years) to the SMK community; Presentation of the SMK Long-Term Strategy (10 years) report to the community.
The sub-process *of accountability to stakeholders* is implemented through activities such as Discussion of the SMK Annual Activity Plan (1 year) with SMK social partners; Presentation of the SMK Annual Activity Plan (1 year) to SMK social partners; Preparation and review of quarterly annual activity plan reports with department heads and their discussion; Presentation of the SMK Annual Activity Plan (1 year) report to social partners; Discussion of the SMK Strategic Activity Plan (5 years) with SMK social partners; Presentation of the SMK Strategic Activity Plan (5 years) to SMK social partners; Presentation of the SMK Strategic Activity Plan (5 years) report to social partners; Discussion of the SMK Long-Term Strategy (10 years) with SMK social stakeholders; Presentation of the SMK Long-Term Strategy (10 years) to SMK social stakeholders; Presentation of the SMK Long-Term Strategy (10 years) report to social stakeholders.
*The risk management sub-process* is implemented through activities such as regular management meetings; Preparation of the SMK Risk Management Policy and Procedure; Consideration of risk management measures, identifying potential risks and their level of complexity; Planning risk management measures by area of activity and integrating them into annual plans; Including a section on "Identified risks" in quarterly annual activity plan reports, recording observed risks and

changes therein; The descriptive report of the annual activity plan includes a section on the analysis of risk identification and their transfer to other periods; Implementation of annual plans and management of risks through planned measures; Supervision of risk management measures.
**The Director** is responsible for the implementation of the activity monitoring and improvement process**.**

The SMK activity planning process is detailed in Appendix 1 of the Quality Guide.

## 2. SMK KEY PROCESSES

### 2.1. STUDIES

**The aim of the study process is** to ensure a student-oriented, application-based study process, preparing qualified specialists to meet the needs of the country and the region.
The study implementation process is one of the main processes at SMK. The study process is divided into sub-processes: *Study programme development and improvement/Feedback collection/Study process organisation/Student achievement assessment/Student support.*

*The sub-process of study programme development and improvement* is implemented through activities such as the development of a new study programme, which includes the analysis of professional needs, the preparation of a professional needs report and the formation of a working group for the development of a new study programme, responsible for developing the programme concept, formulating study outcomes, developing the structure of study subjects and involving social partners; improvement of existing study programmes, which is carried out by forming study programme improvement working groups, analysing feedback from students, lecturers, alumni and social partners, the results of self-analysis and the recommendations of external evaluations, and preparing proposals for updates, taking into account the needs of the labour market and the institution; external evaluation of existing study programmes, during which a self-assessment working group is formed, responsible for preparing a self-assessment summary, collecting data, analysing it and presenting conclusions to external evaluators; Closure of existing study programmes, where an analysis is carried out, social partners are involved, and the decision to close the programme is taken in accordance with established procedures; Management of study programme analysis and strategic balance, including a systematic assessment and alignment of study programmes with the institution's strategic objectives; Ensuring that study programmes are in line with strategic priorities; Initiating decisions on the development, optimisation or new directions of study programmes.

*The feedback collection sub-process* is implemented through activities such as Collecting feedback from social partners; Collecting feedback from students using quantitative surveys (twice per academic year) and qualitative surveys (once per academic year); Collecting feedback from alumni by surveying them 6 months and 3 years after graduation; Collecting feedback from lecturers by conducting quantitative surveys (once per academic year), qualitative surveys (once per academic year) and collecting lecturer self-assessments (after completing a course); Collecting feedback from social partners (student internship survey (once per academic year), final thesis evaluation committee survey (once per academic year), organising study programme committee meetings (twice per academic year);

*The study process organisation sub-process* is implemented through activities such as publicising study programmes; updating student admission rules (for Lithuanian and foreign students); providing consultations to applicants; implementing student admission; planning lectures; preparing tariffs; preparing timetables and study schedules; organising lectures (including both contact and distance learning); organising and supervising online studies, including Moodle environment administration, distance learning planning, digital resource supervision, and methodological assistance to lecturers and students; assessment of student competences; organisation of interim assessments; organisation of exam sessions; organisation of exam resit sessions; organisation of professional practice placements; maintaining and updating the database of internship places; providing internship mentoring; searching for and confirming internship places; preparing and signing internship agreements and other documents; conducting internships; monitoring internships; preparing and assessing student internship reports; preparing internship organisation reports; collecting final project (FP) topics from lecturers and social partners; preparing the FP preparation and defence schedule; compiling and assigning the list of FP supervisors; reviewing FP preparation; organising and conducting preliminary FP defences; Compiling lists of final project defence committees and reviewers; awarding degrees; coordinating draft designs for diplomas and their supplements and ensuring their production; printing diplomas and their supplements; awarding diplomas; conducting public final project defences.

*The* study quality monitoring *sub-process* is implemented through activities such as Monitoring student attendance; Monitoring student progress; Monitoring student financial debts; Conducting quantitative surveys of lecturers and analysing the results as an integral part of study quality monitoring; Implementing preventive measures; Collecting feedback from students; Providing feedback to interested parties; Planning improvement measures.

*The student achievement assessment sub-process* is implemented through the following activities Assessment of subject results; Assessment of final project study results; Assessment of professional practice study results; Conducting qualification exams and assessing study results.

*The student support sub-process* is implemented through the following activities Submission of applications for SMK study grants; Recording of student achievements; Consideration of SMK study grant awards; Awarding of study grants to students; Preparation of lists of students and graduates who are entitled to compensation for the cost of their studies; Submission of lists of students and graduates who are entitled to compensation for the cost of their studies to the State

Studies Fund; Informing the State Study Fund if a student who has been granted a loan terminates their studies at SMK or completes their studies at SMK; Receiving a response regarding the approved lists of persons eligible for compensation for the cost of studies and the decision; Submission of an application for a special needs allowance; Submission of information about students applying for special needs allowances to the SMK Accounting Department; Submission of information about students applying for special needs allowances to the Department of Disability Affairs; Receiving information about the approved list and funds allocated for special needs allowances from the Disability Department; Receiving funds allocated for special needs allowances from the Disability Department; Transferring allowances to students who have been awarded them; Meetings of the Study Department staff with group leaders; Holding meetings with senior students on the organisation of studies; Organising introductory lectures for first-year students; Advising students on practical and independent work tasks; Improving the organisation and implementation of the study process; Assigning mentors to student groups in accordance with the mentoring programme; Organising camps for first-year SMK students.

**The Head of Academic Affairs** is responsible for the implementation of the study programme development and improvement sub-process**.**
**The Head of Studies** is responsible for the implementation of the feedback collection sub-process**.**
**The Head of Studies** is responsible for the implementation of the study process organisation sub-process**.**
**The Heads of Study Programmes** are responsible for the implementation of the student achievement assessment sub-process**.**
**The Head of Studies** is responsible for the implementation of the student support sub-process**.**

**The study process is regulated by the following SMK documents:**

1. SMK Study Regulations
2. SMK Study Results Assessment Procedure
3. SMK Procedure for the Organisation of Elective Subject Studies
4. SMK Appeals Committee Regulations
5. SMK Dispute Commission Regulations
6. SMK Academic Ethics Commission Regulations
7. SMK Academic Ethics Code
8. SMK Procedure for the Assessment of Informally Acquired Competences
9. SMK Procedure for Conducting Lectures, Midterm Exams and Final Exams Remotely
10. SMK Procedure for the Recognition of Study Results and Transfer of Credits
11. SMK Procedure for the Preparation, Defence and Storage of Final Theses

SMK The study process is detailed in Appendix 1 of the Quality Guide.

## 2.2. APPLIED SCIENTIFIC ACTIVITIES

**The aim** of **applied scientific activity** is to carry out applied scientific (artistic) activity involving the SMK community, responding to the needs and expectations of partners, and creating value for SMK and interested parties.
The process is divided into two sub-processes: *the creation of scientific output and the dissemination and/or commercialisation of scientific output.*
*The sub-process of scientific production* is implemented through activities such as the preparation of an annual scientific activity plan, joint preparation of a semester plan by members of the academic community for the implementation of applied scientific (artistic) activities, performance/implementation of applied scientific (artistic) activities, preparation of a lecturer's self-analysis, preparation of an annual report.
*The sub-process of dissemination and/or commercialisation of scientific output* is implemented through activities such as publication/publicity of the results of applied scientific activities, preparation of documents for registration in the eLaba repository, registration of publications in the eLaba repository, payment for publications to authors, submitting publication reports to the LMT Vieversys system, obtaining funding from the Ministry of Education and Science (with recognition and evaluation of publications), and preparing the applied scientific (artistic) activity plan for the following year.

This process defines how scientific (artistic) activities are planned, implemented, publicised and evaluated in higher education institutions, linking them to the quality of studies. The process complies with the principles of the European Research Area (ERA) and the European Higher Education Area (EHEA), which emphasise the integration of research into studies, open science, data management, evidence-based teaching and impact on society.

| Stage | Activities |
|---|---|
| **1. Planning** | ● The directions of scientific (artistic) activity are determined in accordance with the institution's long-term strategy and ERA priorities.<br>● Short-term strategic plans are prepared, integrating scientific (artistic) and study activities.<br>● Annual scientific (artistic) activity plans are prepared, involving participants in the scientific (artistic) and study process (scientists, artists, lecturers, researchers, students (including the preparation of final theses and projects).<br>● Potential sources of project funding (including European programmes) are identified. |

| | |
|---|---|
| **2. Implementation** | ● Applied research (artistic activities) is carried out and students are involved (through internships, final theses, citizen science initiatives).<br>● The results of research (artistic activities) are integrated into the study process in accordance with the principles of the EHEA competence development model.<br>● Joint projects, art works and publications by lecturers and students are encouraged.<br>● Compliance with the principles of open science, FAIR data management, academic ethics and inclusion is ensured. |
| **3. Dissemination and impact** | ● The results of research (artistic activity) are published on open access platforms, at scientific events and presented to the public.<br>● Interdisciplinary cooperation and impact on regional and national development are encouraged.<br>● The dissemination of research (artistic works) is also directed at the student community as an active participant in the dissemination of knowledge. |
| **4. Self-assessment and quality assurance** | ● The results achieved (level of publications, projects, staff and student involvement, impact indicators) are evaluated.<br>● A qualitative and quantitative self-analysis process of research (artistic activities) and their integration into studies is carried out.<br>● ERA-compliant accountability principles and continuous improvement methods are applied.<br>● The results are summarised and included in the annual analysis of study and research (artistic) activities. |

This process contributes to the objectives of the European Research Area (ERA) and the European Higher Education Area (EHEA) by fostering a research-based study culture, strengthening open science, citizen engagement and the impact of science on society.

The applied research (art) activity process is managed by **the Head of Research.**

The SMK applied research process is detailed in Appendix 1 of the Quality Guide.

### 2.3. LIFELONG LEARNING ACTIVITIES

**The objective of lifelong learning activities is** to ensure the implementation of the lifelong learning process by providing continuing vocational training services that meet the needs and expectations of training programmes, the labour market, learners and employers.

**The lifelong learning activity** process is divided into one sub-process: *Planning and organising non-formal training and educational initiatives.*

*The sub-process of planning and organising non-formal training and educational initiatives* is implemented through activities such as Conducting market analysis, gathering feedback; Creating cooperation networks by initiating lifelong learning activities; Coordinating technical specifications for services, signing a contract with the client; Implementing the service contract; Completing the service contract; Monitoring and improvement of activities; Formation of a working group and distribution of responsibilities; Preparation of an educational initiatives plan; Implementation of educational initiatives according to the plan; Monitoring and summarising results; Monitoring and improvement of activities.

**The head of the Competence Academy** is responsible for the implementation of the lifelong learning activity process**.**

The SMK lifelong learning activity process is detailed in Appendix 1 of the Quality Guide.

## 3. SUPPORTING PROCESSES

**SMK SUPPORT PROCESSES** CONSIST OF THE FOLLOWING PROCESSES:

| | |
|---|---|
| Project management | Project initiation and application preparation<br>Project implementation<br>Project completion and evaluation |
| Development of internationalisation | Coordination of student and staff exchanges (Erasmus+)<br>Development and maintenance of membership in international networks and associations<br>Creation of international products/services<br>Planning, implementation and evaluation of international marketing<br>Administration of international studies |
| Communication and marketing | Internal communication management<br>External communication management<br>Management of marketing activities |
| Personnel management | Academic staff management<br>Non-academic staff management |
| Infrastructure management | Updating study resources<br>Infrastructure renewal<br>Library and information resource management |

## 3.1. PROJECT MANAGEMENT

**The aim of project management** is to ensure the effective implementation of the project management process in line with the strategic objectives of the SMK at all stages of the project life cycle (initiation and planning, implementation, completion, evaluation).

The project management process is divided into three sub-processes: *Project initiation and application preparation/Project implementation/Project completion and evaluation.*
*The project initiation and application preparation sub-process* is implemented through activities such as Monitoring national and regional calls for project applications; Monitoring international calls for project applications; Analysis of information and documents related to published calls, identification of consistency with the strategic objectives of the SMK; Analysis of calls for partnership projects, identification of consistency with the strategic objectives of the SMK; Preparation of applications, completion of necessary documents.
*The project implementation sub-process* is implemented through activities such as Signing the contract after receiving a positive evaluation (if negative, familiarisation with the conclusions); Implementing the project according to the activity plan set out in the application.
*The project completion and evaluation sub-process* is implemented through activities such as completing reports and submitting them to the funding institution; monitoring and improving activities.

**The Head of the International Relations and Projects Department** is responsible for initiating projects and preparing applications**.**
**The designated project manager** is responsible for project implementation**.**
**The designated project manager** is responsible for project completion and evaluation**.**

The SMK project management process is detailed in Appendix 1 of the Quality Guide.

## 3.2. DEVELOPMENT OF INTERNATIONALITY

**The aim of internationalisation development** is to ensure the smooth coordination of the internationalisation development process in order to achieve the objectives set out in strategic documents.

The internationalisation development process is divided into three sub-processes: *Coordination of student and staff exchanges (Erasmus+) / Development and maintenance of membership in international networks and associations / Administration of international studies.*

*The sub-process of coordinating student and staff exchanges (Erasmus+)* is implemented through activities such as Announcing Erasmus+ programme competitions for students to study and do internships abroad; Selection of applicants (evaluation of documents, motivational interview); Completion of documents for departure to a foreign partner institution (completion of application documents for a foreign partner institution, signing of tripartite agreements), payment of scholarships; Recognition of partial studies/internships abroad by SMK after the end of the Erasmus+ study/internship period (recognition of the student's study/internship period abroad based on the academic transcript provided by the host institution); Communication with Erasmus+ programme partners: sending invitations to submit nominations, receiving nominations , providing the necessary information and forms; Processing the documentation of nominated students (signing tripartite agreements, preparing admission documents); Organisation of studies for incoming students (coordination of arrival and accommodation, introduction to the study process and regulatory documents, implementation of studies, preparation of academic certificates upon completion of studies); Continuous information for lecturers/staff about mobility opportunities (using internal communication channels); Formalising the learning/teaching mobility of lecturers/staff at the host institution (confirming teaching/learning mobility, coordinating with the host institution, signing learning agreements, grant agreements, preparing secondment agreements); Coordination of incoming teacher/staff exchanges (coordination of submitted applications for teaching/staff mobility with the relevant study programme directors, preparation of the programme, signing of the learning/teaching agreement).

*The sub-process of developing and maintaining membership* in *international networks and associations* is implemented through activities such as Analysis of joining international networks/associations (cost of membership, value to SMK), identification of alignment with SMK strategic objectives; Signing of membership agreements; Appointment of persons responsible for participation in networks/associations.

*The sub-process of international studies administration* is implemented through activities such as Acceptance of applications, verification and evaluation of submitted application documents; Assessment of the applicant's English language proficiency (exam) if no language proficiency certificates are submitted. This does not apply to persons whose official state language is English or if secondary education was obtained in English; Motivation assessment – organising an interview with the applicant in English; Calculation of the competitive score and decision on the possibility of studying at SMK (within 5 working days); Preparation and sending of the necessary documents for a visa to the applicant; Signing of the study agreement, submission of the original documents required for signing the agreement (secondary education certificate); Transfer of student data to the SMK Academic Database and the Student Register (state register).

**The Project Manager** is responsible for coordinating student exchanges (Erasmus+)**.**

**The Head of the International Relations and Projects Department** is responsible for coordinating staff exchanges (Erasmus+)**.**
**The heads of study programmes** are responsible for developing and maintaining membership in international networks and associations**.**
**The process of internationalisation is regulated by the following internal documents of SMK:**

1. SMK Erasmus+ Programme Procedure for the International Mobility of Students and Staff
2. Procedures for the admission of foreign citizens to SMK.

The SMK internationalisation development process is detailed in Appendix 1 of the Quality Guide.

### 3.3. COMMUNICATION AND MARKETING

This communication and marketing process aims to plan activities for presenting SMK to consumers, positioning it in the higher education market, and emphasising its uniqueness and distinctiveness in order to increase SMK's visibility both nationally and internationally. Taking into account current trends in social media development , great attention is paid to exploiting the opportunities offered by digital marketing to disseminate information about SMK activities to target groups.

**The goal of communication and marketing** is to ensure a continuous communication and marketing process in order to manage activities effectively and achieve planned results.

The communication and marketing process is divided into three sub-processes: *Internal Communication Management/External Communication Management/Marketing Activities Management.*

*The external communication management sub-process* is implemented through activities such as Preparing an annual internal communication plan; Creating/updating internal communication rules; Creating/updating rules for the use of internal communication channels (e.g. Slack); Periodically publish a newsletter and inform the SMK community about the latest SMK news; Monitor and improve internal communication.
*The internal communication management sub-process* is implemented through activities such as Preparing communication plans; Preparing a publicity strategy for SMK's Facebook, Instagram, TikTok and YouTube channels;
Ensuring high-quality dissemination of SMK-organised events, projects and initiatives to interested parties; Monitoring and improving external communication.

*The marketing activities management sub-process* is implemented through activities such as supporting the formation and dissemination of the SMK identity by participating in study exhibitions and fairs; preparing advertising materials; monitoring and improving marketing management activities.

**The Marketing Manager** is responsible for the implementation of the communication and marketing process**.**

The SMK communication and marketing process is detailed in Appendix 1 of the Quality Guide.

### 3.4. PERSONNEL MANAGEMENT

**The objective of personnel management is** to ensure an effective personnel management process that meets the needs of SMK.

The personnel management process is divided into two sub-processes: *Academic personnel management sub-process/ Non-academic personnel management sub-process*

*The academic staff management sub-process* is implemented through activities such as establishing and updating the SMK organisational structure; determining academic staff needs based on approved study programme plans and research priorities; searching for and selecting academic staff; concluding and signing contracts with academic staff; organising introductory training and mentoring activities for new employees; keeping track of academic staff working hours; providing academic, methodological and organisational support to lecturers and study programme managers; planning and implementing academic staff competence improvement and professional development activities; organising meetings and activity reviews; organising academic performance evaluations and annual interviews; collecting feedback from lecturers and students (quantitative and qualitative surveys, self-assessment forms); collecting and evaluating reports on teaching activities and results; analysis of the performance of academic staff and application of motivational measures; organisation of the departure process for academic staff, handling of interviews and documents; monitoring, evaluation and continuous improvement of the academic staff management process.
*The non-academic staff management sub-process* is implemented through activities such as determining the need for non-academic staff, taking into account strategic objectives and the scope of activities of the departments; preparing job advertisements, selecting candidates and processing employment documents; concluding and formalising contracts; organising induction training and adaptation processes for new employees; determining qualification improvement needs and organising training; conducting annual performance appraisal interviews and providing feedback; applying financial

and non-financial incentives; keeping track of working hours and holidays; providing and coordinating information about changes in activities; discussing career planning and professional development opportunities; organising the departure process and handling documentation; monitoring and improving the non-academic staff management process.

**The Director** is responsible for the academic staff management sub-process**.**
**The Director** is responsible for the non-academic staff management sub-process**.**
**The Head of Academic Activities** is responsible for the professional development of academic and non-academic staff**.**

**The personnel management process is regulated by the following internal documents of SMK:**

1. SMK Study Regulations
2. SMK Statute

The SMK personnel management process is detailed in Appendix 1 of the Quality Guide.

### 3.5. INFRASTRUCTURE MANAGEMENT

**The objective of infrastructure management** is to ensure effective management of the infrastructure process by implementing the core and supporting processes of the SMK.

The infrastructure management process is divided into three sub-processes: Updating study materials and equipment/Updating infrastructure/Managing library and information resources.
*The sub-process of updating study material resources and equipment* is implemented through activities such as determining the need for study material resources and equipment; updating study material resources and equipment; and providing new study programmes with study material resources and equipment.
*The infrastructure renewal sub-process* is implemented through activities such as planning the renovation of premises; Carrying out planned repairs of premises; Planning the maintenance and preventive minor repairs of buildings and vehicles; Carrying out planned maintenance and preventive minor repairs of buildings and vehicles.
*The library and information resource management sub-process* is implemented through activities such as Determining the need for library and information resources; Ensuring the study process by providing it with information resources and increasing their volume: literature, databases, software; Ensuring the provision of library and information resources for new study programmes; Maintenance of library and information resources.

**The Infrastructure Manager** is responsible for the implementation of infrastructure management**.**

The SMK infrastructure management process is detailed in Appendix 1 of the Quality Guide.

# RISK MANAGEMENT PROCEDURE DESCRIPTION

## 1. GENERAL

1.1. The SMK Risk Management Procedure Description has been prepared in accordance with the current quality management system and is intended to identify and prepare action plans for managing potential risks and their consequences that may affect the effectiveness of SMK's activities. This procedure aims to ensure that all potential risk factors are systematically identified and assessed so that the environment is disturbed as little as possible and the losses incurred by all interested parties are minimised.
1.2. Risk management is a systematic process that aims to maximise the prospects of success by identifying, analysing, evaluating and eliminating threats. SMK employees play an important role in identifying and analysing risks by implementing risk management processes that are included in the activity plans.
1.3. The risk management process consists of the following steps: *risk identification, risk management measures planning, risk management measures implementation and results analysis.*

*1.3.1. Risk identification*

This involves identifying various hazards that may arise, how they may occur and how they may affect stakeholders (students, staff and the community). All staff involved in a particular activity participate in the risk analysis. When identifying risks, their probability of occurrence and consequences are described. The complexity of risks is defined by the probability of risk and the severity of possible consequences.

*1.3.2. Provision of risk management measures*

Taking into account the probability and complexity of risks, their management options are considered, with specific measures or recommendations being planned. Measures for managing unforeseen risks are established once the risk has arisen.

*1.3.3. Implementation of risk management measures and analysis of results*

This is an ongoing activity of management meetings, monitoring the manifestation of risks, the implementation of management measures and their impact on the activities of the SMK.

## 2. IMPLEMENTATION OF THE RISK MANAGEMENT PROCESS

2.1. Risks are identified on the basis of SWOT analyses carried out when preparing annual plans and strategic plan reports. The director submits the overall SWOT analysis to the management meeting for consideration.

2.2. SWOT analyses are discussed at management meetings, where potential risks, their probability, complexity and consequences are identified.
2.3. Once risks have been identified, management meetings discuss and decide on risk management measures or recommendations. The planned risk management measures or recommendations are submitted to the employees responsible for specific activities.
2.4. Employees responsible for specific areas include the identified risk management measures in their annual plans if the risks are short-term.
2.5. In the case of long-term risks, risk management measures are included in the strategic plans for the next period.
2.6. In the case of unforeseen risks, risk management measures are included by adjusting both annual and strategic plans according to the nature, duration and complexity of the risks.
2.7. Risk management measures are implemented together with other activities provided for in annual and/or strategic plans.
2.8. The results of the implementation of risk management measures are analysed when preparing annual and strategic plan reports.
2.9. In addition, risks are identified in quarterly reports on the annual activity plan, which provide information on newly emerging risks, their management progress and measures. At each quarterly report, management decides on further action or the transfer of risks to the descriptive report of the annual activity plan.
2.10. The annual activity plan descriptive report presents a summary of the results of risk identification, management and transfer to the next period.
2.11. During strategic management sessions, which take place twice a year, higher-level risks related to changes in the external environment and possible threats are analysed.
2.12. An annual financial audit is performed to manage financial risks.

## 3. FINAL PROVISIONS

3.1. The risk management procedure description applies to all activities carried out by SMK and all departments.
3.2. Changes to the risk management procedure are recorded in this description after updating the SMK quality management system and when changes to the risk management process occur.

## Appendix 1

**Started: 07/05/2013**
**Approved by Director's Order No. V-67**
**Last revision: 30 December 2024**
**Approved by Director's Order No. V(24)-0072**

**ACTIVITY PLANNING PROCESS**

**OBJECTIVE -** To ensure uninterrupted long-term and short-term activity planning and financial planning for activities carried out.

| | RESULTS | ACTIVITY STAGES | RESPONSIBILITY | RESULTS | DEADLINES | REGULATORY DOCUMENTS | INDICATORS | PARTICIPANTS (WHO PARTICIPATES - PROVIDES AND RECEIVES INFORMATION |
|---|---|---|---|---|---|---|---|---|
| ***1.*** | ***Strategic and operational planning*** | | | | | | | |
| 1. | Analysis of the previous period's Strategic plan analysis | Preparation and updating of the SMK long-term strategy (10 years) | Director | SMK long-term strategy (10 years) prepared | according to the established schedule | | SMK long-term strategy (10 years) approved by the SMK Council | Director, department heads, SMK Council, Academic Council |
| 1.2. | SMK long-term Strategy (10 years) | SMK Prepare/update Strategic action plan (5 years) | Director | SMK Strategic action plan (5 years) prepared | according to the established schedule – at the end of the 5-year period | LR ŠMSM and other legal acts, Klaipėda region strategic plans | SMK strategic activity Plan (5 years) approved by the SMK Council and Director's order | Director, department heads, SMK community, SMK social partners, SMK Council, Academic Council |
| 1.3. | SMK strategic action plan (5 years) | Prepare annual activity plans | Director | Prepare annual activity plans | by 1 October each year | SMK long-term strategy and strategic plan | Annual plans approved by the SMK Director | Director, department heads, SMK community, SMK social partners |
| 1.4 | Annual activity plans | Analysis of the implementation of annual plans (analytical summary) (with SWOT and risks) | Director, department heads | Annual activity analysis performed, SWOT identified and risks identified risks | by 30 June | - | Annual activity reports are presented by SP managers, departments, lecturers meetings | Director, department heads, SMK community, SMK social partners |

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| 1.5. | Quarterly reports on the annual activity plan | Preparation of quarterly reports, discussion with department heads and identification of risks | Director, department heads | Quarterly annual activity plan reports with identified risks and proposals for corrective measures | Quarterly (by the 10th day of the first month of the following quarter) | The reports include assessments of newly emerging risks and decisions on their management or transfer to the annual plan | Discussions at management meetings | Director, department heads, SMK Social partners |
| 1.6 | SMK Strategic Activity Plan (5 years) analysis | Conducting an analysis of the SMK Strategic Activity Plan (5 years) and providing forecasts for the coming period | Director | 5-year strategic plan report | At the end of the strategic period | - | Report presented to the SMK Council, Academic Council, shareholders | Director, department heads, SMK community, SMK social partners, SMK Council, Academic Council |
| 1.7. | SMK long-term strategic period (10 years) progress report | Preparation of the SMK long-term strategic period (10 years) progress report | Director | Long-term strategic period progress report | At the end of the long-term strategy period | - | Report presented to the SMK Council, Academic Council, shareholders | Director, department heads, SMK community, SMK social stakeholders, SMK Council, Academic Council |
| 1.8. | Report on the previous strategic period | Planning for the next strategic period Planning (1.1.) | Director | see from 1.1. | | | | |
| ***2.*** | ***Financial planning and management (cost control, ongoing audit)*** | | | | | | | |
| 2.1. | Financial forecasts | Prepare a draft budget for the strategic period | Director, Finance Manager | SMK annual budget prepared | according to the established schedule | | SMK budget approved (Shareholders) | Director, Finance Manager, SMK shareholders |
| 2.2. | | Perform accounting | Director, Finance Manager | Accounting performed | according to the established schedule | | Financial reporting | Director, Finance Manager, SMK shareholders |
| | ***Expenditure control*** | | | | | | | |
| 2.3. | Financial accountability report | Approve purchase requests submitted by employees | Director | Approved applications | as needed | | Approved applications | Director, procurement initiators, finance manager |
| 2.4. | | Control of actual expenses incurred | Finance manager | Actual expenses incurred correspond to the applications submitted | as needed | | Actual expenses incurred in accordance with the applications submitted | Director, procurement initiators, finance manager |

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| | ***Financial performance audit*** | | | | | | | |
| 2.5. | Requirements and procedure for financial activity audit | Prepare documents constituting financial statements | Finance manager | Prepare financial reporting documents | by 1 June each year | Law on Public Institutions of the Republic of Lithuania, Law on Financial Accounting of the Republic of Lithuania | Approved financial Financial statements | Finance Manager, Director |
| 2.6. | | Perform an external audit of financial activities | Financial Manager | Audit report | by 1 June each year | Law on Public Institutions of the Republic of Lithuania, Law on Financial Accounting of the Republic of Lithuania | SMK approved by an external auditor Financial statements | Finance manager, Director, shareholders |

**Started: 7 May 2013**
**Approved by Director's Order No. V-67**
**Last revision: 30 December 2024 Approved by Director's Order No. V(24)-0072**

**ACTIVITY MONITORING AND IMPROVEMENT PROCESS**

**OBJECTIVE** - to ensure periodic monitoring of operational processes and the process of operational improvement

| | RESULTS | ACTIVITY STAGES | RESPONSIBILITY | RESULTS | DEADLINES | REGULATORY DOCUMENTS | INDICATORS | PARTICIPANTS (WHO PARTICIPATES - PROVIDES AND RECEIVES INFORMATION |
|---|---|---|---|---|---|---|---|---|
| ***1.*** | ***Preparation, monitoring and improvement of reports*** | | | | | | | |
| 1.1. | Quarterly reports on the annual activity plan | Preparation of quarterly reports, discussion with department heads, identification of risks and planning of corrective measures | Director, department heads | Quarterly reports prepared with identified risks | Quarterly (by the 10th day of the first month of the following quarter) | | Quarterly reports prepared, discussed at management meetings, risks identified | Director, Head of Academic Activities, Heads of Departments |
| 1.2. | SMK Annual activity plan (1 year) | Preparation of reports by SP managers and other departments, analysis of activities analysis | Director | report prepared | August, September | | Reports approved, presented to the SP, lecturers meetings | Director, Head of Academic Activities, Heads of Departments |
| 1.3. | Approved SMK Annual Activity Plan (1 year) | Identification of unfulfilled activities/risks of departments | Department heads | Identified problems/risks in the implementation of activities | September | | Identified problems/risks in activities, unfulfilled activities, non-compliance | Director, Head of Academic Activities, Heads of Departments |
| 1.4. | Identified operational problems/risks, unfulfilled activities | Elimination of identified problems/risks, correction of unfulfilled activities Correction of non-compliance | Department heads | planned correction of non-compliance | When preparing the annual activity plan | | Elimination of discrepancies, problems/risks | Director, academic activities manager, department heads |
| | | Risk level assessment and decision-making | Director | Determined risk level | Every year in August | | Decisions taken on risk level and management measures | Director, Head of Academic Affairs, Heads of Departments |
| | | *continued from No. 5 Risk management* | | | | | | |

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| 1.5. | SMK Strategic activity plan (5 years) | SMK Strategic Plan (5 years) | Director | Report on the implementation of the Strategic Action Plan | Once every 5 years | | Approved report SMK Strategic Activity Plan (5 years) Report | Director, Academic Head of Operations, Heads of Departments |
| 1.6. | Approved SMK Strategic Activity Plan (5 years) | Identification of unfulfilled activities/risks of departments | Department heads | Identified problems/risks in the implementation of activities | September | | identified problems/risks in activities, unfulfilled activities, non-compliance | Director, Head of Academic Activities, Heads of Departments |
| 1.7. | Identified operational problems/risks, unfulfilled activities | Elimination of identified problems/risks, correction of non-compliant activities Correcting non-compliance | Department heads | planned correction of non-compliance | when preparing the annual report | | elimination of discrepancies, problems/risks | Director, head of academic activities, department heads |
| | | Risk level assessment and decision-making | Director | Determined risk level | Once a quarter | | Decisions made on risk level and management measures | Director, Head of Academic Activities, Heads of Departments |
| | | *continued from No. 5 Risk management* | | | | | | |
| 1.8. | Elimination of non-conformities and problems | Monitoring of non-compliance and problem resolution in department activities | Department heads | Improvement of department activities | by implementing the annual plan | | improved departmental activities, plan implemented, innovations introduced | Director, academic head of operations, department heads |
| 1.9. | SMK Long-term strategy (10 years) | Preparation of department reports, analysis of activities | Department heads | Department report prepared | August, September | | Reports approved, presented at department meetings | Director, academic head of operations, heads of departments |
| 1.10. | Approved SMK Long-term strategy (10 years) | Identification of unfulfilled activities/risks of departments | Department heads | Identified problems/risks in the implementation of activities | September | | Identified problems/risks in activities, unfulfilled activities, non-compliance | Director, Head of Academic Activities, Heads of Departments, Working Group Responsible for Quality Management |
| | | Risk level assessment and decision-making | Director | Identified risk level | At the end of the strategic period | | Decisions taken on risk level and management measures | Director, Head of Academic Activities, Heads of Departments |
| | | *continued from No. 5 Risk management* | | | | | | |

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| 1.11. | Identified operational problems/risks, unfulfilled activities | Elimination of identified problems/risks, correction of non-compliant unfulfilled activities | Department heads | planned correction of non-compliance | when preparing the annual report | | Elimination of non-compliance, problems/risks | Director, academic head of operations, department heads |
| 1.12. | Elimination of non-conformities and problems | Monitoring the elimination of discrepancies and problems in departmental activities | Department heads | Improvement of department activities | by implementing the annual plan | | improved unit activities, plan implemented, innovations introduced innovations | Director, Head of Academic Activities, Heads of Departments |
| ***2.*** | ***Improvement of activities*** | | | | | | | |
| 2. | SMK Strategic Activity Plan (5 years) | SMK Strategic Activity Plan (5 years) is updated taking into account the prepared activity annual reports | Director | Updated SMK Strategic Activity Plan (5 years) | At the end of the 5-year period | SMK Strategic Activity Plan (5 years) | Approved SMK Strategic Activity Plan (5 years) | Director, department heads, working group responsible for quality management |
| 2.2. | SMK Long-term strategy (10 years) | SMK Long-term strategy (10 years) is updated based on reports for the strategic period | Director | Updated SMK Long-term Strategy (10 years) | SMK Long-term Strategy (10 years) | SMK Long-term Strategy (10 years) | Approved SMK Long-Term Strategy (10 years) | Director, department heads, working group responsible for quality management |
| ***3.*** | ***Accountability to the SMK community*** | | | | | | | |
| 3.1. | SMK Annual Activity Plan (1 year) | Discussion of the SMK Annual Activity Plan (1 year) with the SMK community | Director | SMK Annual Activity Plan (1 year) presented to the community | September | SMK Annual Activity Plan | SMK Annual Activity Plan (1 year) and report discussed | Director, SMK community |
| | | Presentation of the SMK Annual Activity Plan (1 year) to the SMK Community | Director | SMK Annual Activity Plan (1 year) | October | | | Director, SMK community |
| | | | | | | | | |
| | | Presentation of the SMK Annual Activity Plan (1 year) report to the community | Director | SMK Annual Activity Plan (1 year) report presented to the SMK community | June | SMK Annual Activity Plan (1 year) report | SMK Annual Activity Plan (1 year) and report discussed | Director, SMK community |

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| 3. | SMK Strategic Activity Plan (5 years) | Discussion of the SMK Strategic Activity Plan (5 years) with the SMK community | Director | SMK Strategic Activity Plan (5 years) discussed with the SMK community | September | SMK Strategic Activity Plan | SMK Strategic Action Plan (5 years) and report discussed | Director, SMK community |
| | | Presentation of the SMK Strategic Action Plan (5 years) to the SMK community | Director | SMK Strategic Action Plan (5 years) presented to the SMK community | October | | | Director, SMK community |
| | | Presentation of the SMK Strategic Action Plan (5 years) report to the community | Director | SMK Strategic Activity Plan (5 years) report presented to the SMK community | June | SMK Strategic Activity Plan (5 years) report | | Director, SMK community |
| 3.3 | SMK Long-term Strategy (10 years) | SMK Long-term Strategy (10 years) with the SMK community | Director | SMK Long-term strategy (10 years) discussed with the SMK community | September | SMK Long-term strategy | SMK Long-term strategy (10 years) and report discussed | Director, SMK community |
| | | Presentation of the SMK Long-Term Strategy (10 years) to the SMK community | Director | SMK Long-Term Strategy (10 years) presented to the SMK community | October | | | Director, SMK community |
| | | Presentation of the SMK Long-Term Strategy (10 years) report to the community | Director | SMK Long-term Strategy (10 years) report presented to the SMK community | June | SMK Long-term Strategy (10 years) Report | | Director, SMK community |

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| ***4.*** | ***Accountability to stakeholders*** | | | | | | | |
| 4.1. | SMK Annual Activity Plan (1 year) | Discussion of the SMK Annual Activity Plan (1 year) with SMK social partners | Director | SMK Annual Activity Plan (1 year) discussed with SMK social partners | September | | The annual plan and report were approved, and the annual plan and report were confirmed by order of the director | Director, SMK social partners |
| | | Presentation of the SMK Annual Activity Plan (1 year) to SMK social partners | Director | SMK Annual Activity Plan (1 year) presented to SMK social partners | October | | | Director, SMK social partners |
| | | Presentation of quarterly reports to SMK stakeholders | Director, Department Heads | Quarterly reports on the annual activity plan presented to SMK stakeholders | Quarterly (January, April, July, October) | | Quarterly presentations to the community, reports submitted | Director, department heads, SMK shareholders |
| | | Presentation of the SMK Annual Activity Plan (1 year) report to social stakeholders | Director | SMK Annual Activity Plan (1 year) report presented to SMK social June | June | | | Director, SMK social partners |
| 4.2. | SMK Strategic Action Plan (5 years) | Discussion of the SMK Strategic Activity Plan (5 years) with SMK social partners | Director | SMK Strategic Activity Plan (5 years) discussed with SMK social partners | September | | Approval of the strategic 5-year plan and report, strategic 5-year plan and report approved by order of the director | Director, SMK social partners |
| | | Presentation of the SMK Strategic Activity Plan (5 years) to SMK social partners | Director | SMK Strategic Activity Plan (5 years) presented to SMK social partners | October | | | Director, SMK social partners |
| | | Presentation of the SMK Strategic Activity Plan (5 years) report to social partners | Director | SMK Strategic Activity Plan (5 years) report presented to social June | June | | | Director, SMK social stakeholders |

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| 4.3. | SMK Long-term Strategy (10 years) | Discussion of the SMK Long-Term Strategy (10 years) with SMK social partners | Director | SMK Long-term strategy (10 years) discussed with SMK social partners | September | | Long-term strategy and report approved, long-term strategy and report confirmed by director's order | Director, SMK social partners |
| | | Presentation of the SMK Long-Term Strategy (10 years) to SMK social partners | Director | SMK Long-term strategy (10 years) presented to SMK social partners | October | | | Director, SMK social partners |
| | | Presentation of the SMK Long-Term Strategy (10 years) report to social partners | Director | SMK Long-term Strategy (10 years) report presented to social partners | June | | | Director, SMK social stakeholders |
| ***5.*** | ***Risk management*** | | | | | | | |
| 5.1. | Annual reports prepared | Establish a permanent working group responsible for quality management | Director | Approved working group responsible for quality management | Start of the academic year | | Director's order on SMK working group responsible for quality management | Director |
| | | Prepare SMK Risk Management Procedure Description | Director | Prepare SMK Risk Management Procedure Description | Approval of the working group composition | | SMK Risk Management Procedure Description | Director, SMK working group responsible for quality management |
| | | Consider risk management measures, identifying possible risks and their level of complexity | SMK working group responsible for quality management | Established general risk management measures, risks and their level of complexity. | Every August | | SMK Working Group responsible for Quality Management Protocol | Director, SMK working group responsible for quality management |
| 5.2. | SMK Working Group responsible for Quality Management Protocol | Provide risk management measures according to the area of activity and integrate them into annual plans | SMK Working Group responsible for Quality Management | Risk management measures integrated into annual plans | Every August | | Annual plans approved by the Director with integrated risk management measures | Director, SMK working group responsible for quality management; department heads, academic community |

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| 5.3. | Annual plans approved by the Director with integrated risk management measures | Implement annual plans and manage risks through planned measures | Department heads | Monitor the implementation of activities and prepare annual reports on the implementation of activities reports | annually June/August | | Annual report prepared | Department heads |
| | | *continued from No. 1 Preparation, monitoring and improvement of reports* | | | | | | |
| | | Monitoring of risk management measures | SMK working group responsible for quality management | Oversight of risk management measures carried out | Ongoing | | Activities related to the implementation of risk management measures discussed at the committee meeting, minutes of the meeting | Director, SMK working group responsible for quality management; department heads, academic community |

**Started: 07/05/2013**
**Approved by Director's Order No. V-67**
**Last revision: 30 December 2024 Approved by Director's Order No. V(24)-0072**

**STUDY PROCESS**

**OBJECTIVE -** to ensure a student-oriented, application-based study process, preparing qualified specialists to meet the needs of the country and the region.

| | RESULTS | STAGES OF ACTIVITY | RESPONSIBILITY | RESULTS | DEADLINES | REGULATORY DOCUMENTS | INDICATORS | PARTICIPANTS (WHO PARTICIPATES - PROVIDES AND RECEIVES INFORMATION |
|---|---|---|---|---|---|---|---|---|
| ***1.*** | ***Management of the study programme portfolio*** | | | | | | | |
| | ***Preparation of new study programmes*** | | | | | | | |
| 1.1. | Research and report on professional needs | Formation of a working group | Director | Working group formed | As needed | SMK Study programme portfolio management procedure | Working group formed | Director, Head of Academic Activities, working group, Academic Council |
| | Conducting a professional needs analysis and preparing a report | Appointment of working group leader | Working group leader | Preparation of a report on professional needs | According to the set deadline | SMK Study programme portfolio management procedure | Preparation of a report on professional needs | Director, Head of Academic Activities, Working Group, Academic Council |
| | Development of a new study programme concept, preparation of structure and subject plans, involvement of social partners | Preparation of a new study programme | Working group leader | New study programme developed | According to the planned schedule | SMK Study programme portfolio management procedure | New study programme prepared | Director, Head of Academic Activities, Working Group, Academic Council |
| | ***Improvement of existing study programmes*** | | | | | | | |
| 1.2 | Accredited study programme | | Study programme committee | Feedback analysis completed | Annually | SMK Study programme portfolio management procedure | Preparation of a package of proposals for renewal | Study programme committee |
| | Accredited study programme | Analysis of self-assessment results, external evaluation recommendations, preparation of renewal proposals | Study programme committee, head of academic activities | Updated study programme | Annually | SMK Study programme portfolio management procedure | Approval of the updated study programme by the Academic Council | Study programme committee, head of academic activities, Academic Council |

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| | ***External evaluation of existing study programmes*** | | | | | | | |
| 1.3. | Initiation of external evaluation | Collection and analysis of self-assessment data, preparation of summaries and submission to evaluators | Head of Academic Activities | Working group for self-assessment preparation established | According to the SKVC schedule | SKVC methodological recommendations, SMK Study programme portfolio management procedure | Working group formed | Head of Academic Activities, working group members |
| | | Collection and analysis of self-assessment data, preparation of summaries and submission to evaluators | Working group leader | Self-assessment summary prepared | According to the deadline | SKVC methodological recommendations, SMK Study programme portfolio management procedure | Self-assessment summary submitted to SKVC | Working group, Director, Head of Academic Activities |
| | ***Closure of study programmes*** | | | | | | | |
| 1. | Purposefully optimised study offer and maintained study quality | Initiation of study programme activity analysis (number of applicants, employment, financial and quality indicators) | Head of Academic Activities | Preparation of an analysis on the closure of the programme | As needed | SMK study programme portfolio management procedure | Analysis performed and proposal to close the programme submitted | Director, Head of Academic Activities, study programme committee |
| | Data-based decision on programme continuation or closure adopted | Consultations with social partners, feedback analysis, consideration of arguments | Head of Academic Affairs | Recommendations on programme closure collected | As needed | SMK study programme portfolio management procedure | Submitted recommendation on programme closure | Director, Head of Academic Activities, study programme committee, stakeholders |
| | Decision on programme closure implemented in accordance with quality assurance principles | Adoption and approval of the decision on programme closure by the Academic Council | Director | Approved decision on programme closure | As needed | SMK study programme portfolio management procedure | Study programme closed, decision approved | Director, Head of Academic Activities, study programme committee, participants |

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| | ***Balance of study programmes and strategic coordination*** | | | | | | | |
| 1.5 | Systematically assessed and coordinated study offer with the strategic goals of the institution | Initiation of analysis of study fields, levels, forms and languages, taking into account institutional and regional needs | Director, Head of Academic Activities | Preparation of an analysis of study programmes | Annually | SMK study programme portfolio management procedure | Preparation of an analysis of the offer | Director, Head of Academic Activities, Study Programme Managers |
| | Ensured compliance of study programmes with strategic priorities | Evaluation of study offerings according to strategic objectives, labour market and regional needs | Director, Head of Academic Activities | Recommendations for improving the offer prepared | Annually | SMK study programme portfolio management procedure | Recommendations on balancing prepared | Head of Academic Activities, study programme managers |
| | Decisions on expanding and optimising study programmes or initiating new ones | Consideration of proposals for improving the range of study programmes and decision-making | Director | Decisions made on the expansion of study programmes | Annually | SMK study programme portfolio management procedure | Balanced study programme offering in terms of the ratio of fields and levels | Director, Head of Academic Activities, Heads of Study Programmes, Academic Council |
| | | Implementation of study programmes | from 2.1. | | | | | |
| 2 | ***Feedback collection*** | | | | | | | |
| 2. | Accredited study programme | Feedback from students using quantitative surveys (twice per academic year) and qualitative surveys (once per academic year) | Study programme director | Feedback collected | by the set deadline | | Report prepared | Head of Academic Activities, study programme heads, students |
| | | Feedback from alumni collected by surveying them 6 months and 3 years after graduation | Study programme director | Feedback collected | by the set deadline | | Report prepared | Head of Academic Activities, study programme managers, alumni |

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|---|---|---|---|---|---|---|---|---|
| | | Feedback from lecturers through quantitative surveys (once per academic year), qualitative surveys (once per academic year) and by completing the lecturer's | Study programme director | Feedback collected | by the set deadline | | Report prepared | Head of Academic Activities, study programme directors, lecturers |
| | | Feedback from social partners (student (once per academic year), final thesis evaluation committee survey (once per academic year), study programme committee meetings (twice per academic year) | Head of the study programme | Feedback collected | by the set deadline | | Report prepared | Head of Academic Activities, study programme managers, social partners |
| 2.2. | Accredited study programme | Formation of a working group to prepare a self-assessment summary | Director | Working group formed | as needed | Documents approved by the Study Quality Assessment Centre | Accredited study programme | Director, academic activities manager, working group |
| | | Preparation of self-assessment reports | Working group | Submission of the study programme self-assessment summary to the Study Quality Assessment Centre Summary of self-assessment of the study programme | in accordance with the SKVC the deadline set by the SKVC | Conclusions submitted by the Study Quality Assessment Centre regarding the accreditation of the study programme | | A working group was formed |

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| ***3.*** | ***Organisation of the study process (the process is identical for full-time and online students)*** | | | | | | | |
| 3.1. | Accredited study programme, study programme package | Publication of study programmes | Marketing manager | Publicised study programmes | according to the planned schedule | | Programme awareness | SMK community, interested parties, potential students |
| 3.2. | Publicised study programmes | Updating of student admission rules (for Lithuanians, foreigners) | Study guide | Admission rules prepared | February | Requirements of the Ministry of Education and Science | Admission rules approved by the director | Study guide, administration, prospective students, admissions committee |
| 3.3. | Admission rules | Consultations for applicants | Study guide | Consultations held | June-August | | Number of persons consulted | Director, study supervisor, prospective students, admissions committee |
| Consultations held | Consultations held, Admission rules, programme publicity | Student admission process | Chair of the admissions committee | Student admission process completed | June-August | Student admission rules | Number of students admitted, academic groups formed | Director, study supervisor, prospective students, admissions committee |
| 3.5. | Completed student admission process | Planned and organised lectures | Head of studies | Planned and organised lectures | June-August | | Number of enrolled students, academic groups formed | Director, study supervisor, prospective students, admissions committee |
| 3.6. | Planned and organised lectures | Preparation of tariffs | Head of studies | Tariff preparation | June, December | | Tariff schedule approved by the director | Study guide, academic activity guide, study programme directors |
| 3.7. | Tariff rates prepared and approved | Preparation of timetables and study schedules | Head of academic activities | Schedules prepared and published | August, January | | Lecture timetable and study schedules approved and published by the director | Head of Studies, Head of Academic Activities, Heads of Study Programmes |
| 3.8. | Approved and published lecture schedule and study timetables | Organisation of lectures | Study programme director | Scheduled lectures held (including outgoing and incoming) | throughout the academic year | | Study plan completed (semester plan) | Study programme directors, lecturers, administration, students, social partners |

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| 3.9. | Partial semester plan completed | Assessment of student competences | Study programme director | Interim assessment tasks prepared | during the semester | | Agreed with the study programme director Interim assessment tasks | Study supervisor, academic activity supervisor, study programme supervisors, students |
| | | Organisation of interim assessments | Study programme director | Completion of interim assessments and competence evaluations | during the semester | | Student competences assessed, interim assessments completed | Study supervisor, academic activity supervisor, study programme supervisors, students |
| 3.10. | Study plan (semester plan) completed | Assessment of student competencies | Study programme director | Prepared exam tasks | during the examination session | Description of exam organisation | Approved exam tasks | Study guide, academic activity guide, study programme guides, students |
| | | Organisation of the examination session | Study programme director | Exams taken | during the exam session | Description of exam organisation | Student competencies assessed, number of students who passed | Study supervisor, academic activity supervisor, study programme supervisors, students |
| 3.11 | Examination assessment results (number of exams passed/failed ) | Organisation of exam resit sessions | Study Department | Exam retake session completed | During the exam retake session (2 weeks after the exam session) | | Assessment of student competence, number of students who passed | Head of Studies, Head of Academic Activities, study programme heads, students |
| | **Analysis and prevention of student dropout** | | | | | | | |
| | Identification and analysis of reasons for student dropout | Analysis of student data based on study results, attendance, participation in activities and survey results | Head of Studies | Preparation of a dropout analysis report | Annually (twice per academic year) | | Preparation and presentation of dropout analysis | Head of Academic Activities, Study Department, SP heads, Study Guide, lecturers, students |
| | Analysis of student feedback on study continuity | Processing of questionnaire, conversation or exit interview data and systematisation of reasons | Study Department, SP managers | Classification of dropout reasons (academic, financial, personal, motivational) | Annually | SMK Feedback organisation procedure | Identified main reasons for dropout | Head of Academic Activities, Study Department, SP managers, Head of Studies, lecturers, students |

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| | Planning of preventive measures | Discussions with management and SP heads, inclusion of measures in annual plans | Director, Head of Academic Activities | Action plan to reduce dropout rates prepared | Annually | SMK annual activity plan | Preventive measures plan approved | Head of Academic Activities, Study Department, SP heads, Head of Studies, lecturers, students |
| | Implementation of preventive activities | Mentoring programmes, additional consultations, academic assistance | SP heads, Studies Department, | Measures to reduce dropout rates implemented | Annually | | Number of measures implemented, student feedback | Head of Academic Activities, Studies Department, SP managers, Head of Studies, lecturers, students |
| | Evaluation and improvement of results | Comparison of dropout indicators between years | Head of Studies | Annual dropout analysis with recommendations | Annually | | Dropout rate (%) by field of study | Head of Academic Activities, Study Department, SP heads, Study Guide, lecturers, students |
| | Monitoring of student attendance and progress | Continuous monitoring of student attendance, assessments and academic progress; identification of risk factors (e.g. low activity, failure to complete assessments) | Study programme directors, study administrators | Early identification of at-risk students | Continuously (every semester) | Study regulations, SMK Feedback organisation procedure | Number of identified risk cases, student engagement indicator | SP heads, Study Department, lecturers, students |
| | Risk case management | Direct contact with the student is initiated, assistance is provided (consultations, mentor assistance, flexible deadlines) | Study programme managers, Study Department | Individual assistance plan prepared for the student | As needed | SMK Feedback organisation procedure | Reduced number of dropouts | SP managers, Study Department, lecturers, students |

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| | Data analysis and communication coordination | Summarising attendance and assessment data, coordinating communication with students, analysing the reasons for dropouts | Study Department | Prepared summary analysis of attendance and progress | Annually | SMK Feedback organisation procedure | Student participation and progress indicators | SP managers, Study Department, Head of Academic Activities |
| | Planning and implementation of preventive measures | Discussions with management, inclusion of measures in annual plans; additional consultations, mentoring activities, flexible study schedules | Director, Head of Academic Affairs, Study Department | Action plan to reduce dropout rates prepared and implemented | Annually | SMK annual activity plan | Number of measures implemented | Director, branch managers, SP managers, lecturers, students |
| | Early involvement (Schoolchildren's Academy) | Involvement of school students in SMK activities, familiarisation with the study process and academic culture, strengthening of skills | Project manager | More successful adaptation of first-year students, reduced risk of dropout | Every year | Student Academy programme | Number of participating school students | SP managers, Academic Activities Manager, students |
| | Evaluation and improvement of results | Analysis of dropout rates, evaluation of the effectiveness of preventive measures | Study guide | Annual dropout analysis with recommendations | Annually | SMK Quality Manual | Dropout rate (%) by field of study | Academic Activities Guide, Studies Department, SP managers, lecturers |
| | ***Organisation of professional practice*** | | | | | | | |

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| 3.12 | Examination session completed, examinations passed, student competences assessed | Maintenance and support of the internship database | Head of the study programme | Practical training placement database updated | Throughout the academic year | Internship organisation description | Number of internship places | Study programme Head, students, lecturers |
| | | Implementation of internship mentoring | Study programme director | Meetings with students | according to the established schedule | Internship organisation description | High student satisfaction with studies, students familiarised with the organisation of internships organisation | Study programme director, students, lecturers |
| 3.13. | Students' knowledge and understanding of participation in internships | Searching for and confirming internship places | Study programme director | Internship positions found | according to the established schedule | Description of the organisation of professional practice | Approved internship places according to student lists | Study programme director, students, lecturers |
| 3.14. | Approval of internship locations for students | Preparation and signing of internship agreements and other Preparation and signing of documents | Study programme director | Preparation of a tripartite internship agreement and assessment sheet | according to the established schedule | Description of the organisation of professional practice | Signed tripartite agreements | Study programme director, students, lecturers |
| 3.15. | Tripartite practical training agreement and assessment sheet | Internship completion | Study programme director | Student participation in the internship | according to the established schedule | Description of the organisation of professional practice | Student internships completed, competencies assessed | Study programme director, students, lecturers |
| 3.16. | Student participation in practice | Internship monitoring | Study programme director | Monitoring of completed internships | Twice during the internship | Description of the organisation of professional practice | High student satisfaction with studies, feedback communication between internship supervisors and students | Study programme director, students, lecturers |
| 3.17. | Internship monitoring | Preparation and assessment of student internship reports | Study programme supervisor | Student internship report prepared | according to the established schedule | Description of the organisation of professional practice | Internship reports submitted in accordance with submitted tasks Internship supervisor evaluations | Study programme director, students, lecturers |
| | | Assessment of student internship reports | Study programme director | Evaluated internship reports | according to the established schedule | Description of the organisation of professional practice | Evaluated student professional activity internship reports | Study programme director, students, lecturers |

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| 3.18 | Results of the assessment of student internship reports | Preparation of internship organisation reports | Study programme director | Internship report prepared by the study programme director | according to the established schedule | Description of the organisation of professional practice | Internship report discussed by the Study Programme Committee | Study programme director, students, lecturers |
| | ***Organisation of final projects*** | | | | | | | |
| 3.19. | Study programme | Collection of BD topics from lecturers and social partners | Study programme manager | Collected BD topics | September-October | | Approved BD topics | Study programme director, lecturers, |
| 3.20. | Approved BD topics, study programme completed | Preparation of the BD preparation and defence schedule | Study programme director | Schedule for preparing and defending the BD prepared | November | | Schedule for preparing and defending the BD approved by order of the director | Study programme director, lecturers, students, director, Head of Academic Activities |
| 3.21. | Approved schedule for the preparation and defence of the BD | Compilation and appointment of the list of BD supervisors | Study programme director | List compiled and BD supervisors appointed | November-December | | List published to the academic community and BD heads appointed, SP Programme Director, lecturers, students, academic community | Study programme director, lecturers, students, academic activity manager |
| 3.22. | Appointed BD heads | Review of BD preparation (2) | Study programme director | BD reviews completed | according to the established schedule | | Number of students ready to participate preliminary defences | Study programme director, lecturers, students, academic activities manager |
| 3.23. | Decision on the possibility for a student to participate in preparatory defences, Completed BD Review | Organisation and implementation of preparatory BD defences (2) | Study programme director | BD preparatory defences completed | according to the established schedule | | Decision on the possibility of publicly defending the prepared work, decision protocol prepared | Study programme director, lecturers, students, academic activities director, director |
| 3.24. | Decision on the possibility of publicly defend the prepared work, decision protocol prepared | Compilation of lists of defence committees and reviewers | Head of the study programme | BD defence committee and reviewers | according to the established schedule | | Compiled and approved by order of the director BD defence committees and reviewers | Study programme director, director, students, lecturers, academic activities director |
| 3.25. | Established and approved by order of the director, the BD defence committee and reviewers | Conduct of public defences | Head of the study programme | Public defences held | according to the established schedule | | Defended student final theses, commission protocols | Study programme director, director, students, lecturers, academic activities director |

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| | ***Awarding of qualifications and presentation of diplomas*** | | | | | | | |
| 3.26. | Defended student final theses, commission protocols | Awarding of qualifications | Public defence committee | Qualification degree awarded | after public defences, after defending BD | | Awarding of qualification degrees recorded in the public defence protocol | Head of the study programme, director, students, head of academic activities, public defence committee |
| 3.27. | Defended student final theses, commission protocols | Coordination of draft designs for diploma and supplement forms and ensuring their production | Head of studies | Coordinate the draft designs of the diploma and its appendix and ordered production | according to the established schedule | | Decision on the printing of diplomas and diploma supplements | Director of Studies, Director, study programme directors |
| 3.28. | Decision on printing diplomas and diploma supplements | Printing of diplomas and diploma supplements | Head of Studies | Printed diplomas and diploma supplements | according to the established schedule | | Diplomas and diploma supplements according to lists | Director of Studies, Director, study programme directors |
| 3.29 | Diplomas and diploma supplements according to lists | Awarding of diplomas | Head of Studies | Diplomas awarded | every year in June | | signed in the diploma registration book | Head of Studies, Director, study programme directors, graduates |
| 4. | ***Study quality monitoring*** | | | | | | | |
| 4. | Study programme, study schedule, study timetable | Monitoring student attendance | Study guide | Monitoring carried out | Throughout the academic year | | Discussions held with lecturers | Study supervisor, study department staff, study programme managers, students, lecturers |
| | | Monitoring of student progress | Study supervisor | Progress report prepared | throughout the academic year | | Progress report presented at the SP leaders' meeting and the lecturers' meeting, minutes | Study supervisor, study department staff, study programme supervisors, academic community |
| | | Monitoring of student financial debts | Study Director | Monitoring of financial debts carried out | throughout the academic year | | List of students with financial debts prepared | Study supervisor, study department staff, study programme , finance department, students |
| | | Implementation of preventive measures | Study guide | Meetings with students | throughout the academic year | | Report on meetings between SP leaders and students (Excel) | Study supervisor, study department staff, study programme leaders, students, lecturers |

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| | | Gathering feedback from students | Study guide | Feedback collected from students | Quantitative survey at the end of the semester, qualitative survey once a year once a year | | Reports prepared | Study guide, study department staff, study programme managers, students, lecturers |
| | | Provision of feedback to interested parties | Study guide | Feedback results submitted to interested parties | | | Meetings and discussions held | Study guide, study department staff, study programme managers, interested parties |
| 4.2. | Feedback reports | Lack of improvement measures | Study programme directors | *See Activity planning and Activity monitoring and improvement processes* | | | | |
| *5* | ***Assessment of student achievement*** | | | | | | | |
| 5. | Study programme, study schedule | Assessment of subject results | Study programme guide | Assessment of study results achieved | according to the established schedule | Procedure for assessing study subject results | Assessment entered into the information system | Head of Academic Activities, Head of Study Programme, lecturers, students |
| | | Assessment of final project study results | Study programme director | Assessment of study results achieved | upon completion of the study programme | Procedure for the preparation, defence and storage of final theses | Assessment entered into the information system, professional qualification awarded, commission protocols | Head of academic activities, head of study programme, lecturers, students |
| | | Assessment of the results of professional practice studies | Study programme director | Procedure for professional practice completed | according to the established schedule | Procedure for professional health practice | Assessment entered into the information system | Head of Academic Activities, Head of Study Programme, lecturers, students |
| | | *see from 2.18.* | | | | | | |
| 5.2 | Study programme completed | Conducting qualification examinations and assessing study results (in programmes where this is required) | Study programme director | Study results assessed during the qualification examination | according to the established schedule | Procedure for conducting qualification examinations | Assessment entered into the information system | Head of academic activities, study programme director, lecturers, students |
| | | *see from 2.18.* | | | | | | |

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| 6. | ***Support for students*** | | | | | | | |
| | ***SMK study scholarships*** | | | | | | | |
| 6.1. | Procedure for awarding SMK scholarships, student achievements | Submission of applications for SMK study scholarships | Student | Submitted applications | according to the established schedule | SMK scholarship regulations | Number of students applying for study scholarships | Head of Studies, study programme directors, students |
| | | Recording of student achievements | Working group | Recording student achievements | according to the established schedule | | Prepare documents (justification) for the awarding of scholarships | Working group, Head of Academic Activities, Director, students |
| | | Consideration of the awarding of SMK study scholarships | Working group | The deliberation took place | according to the established schedule | | Decision on the awarding of scholarships, director's order | Working group, Head of Academic Affairs, director, students |
| | | Presentation of study scholarships to students | Director | Implementation of scholarship awards to students | according to the established schedule | | Assignments for students | Working group, Head of Academic Activities, Director, students, Finance Manager |
| | ***Compensation for study costs (VSF)*** | | | | | | | |
| 6.2. | Study fee compensation procedure | Preparation of lists of students and graduates who are entitled to compensation for tuition fees Preparation of lists | Head of Studies | Preparation of lists | according to the established schedule | Law on Science and Studies of the Republic of Lithuania<br>Resolution No. 149 of the Government of the Republic of Lith<br>Resolution No. 149 of the Government of the Republic of Lithuania of 1 March 2017 "On the Implementation of the Law on Science and Studies of the Republic of Lithuania" ( the procedure for compensating for the cost of studies) Law No. XI-242 of the Republic of Lithuania on Science and Studies<br>Law No. XII-2534 amending Article 2 Order No. V1-62 of the Director of the State Studies Fund of 8 October 2018 "On the list of persons who are offered<br>for compensation for the cost of studies and | Approved and confirmed list by order of the Director | Study Guide<br>Study process managers |
| | | To the State Study Fund, a list of students and graduates who are entitled to compensation for the cost of studies, Submission of lists | Study guide | Submitted list to the State Study Fund | according to the established schedule | | List sent, list received by the State Studies Fund | Study supervisor<br>Study process managers, academic activity manager, director |
| | | Notification of the State Study Fund if a student who has been granted a loan terminates their studies at SMK or | Study supervisor | Information submitted to the VSF | according to the established schedule | | Revised information sent | Study supervisor<br>Study process managers, academic activity manager, director |

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| | | completes their studies at SMK | | | | the form of the application for compensation for the cost of studies<br>the cost of studies" | | |
| | | Receipt of response regarding approved lists of persons eligible for tuition fee compensation and decision | Head of Studies | Receipt of decision from VSF regarding compensation for study costs | according to the established schedule | | Compensated tuition fees | Study supervisor<br>Study process managers, academic activity manager, director |
| | ***Provision of social support for students with special needs*** | | | | | | | |
| 6.3. | Procedure for providing social support | Submission of an application for a special needs allowance | Student | Submitted applications | according to the established schedule | Law on Science and Studies of the Republic of Lithuania, adopted by the Seimas of the Republic of Lithuania on 30 April 2009, No. XI- 242<br>Support for Lithuanians abroad | Number of students eligible for social support | Study guide<br>Study process supervisors, academic activity supervisor, director, students |
| | | Submission of information about students requesting benefits for special needs to the SMK Accounting Department | Study guide | Information submitted | according to the established schedule | Administrative Procedure Description<br>Order No. V1-42 of 18 May 2012 "On the State<br>Order No. V1-42 of 18 May 2012<br>Order No. V1-2<br>"On the approval of the provisions for the allocation of state support to children, grandchildren and great-grandchildren of emigrants and foreigners of Lithuanian origin and the form of the application for support" | Data available from the SMK accounting department | Study Guide<br>Study process managers, academic activity manager, director, students |
| | | Provision of information to the Department for Disabled Persons about students applying for benefits to meet special needs | Finance Manager | Information provided | according to the established schedule | | Information sent to the Department for People with Disabilities | Finance manager<br>Study process managers, academic activity manager, director,<br>students |
| | | Information about the approved list and funds | Finance manager | Information received about the decision on social support | according to the established schedule | | Number of students approved for social assistance by the | Finance manager<br>Study process managers, academic |

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| | | allocated for payments for special needs from the Department of Disability Affairs | | | | | Department of Disability Affairs | activity manager, director, students |
| | | Funds allocated for payments for special needs from the Department of Disability Affairs | Finance manager | Funds received for payments | according to the established schedule | | Amount of funds, EUR | Finance manager Study process managers, academic activity manager, director, students |
| | | Transfer of payments to students who have been awarded a payment | Finance manager | Funds transferred | monthly | | Number of students supported | Finance manager Study process managers, academic activity manager, director, students |
| | ***Provision of academic support*** | | | | | | | |
| 6.4. | Study regulations, feedback organisation procedure | Meetings between study department staff and group leaders | Study programme director | Meetings organised | 1-2 times per semester | Study regulations (2020), Feedback organisation procedure (2021) | Feedback from group leaders, academic support provided based on discussion questions | Study guide, study programme guides, students, academic activities manager, director |
| | | Meetings with senior students on the organisation of studies | Study programme director | Meetings organised | Once a month, as needed | | Feedback from senior students, academic support provided academic support based on discussion questions | Study supervisor, study programme supervisors, students, academic activities manager, director |
| | | Organisation of introductory lectures for first-year students | Study programme director | Introductory weeks organised | 1-2 weeks in the first semester | | Feedback from first-year students, academic support provided based on discussion questions, students familiarised with the processes of organising and implementing studies | Study guide, study programme guides, students |
| | | Consulting students on practical, independent | Lecturers | Consultations held | as needed | | Academic support provided based on discussion questions | Study guide, study programme guides, lecturers, students |

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| | | work tasks | | | | | | |
| 6.5. | Feedback results from the academic support process | Improvement of the organisation and implementation of the study process | *see Activity planning and Activity monitoring and improvement processes* | | | | | |
| | ***Provision of personal support*** | | | | | | | |
| 6.6 | Need for personal support, mentoring programme | Assigning mentors to student groups under the mentoring programme | Study programme director | Assigned mentors | Start of the academic year | SMK Mentorship Programme | Students' understanding of the organisation organisation, implementation and participation in the process | Study supervisor, study programme supervisors, students, academic activities manager, director |
| | | Organisation of SMK first-year camps | Marketing manager | First-year student camps organised | Start of the academic year | | Community spirit | Marketing manager, study programme managers, students, academic activities manager, director |
| 6.7 | See point 3.2 in this process | | | | | | | |

**Started: 07/05/2013**
**Approved by Director's Order No. V-67**
**Last revision: 30 December 2024**
**Approved by Director's Order No. V(24)-0072**

**APPLIED SCIENCE (ART) ACTIVITY PROCESS**

**OBJECTIVE -** to ensure the process of applied science (art) activities in line with the interests of the SMK community, the needs and expectations of partners, and the creation of value

| | RESULTS | STAGES OF ACTIVITY | RESPONSIBILITY | RESULTS | DEADLINES | REGULATORY DOCUMENTS | INDICATORS | PARTICIPANTS (WHO PARTICIPATES - PROVIDES AND RECEIVES INFORMATION |
|---|---|---|---|---|---|---|---|---|
| ***1.*** | ***Creation of scientific output*** | | | | | | | |
| 1.1. | Needs of interested parties (formal, informal), SMK strategy, strategic plan | Preparation of the annual scientific activity plan | Scientific activity guide | Annual scientific activity plan prepared | by 1 October each year | Law on Science and Studies, ŠMSM documents, needs analysis, SMK strategic plan | Strategic plan approved by order of the director and endorsed by the SMK council | SMK community, other interested parties<br>parties, Scientific Activity Group |
| 1.2. | Annual plan for scientific activities | Preparation of a semester plan for the scientific (artistic) activities of the academic community members' semester plan for applied scientific (artistic) activities implementation | Scientific activity guide | Planned scientific (artistic) activities for the semester | by 1 January and 30 June each year | Annual plan for scientific activities, conclusions of study programme evaluations | Scope of planned scientific (artistic) activities) | Scientific activity group, academic community, SP leaders |
| 1.3. | Planned scope of scientific (artistic) activities for the semester | Performance/ implementation of applied scientific (artistic) activities | Performers of applied scientific (artistic) activities (academic community) | Applied scientific research and artistic activities carried out | each semester | Annual plan for scientific activities, conclusions of study programme evaluations | Scope of applied research and artistic activities performed | SP heads, lecturers, Scientific Activity Group |
| 1.4. | Applied research and artistic activities carried out | Preparation of lecturer self-assessment | SP managers | Prepared lecturer self-assessments | at the end of each semester | Law on Science and Studies, annual scientific activity plan, semester plan | Lecturers' reports discussed at study programme/direction at lecturer meetings, results recorded in | SP heads, lecturers, Scientific activity group, administration |

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| 1.5 | Minutes of study programme/field lecturer meetings Minutes of study programme/field lecturer meetings, SP head reports reports | Preparation of annual reports | Scientific activity manager | Annual report on scientific activity plan prepared | annually by 30 June | - | Report approved by the director | Head of scientific activities / group, administration, academic community |
| | | | | | | | | |
| | | Monitoring and improvement of activities | See Activity planning and Activity monitoring and improvement processes | | | | | |
| ***2.*** | ***Dissemination and/or commercialisation of scientific output*** | | | | | | | |
| 2.1. | Applied scientific research and artistic activities | Publication/publicity of applied activity results | Applied activity implementers | Published/publicised results of applied activities | Throughout the year | Order of the Ministry of Education and Science of the Republic of Lithuania | Number of publications | Head of scientific activities / group, administration, academic community |
| 2. | Publications | Preparation of documents for registration in eLaba | Applied activity implementers | Documents completed for registration | on an ongoing basis | SMK Payment for scientific, methodological, creative and other additional academic activities on behalf of SMK to lecturers working under employment and other contracts Procedure description | Number of applications for registration of publications | Head of scientific activities, SP heads, lecturers |
| 2.3. | Registration requests | Registration of publications in eLaba | Information resources manager | Registered publications | Upon receipt of an application | the same | Number of publications registered in eLaba in the repository | Head of Scientific Activities, Head of Information Resources, SP heads, lecturers, administration |
| 2. | Fact of publication registration | Payment for publications | Director | Paid for prepared publications | After publication registration | Same | for applied scientific (artistic) activities Funds paid | Head of Scientific Activities, Head of Information Resources, SP managers, administration |
| 2.5. | Fact of publication registration | Submission of publication reports to the LMT Vieversys system | Head of Information Resources, Head of Scientific Activities | Publications submitted to the LMT Vieversys system | annually by 1 April for the previous calendar year | Order of the Ministry of Education and Science of the Republic of Lithuania | Number of recognised publications, number of points awarded - LMT assessment | Head of Scientific Activities, Head of Information Resources, SP heads, administration |

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| 2.6 | LMT assessment | Receipt of funding from ŠMSM (with recognition and evaluation of publications) | Competence Academy Director. | Funding received for applied scientific (artistic) activities | annually by 30 June | Order of the Ministry of Education and Science of the Republic of Lithuania | Funding | Head of the Competence Academy, Director |
| 2.7. | Publications, LMT assessment | Preparation of the Applied Science (Art) Activity Plan for the following year | Head of Scientific Activities | Annual scientific activity plan prepared | By 1 October each year | Strategic plan | Annual scientific activity plan approved by the director | Scientific activity group, academic community, SP leaders |

**Started: 7 May 2013**
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**LIFELONG LEARNING ACTIVITY PROCESS**

**OBJECTIVE –** To respond to the needs and expectations of learners and employers.

| | RESULTS | ACTIVITY STAGES | RESPONSIBILITY | RESULTS | DEADLINES | REGULATORY DOCUMENTS | INDICATORS | PARTICIPANTS (WHO PARTICIPATES - PROVIDES AND RECEIVES INFORMATION |
|---|---|---|---|---|---|---|---|---|
| ***1.*** | **Planning and organisation of non-formal training and educational initiatives** | | | | | | | |
| 1. | Monitoring and analysis of market and target audience needs | Market analysis and feedback collection | Competence Academy Manager. | Lifelong learning event plan prepared | As needed | - | Decision made on event topics and number | Director, Head of the Competence Academy, Product Development Managers Project Managers, Director |
| 1. | Lifelong learning event plan | Creation of cooperation networks by initiating lifelong learning activities | Head of the Competence Academy. | Approved partner status | As needed | Partnership agreement | Decision on cooperation adopted | Director, Head of the Competence Academy, Product Development Managers Project Managers, Director |
| | ***Sales of lifelong learning activities*** | | | | | | | |
| 1.3. | Lifelong learning event plan, partnership agreements | Coordination of technical specifications for services, signing of agreements with the client | Competence Academy Manager. | Agreed service provision agreement | In accordance with the terms specified in the agreement | Service contract | Signed agreement | Director, Head of the Competence Academy, Product Development Managers Project Managers |
| | | Implementation of the service agreement | Head of the Competence Academy. | Lifelong learning activities implemented (contract) | In accordance with the terms specified in the contract | Service contract and technical specifications | Achievement of the results specified in the contract | Director, Head of the Competence Academy, Product Development Managers Project Managers |

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| | | Completion of the service contract | Finance Manager | Signed service acceptance and transfer Act, invoice issued, feedback results received | In accordance with the terms specified in the contract | Service contract, service acceptance and transfer act | Invoice paid, feedback provided | Director, Head of the Competence Academy, Product Development Managers Project Managers, Finance Department |
| | | Activity monitoring and improvement | See Activity planning and Activity monitoring and improvement processes | | | | | |
| | ***Implementation of educational initiatives*** | | | | | | | |
| 1.4. | Lifelong learning events plan | Formation of a working group and distribution of responsibilities | Director | Working groups formed | As needed | - | Working group formed and approved by order of the director | Director, Head of the Competence Academy, Product Development Managers Project Managers |
| | | Preparation of an educational initiatives plan | Head of the Competence Academy; Product Development Managers Project managers | Educational initiatives plan prepared | As needed | - | Plan of educational initiatives approved by the director Plan of educational initiatives | Director, Head of the Competence Academy, Product Development Managers Project Managers |
| | | Implementation of educational initiatives according to plan | Head of the Competence Academy, Product Development Managers Project managers | Implemented Educational initiatives | As needed | Educational activity plan | Number of specific educational initiatives | Director, Head of the Competence Academy, Product Development Managers Project Managers |
| | | Monitoring and summarising results | Head of the Competence Academy, Product development managers Project managers | Revenue received Revenue/number of participants/number of initiatives | As needed | Educational activity plan | Amount of funds/number of participants/number of initiatives | Director, Head of the Competence Academy, Product Development Managers Project Managers, Finance Department |
| | | Activity monitoring and improvement | See Activity planning and Activity monitoring and improvement processes | | | | | |

**Started: 07/05/2013**
**Approved by Director's Order No. V-67**
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**PROJECT MANAGEMENT PROCESS**

**OBJECTIVE -** to ensure the effective implementation of the project management process in line with the strategic objectives of the SMK at all stages of the project life cycle (initiation and planning,

| | RESULTS | STAGES OF ACTIVITY | RESPONSIBILITY | RESULTS | DEADLINES | REGULATORY DOCUMENTS | INDICATORS | PARTICIPANTS (WHO PARTICIPATES - PROVIDES AND RECEIVES INFORMATION |
|---|---|---|---|---|---|---|---|---|
| ***1.*** | ***Project initiation and application preparation*** | | | | | | | |
| 1.1. | Monitoring and analysis of calls for project applications Monitoring and analysis | Monitoring of national and regional calls for project proposals | Head of the International Relations and Projects Division | List of calls | Depending on the dates specified in the calls | n/a | List of calls | Head of International Relations and Projects Department, Director |
| | | Monitoring of international calls for project proposals | Head of the International Relations and Projects Division | List of calls | Depending on the dates specified in the calls | n/a | List of calls | Head of the International Relations and Projects Division, Director |
| | | Analysis of information and documents related to published invitations, identification of consistency with SMK strategic objectives | Head of the International Relations and Projects Division | Approved List of projects under preparation | Taking into account the dates specified in the calls | Documents related to published calls, descriptions of project financing conditions, etc. | Adopted Decision on preparing applications | Head of the International Relations and Projects Department, Director |
| 1.2. | Participation in partnership projects | Analysis of invitations to join partnership projects, identification of compatibility with SMK strategic objectives | Head of the International Relations and Projects Department | Approved list of projects in which we are participating as a partner List | Taking into account the dates specified in the calls | Documents related to published calls, descriptions of project financing conditions, conditions for joining the project specified in the call, etc. | Decision Decision on participation in projects | Head of the International Relations and Projects Department, Director |
| 1.3 | Preparation and submission of project applications | Preparation of the application, completion of the necessary documents | In accordance with the decision taken by the SMK Project Working Group | Application prepared and submitted | In accordance with the dates specified in the call | Documents related to published calls, descriptions of project financing conditions, etc. | Application submitted | In accordance with the decision taken, the persons responsible, Head of the International Relations and Projects Department, Director |

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| ***2.*** | ***Project implementation*** | | | | | | | |
| 2. | Signing of the project agreement | Signing of the agreement after receiving a positive evaluation (if negative, familiarisation with the conclusions) | Director | Signed project implementation agreement | In accordance with the deadlines specified by the funding institution | Terms and conditions of the draft agreement | Contract | Director, Head of International Relations and Projects Department |
| 2.2. | Formation of the project team | Implementation of the project in accordance with the activity plan set out in the application plan | Project team formed | Implementation of project activities | In accordance with the contract and the deadlines specified in the application | Contract, application | Achievement of the results specified in the application | Project team formed, Head of International Relations and Projects Department |
| ***3.*** | ***Project completion and evaluation*** | | | | | | | |
| 3. | Final project implementation report | Filling in and submitting reports to the funding institution | Appointment of a project manager and project accountant | Final project technical and financial reports prepared | In accordance with the contract and the deadlines specified in the application | Contract, application | Reports submitted | Project manager, project financier, Head of the International Relations and Projects Department appointed |
| | | Activity monitoring and improvement | See Activity planning and Activity monitoring and improvement processes | | | | | |

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**INTERNATIONAL DEVELOPMENT PROCESS**

**OBJECTIVE -** to ensure the smooth coordination of the internationalisation development process in order to achieve the objectives set out in strategic documents.

| | RESULTS | STAGES OF ACTIVITY | RESPONSIBILITY | RESULTS | DEADLINES | REGULATORY DOCUMENTS | INDICATORS | PARTICIPANTS (WHO PARTICIPATES - PROVIDES AND RECEIVES INFORMATION |
|---|---|---|---|---|---|---|---|---|
| ***1.*** | ***Coordination of student and staff exchanges (Erasmus+)*** | | | | | | | |
| 1. | Erasmus+ programme competition documents for student studies and internships abroad, study results, study documents | Announcement of Erasmus+ programme competitions for students to study and do internships abroad | Erasmus+ institutional coordinator | Announcement of Erasmus+ programme competitions (twice a year) | February – for the autumn semester or summer and graduate internships; September – for the spring semester or for teaching and final internships. | SMK Erasmus+ programme procedures for international Procedures for the international mobility of students and staff under the Erasmus+ programme | Announced competitions | Erasmus+ institutional coordinator, administration, students |
| | | Selection of applicants (document evaluation, motivational interview) | Erasmus+ institutional coordinator | Students selected for studies and internships abroad | October, February | SMK Erasmus+ programme for students and staff for international Procedures for the international mobility of SMK Erasmus+ programme students and staff | Number of selected students | Erasmus+ institutional coordinator Erasmus+ selection committee, students |
| | | Filling in documents for departure to a foreign partner institution (filling in application documents for a foreign partner institution, signing tripartite agreements), Payment of scholarships | Erasmus+ institutional coordinator | Signed agreements, scholarships paid | Taking into account the admission periods of the host institutions , but no later than 1 month before departure | SMK Erasmus+ programme student and staff international mobility | Students who have left | Erasmus+ institutional coordinator, administration, students |

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| | | Recognition of partial studies/internship periods abroad by SMK after the end of the Erasmus+ study/internship period (recognition of the student's period of study/internship abroad based on the academic transcript provided by the host institution) | Erasmus+ institutional coordinator | Recognised student studies/internship; scholarship balance paid | No later than 5 weeks after returning from abroad | SMK Erasmus+ programme for students and staff international Procedures for the international mobility of students and staff under the Erasmus+ programme | Credits study/internship period | Erasmus+ institutional coordinator Study programme directors, administration, students |
| 1.2. | Coordination of incoming Erasmus+ students | Communication with Erasmus+ programme partners: sending invitations to submit nominations , receiving nominations, providing necessary information and forms | Erasmus+ institutional coordinator | Nominated incoming foreign students | May, December | n/a | Number of foreign students nominated to come | Erasmus+ institutional coordinator, students |
| | | Processing of nominated students' documentation (tripartite agreement , preparation of admission documents) | Erasmus+ institutional coordinator | Admission of incoming foreign students | September, February | n/a | Number of students accepted | Erasmus+ institutional coordinator, students |

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| | | Organisation of studies for incoming students (coordination of arrival and accommodation, familiarisation with the study process and regulatory documents, study implementation) documents, implementation of studies, preparation of academic certificates upon completion of studies) | Erasmus+ institutional coordinator | Accepting incoming foreign students | December, June | n/a | Number of students accepted | Erasmus+ institutional coordinator<br>Study programme directors International studies manager, administration, students |
| 1.3 | Coordination of academic staff exchanges | Regularly informing lecturers/staff about mobility opportunities (using internal communication channels) | Head of the International Relations and Projects Department | Regular dissemination of information about mobility opportunities | Ongoing | SMK Erasmus+ programme for students and staff international Procedures for international mobility of students and staff under the Erasmus+ programme | Departing lecturers/staff | Head of the International Relations and Projects Department, administration, lecturers |
| | | Lecturers/staff learning/teaching mobility at the host institution (approval of teaching/learning mobility, coordination with the host institution, signing of learning agreements, grant agreements, preparation of secondment agreements) | Head of the International Relations and Projects Department | Signed agreements, scholarships paid | Ongoing | SMK Erasmus+ programme for the international mobility of students and staff Procedures for the international mobility of students and staff under the Erasmus+ programme | | Head of the International Relations and Projects Department, Departing staff member Representative of the host institution Accounting |
| | | Coordination of incoming lecturer/staff exchanges (coordination of submitted applications for teaching/staff mobility with the relevant study programme directors, preparation of the programme, | Head of the International Relations and Projects Department | Incoming staff/teachers | Continuous | n/a | Implement incoming staff mobility | Head of the International Relations and Projects Department.<br>Study programme managers, administration, lecturers |

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| | | signing of learning/teaching agreements) | | | | | | |
| 1.4 | Mobility results | Monitoring and improvement of student and staff mobility | Head of the International Relations and Projects Department | See Activity planning and Activity monitoring and improvement processes | | | | |
| ***2*** | ***Development and maintenance of membership in international networks and associations*** | | | | | | | |
| 2. | Annual plan | Analysis of joining international networks/associations (membership fee, value to SMK), identification of compatibility with SMK strategic objectives | Head of the International Relations and Projects Department | Approved joining of international networks/associations | As needed | Membership documents/conditions for relevant networks/associations | Decision on joining international networks/associations adopted | Director, administration |
| | | Signing of membership agreement | Director | Membership agreement signed | As needed | Membership agreement | Agreement | Director |
| | | Appointment of responsible persons for participation in networks/associations | Appointment of responsible persons | Participation in the activities of international networks/associations | In accordance with the activity plan of networks/associations | n/a | Active participation in the activities of networks/associations | Director, designated responsible persons |
| 2.2 | Results of membership | Monitoring of international membership results Monitoring and process improvement | Head of the International Relations and Projects Department | see Activity planning and Activity monitoring and improvement processes | | | | |

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| ***3.*** | ***Administration of international studies (admission of foreign students)*** | | | | | | | |
| 3. | Rules for the admission of foreign students | Acceptance of applications, verification and evaluation of submitted application documents | International Studies Manager | Documents received and checked | Ongoing | Procedure for the admission of foreign nationals to SMK | Number of applications accepted | International Studies Manager |
| | | Assessment of the applicant's English language proficiency (exam) if not available submission of language proficiency certificates proving language proficiency. This does not apply to persons whose official state language is English or if secondary education was obtained in English. | International Studies Manager | English language proficiency test | Ongoing | Procedure for the admission of foreign nationals to SMK | English language assessment completed | International Studies Manager, academic community |
| | | Motivation assessment – organisation of an interview with the applicant in English | International Studies Manager | Motivation assessment interview conducted | Ongoing | Procedure for admitting foreign nationals to SMK | Assessment of motivation to study and readiness for a specific field of study | International Studies Manager, SMK Foreign Student Admission Committee |
| | | Calculation of competitive scores and decision on admission to SMK (within 5 days) | Foreign Student Admission Committee | Decision made on the possibility of studying at SMK | Continuous | Procedure for the admission of foreign citizens to SMK | Student admitted, Director's order | International Studies Manager, SMK Foreign Student Admission Committee |
| | | Preparation and dispatch of documents required for obtaining a visa to the applicant | Head of the International Relations Department | Prepared Letter of mediation to the Migration Department of the Republic of Lithuania | Ongoing | Procedure for admitting foreign nationals to the SMK | Submitted letter of mediation | International Studies Manager |
| | | Signing of the study agreement, submission of the necessary original documents (secondary education certificate certificate) for signing the agreement | International Studies Manager | Signed study agreement | August, January | Procedure for admitting foreign citizens to SMK | Study agreement (number) | International Studies Manager, Study Programme Director |

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| | | Transfer of student data to the SMK Academic Database and Student Register (state register) | Study guide | Student data submitted to the required databases and the Student Register | August, January | n/a | Data submitted | International Studies Manager |
| 3. | Results of internationalisation development | Monitoring and improvement of internationalisation activities | Head of the International Relations and Projects Department | See Activity planning and Activity monitoring and improvement processes | | | | |

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**COMMUNICATION AND MARKETING PROCESS**

**OBJECTIVE -** to ensure a continuous communication and marketing process in order to achieve effective activity management and planned results.

| | RESULTS | STAGES OF ACTIVITY | RESPONSIBILITY | RESULTS | DEADLINES | REGULATORY DOCUMENTS | INDICATORS | PARTICIPANTS (WHO PARTICIPATES - PROVIDES AND RECEIVES INFORMATION |
|---|---|---|---|---|---|---|---|---|
| ***1.*** | ***Internal communication management*** | | | | | | | |
| 1. | Strategic plan | Prepare an annual internal communication plan | Marketing manager | Internal communication strategic plan prepared | By the start of the academic year | | Annual internal communication plan prepared and approved by the director (in the context of the overall annual plan) | Marketing manager, administration, Director, academic community |
| 1.2. | Strategic plan, annual plan | Create/update internal communication rules | Marketing manager | Internal communication rules created/updated | According to the established schedule | | Internal communication rules approved by order of the director | Marketing manager, administration, Director, academic community |
| 1.3. | Internal communication rules | Create/update rules for the use of internal communication channels (e.g. Slack) | Marketing manager | Rules for the use of internal communication channels (e.g. Slack) created/updated | Ongoing | | Rules for the use of internal communication channels approved by the director | Marketing Manager, administration, Director, academic community |
| 1.4. | Rules for the use of internal communication channels | Periodically publish a newsletter and inform the SMK community about the latest SMK news | Marketing manager | Periodically publish the SMK newsletter | Continuously | | SMK newsletter | Marketing Manager, Administration, Director, Academic community |
| 1.5. | Internal communication results | Monitoring and improvement of internal communication | Marketing manager | See Activity planning and Activity monitoring and improvement processes | | | | |

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| ***2*** | ***External communication management*** | | | | | | | |
| 2. | Strategic plan, annual plan | Prepare communication plans | Marketing manager | Communication plans prepared | Every September | | Coordinate with the director on external communication plans (part of the annual plan) | Marketing manager, administration, Director, Academic community |
| 2.2. | Strategic plan, annual plan | Prepare a publicity strategy for SMK on Facebook, Instagram, TikTok, and YouTube channels | Marketing manager | Developed SMK Facebook, Instagram, TikTok, YouTube channel publicity strategy | According to the established schedule | | Approved by order of the director | Marketing Manager, administration, Director, academic community |
| 2.3. | Strategic plan, annual plan | Ensure high-quality dissemination of SMK-organised events, projects and initiatives to interested parties | Marketing manager | Active dissemination of events, projects and initiatives organised by SMK | According to the established schedule | | Advertising events, active work with the media | Marketing manager, administration, director, academic community |
| 2.4. | External communication results | Monitoring and improvement of external communication | Marketing manager | See Activity planning and Activity monitoring and improvement processes | | | | |
| ***3*** | ***Marketing activity management*** | | | | | | | |
| 3. | Strategic plan, annual plan | Support the formation and dissemination of SMK's identity by participating in study exhibitions and fairs | Marketing manager | Participation in exhibitions | According to the established schedule | | Increase in student numbers | Marketing manager |
| 3.2. | Strategic plan, annual plan | Prepare advertising measures | Marketing manager | Advertising measures prepared Measures | As needed | | Increase in student numbers Increase | Marketing manager |
| 3.3. | See No. 1 and No. 2 in this process | | | | | | | |
| 3. | Marketing management results | Monitor and improve marketing management activities | Marketing Manager | See Activity planning and Activity monitoring and improvement processes | | | | |

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**HUMAN RESOURCE MANAGEMENT PROCESS**

**OBJECTIVE -** to ensure an effective personnel management process that meets the needs of SMK.

| | RESULTS | STAGES OF ACTIVITY | RESPONSIBILITY | RESULTS | DEADLINES | REGULATORY DOCUMENTS | INDICATORS | PARTICIPANTS (WHO PARTICIPATES - PROVIDES AND RECEIVES INFORMATION |
|---|---|---|---|---|---|---|---|---|
| ***1*** | ***Management of academic staff*** | | | | | | | |
| 1. | SMK strategy | Establishment/ updating of the SMK organisational structure | Director | Established SMK structure, staff powers and responsibilities | According to the established schedule | | SMK structure, staff powers and responsibilities - approved by order of the director order | Director, department heads, employees |
| | ***Management of academic staff*** | | | | | | | |
| | ***Determining and planning academic staff needs*** | | | | | | | |
| 1.2. | Established SMK structure, staff powers and responsibilities | Planning academic staff requirements in accordance with study plans and scope of activities | Study programme directors, academic activities director | Determination of the need for lecturers, study programme directors and research staff | According to study plans or as needed | | Demand plan prepared | Study programme directors, branch directors, academic activity director, director |
| | Academic staff requirements | Distribution of academic staff in branches according to need | Head of academic activities, branch managers | Balanced distribution of staff according to study programmes and cities | Annually or as needed | | Staff distribution balance | Head of Academic Activities, branch managers, director |
| | Distribution of academic staff | Review of the academic position system and updating of qualification requirements | Head of Academic Activities | Updated position structure | Annually or as needed | | Academic position descriptions | Head of Academic Activities, Director |

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| | ***Selection and recruitment of academic staff*** | | | | | | | |
| 1.3 | Review of the academic position system | Preparation and publication of job advertisements | Employee appointed by the director | Job offers published | As needed | | Number of advertisements | Director, branch managers |
| | Preparation and publication of job advertisements | Reviewing candidate documents and initial selection | Study programme managers, branch managers | Selection of suitable candidates | As needed | | Number of selected candidates | Study programme directors, academic activities director |
| | Review of candidate documents and initial selection | Decisions on employment | Director, branch managers, academic activities manager | Decisions on employment made | As needed | | Number of contracts signed | Director, branch managers, academic activities manager |
| | Making decisions on recruitment | | Document and process manager, academic activities manager, branch managers | Contracts signed with lecturers | As needed | | Number of signed contracts | Document and process manager, academic activities manager, branch managers, lecturers |

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| | **Adaptation and competence development** | | | | | | | |
| 1. | Recruitment of new academic staff | Induction of new academic staff (introductory training) | Study programme managers, academic activities manager | Familiarising new lecturers with the structure and documents of the institution | As needed | | Number of introductory training sessions held | Study programme directors, academic activities manager, lecturers, academic staff |
| | Recruitment of new academic staff | Organisation of mentoring and peer learning | Study programme directors, academic activities director, branch directors | Mentoring programme implemented | As needed | | Number of participating mentors | Study programme directors, academic activities director, lecturers, academic staff |
| | Recruitment of new academic staff | Preparation and implementation of competence development plans | Head of academic activities | Annual competence development plan prepared | At the beginning of each academic year | | Plan prepared and implemented | Study programme managers, academic activity manager, lecturers, academic staff |
| | Recruitment of new research staff | Planning for the development of research staff competencies | Head of academic activities | Annual competence development plan prepared | At the beginning of each academic year | | Plan prepared and implemented | Head of Scientific Activities, Research Staff |
| | **Evaluation and motivation of academic activities** | | | | | | | |
| 1.5. | Recruitment of new academic staff | Organisation of individual performance evaluation interviews | Study programme directors, branch directors, head of scientific activities | Conducting performance evaluation interviews with academic staff | Annually | | Number of interviews | Study programme directors, branch directors, scientific activity director, academic staff |
| | Recruitment of new academic staff | Preparation of performance evaluation reports and presentation of results | Head of academic activities | Summary report prepared | Annually | | Reports prepared | Study programme directors, branch directors, scientific activity manager, academic staff |
| | Recruitment of new academic staff | Application of motivational measures (financial and non-financial) | Incentives applied | Incentives applied | Annually | | Number of financial and non-financial measures | Study programme directors, branch directors, scientific activity director, academic staff |

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| | Recruitment of new academic staff | Career planning and qualification assurance | Head of academic activities, head of scientific activities | Career system implemented | Annually | | Number of people hired | Study programme directors, branch directors, scientific activity director, academic staff |
| | **Administration of academic work** | | | | | | | |
| 1.6 | Recruitment of new academic staff | Workload planning and distribution by semester | Study programme directors, branch directors | Approved workloads | Each semester | | Prepare work schedules | Study programme directors, academic activities director, branch directors, academic staff |
| | Workload planning and distribution by semester | Coordination of schedules and organisation of lectures | Study administrators | Coordinated lecture schedules | Each semester | | Schedules approved on time | Study administrators, lecturers |
| | Schedule coordination and lecture organisation | Accounting for working hours, holidays and business trips | Accountant | Accurate recording of working hours | Continuously | | Accuracy of accounting | Accountant, academic staff |
| | **Academic staff departure process** | | | | | | | |
| 1. | Request for dismissal | Initiation of exit interviews and analysis of reasons | Study programme directors, branch directors, academic activities director | Exit interviews conducted, reasons identified | As needed | | Approval of requests | Study programme directors, branch directors, academic staff |
| | Request for dismissal | Updating data in information systems (e.g. Teacher Register) | Document and process manager | Updated personnel data | As needed | | Number of records to be updated | Document manager, academic activities manager, director, branch managers, academic staff |

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| | ***Feedback collection*** | | | | | | | |
| 1.8. | Strategic plan, annual plan | Organisation of annual interviews with lecturers | Study programme director | Annual meeting held | According to the scheduled date | SMK Feedback procedure | Report | Study programme directors, lecturers |
| | | Feedback collection from lecturers (quantitative survey) | Head of Academic Activities | Survey completed | At the end of the academic year | SMK Feedback procedure | Report | Head of Academic Activities, study programme directors, lecturers |
| | | Collection of reports from lecturers and evaluation upon completion of the course | Study programme guide | Prepared report | At the end of the semester | SMK Feedback procedure | Report | Study programme directors, academic activity manager, lecturers |
| 1.9 | Feedback reports | Monitoring and improvement of lecturers as academic staff management | Head of academic activities | See Activity planning and Activity monitoring and improvement processes | | | | |
| ***2*** | ***Management of administrative and other staff*** | | | | | | | |
| | ***Employee needs assessment and planning*** | | | | | | | |
| 2.1. | Strategic plan, annual plans, organisational structure | Determining staffing needs | Director | Determined needs | As needed | | Vacancies forecasting | Branch managers, department managers, candidates |
| | | Employee search and selection | Director, Branch managers | Candidate CVs, interviews conducted | | | Selected candidate, signed contract | Director, Branch managers, department Managers, candidates |
| | | Conclusion of contracts with employees | Document management and process manager | Contract prepared | Within the specified time frame | | | Finance department, employee |
| | | Signing of contracts with employees | Director | Signed contract | According to the scheduled deadline | | | Director, employee |

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| | ***Working with employees*** | | | | | | | |
| 2.2. | Signed contracts | Employee working time accounting Accounting | Accountant, Branch Managers | Working time Recording | Within the specified deadline | | Working time accounting summary | Accountant, Branch managers |
| | | Employee support | Branch managers | Conduct informal discussions on the performance of assigned tasks | Twice a month | | Integrate employees into the community, identify strengths and areas for improvement , decisions made on the management of assigned tasks | Branch managers, employees |
| | | Organisation of branch employee meetings | Branch managers | Meetings | Ongoing | | Work process management: monitoring of work performed monitoring of work performed, decisions taken on issues discussed | Branch managers, employees, administration, director |
| | ***Feedback collection*** | | | | | | | |
| 2.3. | Annual plans | Organising annual interviews with employees Organisation | Director | Interviews conducted | At the end of the academic year | SMK Feedback procedure | Results of interviews | Director, employees |
| 2.4. | Results of discussions held | Monitoring and improvement of the performance of administrative and other staff | Director | See Activity planning and Activity monitoring and improvement processes | | | | |
| | ***Dismissal of employees*** | | | | | | | |
| 2.5. | Results of interviews, terms of contract | Preparation of a request for dismissal | Employee | Request for dismissal | By the specified date | Labour Code | Submitted and registered request | Director, employee |
| | | Preparation of the order for dismissal of the employee | Director | Order prepared | Within the specified time limit | Labour Code | Director's order (signed) | Director, employee |
| | | Employee settlement before the date of dismissal | Employee | Return of assigned property | By the specified deadline | Labour Code | Settlement completed, accounting department informed | Director, employee, finance manager |
| | | Termination of employment contract | Finance manager | Employment relationship terminated | According to the scheduled date (last | Labour Code | Settled with the dismissed employee (funds transferred) | Director, employee, finance manager |

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| ***3.*** | ***Employee training*** | | | | | | | |
| 3. | Feedback results (reports) | Identification of qualification improvement needs (areas) | Head of Academic Activities, branch managers | Identified need | At the beginning of the academic year | SMK Procedure for improving staff competencies | Refined areas of qualification improvement | Head of Academic Activities, branch managers |
| 3. | Areas of qualification improvement | Preparation of the annual qualification improvement plan | Head of Academic Activities | Training plan prepared (part of in the annual plan) | by 1 October | SMK Procedure for improving staff competencies | Plan approved by the director | Head of Academic Activities, administration, Director, lecturers |
| 3.3 | Qualification improvement plan | Organisation and/or implementation of staff training | Head of Academic Activities | Organise/implement training | According to the set deadline | SMK Procedure for improving staff competencies | Training certificates | Head of Academic Activities<br>Head, administration, director, lecturers |
| 3. | Qualification improvement plan | Feedback collection | Head of academic activities, branch managers | Feedback collected | By the set deadline | SMK Procedure for improving staff competencies | Feedback results (in the annual report) | Head of Academic Activities, administration, Director, lecturers |
| 3.5 | | Monitoring and improvement of qualification improvement activities | Head of academic activities | see Activity planning and Activity monitoring and improvement processes | | | | |

**Appendix 2**

## SYSTEM FOR PLANNING, PERFORMANCE MONITORING AND RISK MANAGEMENT

This system is an integral part of the SMK College of Applied Sciences quality system, integrated into the SMK Quality Guide (Appendix No. 2) and establishes the procedure for planning, monitoring and risk management of the SMK Higher School's activities. It defines the main activity planning documents, the periodicity of their preparation, documents for monitoring and observing the performance results, and the principles of recording risks. The system ensures a clear and consistent activity planning and monitoring process, which creates the prerequisites for effective activity planning and decision-making.

The system is based on the logic of the Deming (PDCA) quality management cycle, which includes four sequential stages - planning (Plan), performing activities (Do), evaluating and controlling (Check) and improving (Act). This ensures a systematic and continuous process of performance improvement, in which each stage is based on the analysis of previous results.


This system allows the SMK to consistently monitor the institution's progress, make data-based decisions, and ensure the quality and efficiency of its operations.

| Stage | Document | Periodicity | Key components/relationship to planning |
|---|---|---|---|
| Activity planning | SMK long-term strategy | 1 time/10 years until the end of the fifth month of the next strategic period. | The strategy defines long-term operational goals, priorities, and strategic directions that are consistent with the mission, vision, and values of the SMK. |
| | SMK Strategic Activity Plan | 1 time/5 years until the end of the fifth month of the next strategic period. | The plan provides for priority areas of activity, strategic indicators, objectives and measures to ensure the implementation of the strategy and the continuity of results. |
| | Annual activity plan | Annually until 08.31 | The plan sets annual goals and objectives, defines key annual indicators and their target values. The plan distinguishes two types of indicators:<br>• Key performance indicators (KPIs) are provided for each SMK activity priority, summarizing the efficiency and progress of the institution's activities;<br>• activity indicators reflecting the results of specific activities.<br>The plan also specifies responsible persons, deadlines for the implementation of activities, and individual development plans. This document forms the basis for the preparation of annual activity reports. |
| Operational control/Risk management | Quarterly reports (integrated risk management ) | 1 time/quarter until the 20th day of the first month of the next quarter | The report is designed to monitor the change in key indicators and progress in achieving them during the reporting quarter. The report includes:<br>• data on key indicators, their changes are analyzed, observed trends and deviations from planned values are indicated, and further actions are planned;<br>• Risks that may affect the implementation of plans are identified and briefly described, and initial recommendations for corrective actions are provided.<br>This report helps to ensure continuity of activity monitoring and timely decision-making throughout the year. After the submission of the quarterly report, a discussion of the quarterly activities and achieved results is organized with middle managers responsible for the implementation of SMK priority activities. |

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| | Annual activity reports Data summary | Every year until August 31st. | Annual activity reports The data summary is directly linked to the annual activity plan, i.e. it is prepared according to the same structure and indicator system.<br>• Each goal, objective and indicator included in the plan has a corresponding entry in the summary, which records the actual implementation result (completed/not completed).<br>• The comments section provides explanations regarding the progress of the activity, (un)achieved results. In this way, the data summary becomes evidence of the implementation of the annual plan, allowing for an objective assessment of progress.<br>The report also highlights insights for the future, summarizing emerging trends, good practices, and practical aspects that can contribute to improving operations in the future. |
| | Annual activity reports Analytical summary (integrated risk management ) | Every year until October 31st. | The Annual Activity Report Analytical Summary is prepared based on the information in the annual Data Summary. The Analytical Summary:<br>• summarizes the main results of the year according to the established key performance indicators (KPIs). The analytical summary assesses changes in indicators, trends and causal relationships and highlights successful aspects of the activity;<br>• risks that could have affected the results are identified and areas for improvement are planned, which become the basis for decisions and planning activities for the next year;<br>• A SWOT analysis of the implementation of the SMK's operational priorities is being prepared, which aims to assess the progress of annual performance results by linking it to the indicators provided for in the SMK's Strategic Activity Plan.<br>After the submission of the Analytical Summary of the annual activity report, a discussion of annual activities and risk management is organized with middle managers responsible for the implementation of SMK priority activities.<br>The analytical summary of the annual activity reports of the SMK is provided to stakeholders, and the summarized performance results are presented to the SMK administration and the academic community. |
| | Strategic Business Plan Report | 1 time/5 years until the end of the third month of the next strategic period. | The Strategic Action Plan Report is prepared once every five years. The report assesses the progress of the implementation of the Strategic Action Plan in accordance with the planned strategic objectives and indicators. It contains:<br>• SWOT and PEST analyses of the institution;<br>• long-term risks and challenges that may affect the continuity of strategic goals are identified; |

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| | | | • New strategic directions are envisaged, which become the basis for a new strategic period. |
| | Long-term strategy progress report | 1 time/10 years until the end of the third month of the next strategic period. | A long-term strategy progress report is prepared once every decade, after the end of the strategic period. The report:<br>• Progress in the implementation of the Long-Term Strategy is assessed according to the established strategic objectives, priority areas and indicators;<br>• summarizes the institution's key achievements, changes and results, and compares them with the values planned in the strategy;<br>• the dynamics of the implementation of strategic goals are analyzed;<br>• the most successful aspects of the activity are highlighted and factors that influenced unachieved goals are identified;<br>New strategic directions are envisaged for the future for a new strategic period. |