International School of Law and Business

Quality Manual

(Approved by Order V-6 of the Director of the International School of Law and Business on 07/10/2019).

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INFORMATION ABOUT THE INTERNATIONAL SCHOOL OF LAW AND BUSINESS (ISLB)

ISLB is a private academic and study institution of the Republic of Lithuania, which conducts the first stage college studies. Graduates who have fulfilled all the requirements of the chosen study programme are awarded a professional bachelor's degree in the relevant field of study (or branch).

The object of ISLB activities is the organization and implementation of college studies, the provision of qualifications that require higher education, the implementation and development of the applied research, experimental (social, cultural) development, the application of the applied research and experimental (social, cultural) development results, scientific creation, accumulation and dissemination of knowledge, development of creative activities and culture, fostering the values and traditions of the academic community.

The activities of the ISLB are defined by the Law of Science and Studies of the Republic of Lithuania, the Statute of ISLB and other legal documents. The governing body of ISLB is the director of ISLB.

The beginning of the history of the ISLB (1998) almost coincides with the publication of the Bologna Declaration on the European Higher Education Area in 1999. Then came the Bologna Process, which aims at creating a common European higher education area. The reform of the Lithuanian and European higher education was the result of the Bologna declaration and had a direct impact on ISLB development. In 2001 after successful accreditation, the status of the institution was changed - ISLB started to conduct higher non-university education (since 2009 - college) studies. In 2007 ISLB acquired the right to award a professional bachelor's degree to its graduates.

The ISLB has advisory and self-governing bodies: the ISLB Board and the ISLB Academic Council.

ISLB implements study programmes in the fields of business, tourism and recreation, finance and cosmetology, as well as creates conditions for study programmes in English. A distance learning method is used in the ISLB study process.

In the ISLB library, students can use methodological, normative and other. literature collections, dictionaries, databases. Library holdings are constantly updated. The ISLB library is a member of the international library network ALEPH.

In 2006 in order to ensure the quality of the conducted studies in accordance with the European Higher Education Quality Assurance Regulations and Guidelines, the ISLB implemented a quality management system in its activities.

PRINCIPLES FOR QUALITY ASSURANCE

The quality of studies conducted by ISLB is the ability to meet the expectations associated with studies, the needs of the individual and the society. The management of ISLB is committed to implementing a quality management system in line with the European Higher Education Quality Assurance Regulations and Guidelines and to continuously improving its performance. These obligations are fulfilled through the active participation of all ISLB employees in the quality management system.

General principles of ISLB study quality assurance:

✓ Universality – all study participants are involved in quality assurance, the aim is to involve all interested parties;

✓ Progress – fostering innovation and positive change through the choice of quality assurance methods and tools;

✓ Internationality – the pursuit of international cooperation and the exchange of good practice;

✓ Consistency means the consistency of quality assurance objectives, principles and measures.

The concept of study quality of ISLB is developed according to the following principles:

✓ Dialogue – the right of all interested parties to participate in defining study requirements;

✓ Agreement – the harmonization of different approaches and the pursuit of the vision acceptable to all interested parties on how the studies should be conducted;

✓ Concreteness – the implementation of visions and aspirations through specific and measurable goals.

ISLB pays particular attention to the following interested parties groups:

✓ For students - ISLB strives to be the most professional and friendly higher education institution conducting college studies in Lithuania;

✓ For employees - ISLB seeks to make the employees proud to be members of the ISLB community; ISLB seeks to create the best possible opportunities for development among Lithuanian higher education institutions;

✓ For employers - ISLB seeks to contribute to the creation of public welfare, to be open to the community as a higher education institution and to be among the most socially responsible organizations in Lithuania.

Principles of ISLB study quality assessment:

✓ Transparency – definition and publicity of the external evaluation, criteria and procedures, availability of conclusions;

✓ "Versatility" means the combination of different sources of information, evaluation methods and perspectives, such as external and internal, qualitative and quantitative evaluation, in order to ensure the accuracy of conclusions;

✓ Usefulness means the relevance and use of evaluation findings to improve performance, manage processes and develop strategies for change;

✓ Moderation – the choice of necessary and sufficient quality assessment tools according to their costs.

Principles of improving the quality of ISLB studies:

✓ Validity – process management and decision-making based on monitoring evidence

and the Conclusions of the evaluations;

✓ Continuity – maintaining the link between innovation and normal successful practices and gained experience;

✓ Capacity building – training and other assistance to the employees in order to meet higher requirements and perform new tasks;

✓ Expediency – creating added value for interested parties.

INTERNAL QUALITY ASSURANCE SYSTEM

General requirements

ISLB has developed, documented, implemented and maintains an internal study quality management system to demonstrate its ability to continuously conduct activities that meet interested parties and applicable regulatory requirements and increase interested parties' satisfaction.

For this purpose, ISLB:

✓ identified the processes of the quality management system, defined their sequence and relations between them;

✓ Defined in the quality manual, procedures, planning and goal setting processes the criteria and methods needed to ensure the effective implementation and management of these processes;

✓ continuously provides the necessary resources and information for the implementation and control of these processes;

✓ controls, measures and analyses these processes;

✓ takes steps to achieve the intended results and to continuously improve the processes.

Scope

The quality management system includes the following ISLB activities:

✓ Preparation, organization and implementation of higher education study programmes for college;

✓ conducting applied research and consulting services;

✓ Development, organization and implementation of non-formal education curricula.

The quality management system is applied throughout ISLB and complies with European regulations and guidelines for the internal quality assurance of higher education institutions.

Quality management system processes and procedures

ISLB defines the processes of the quality management system, and their management is described in the procedures. The procedures provide for the methods of operation, the actions performed by the ISLB staff. The procedures are intended for the staff of ISLB and, unless otherwise provided by the Director's order, they may not be used for purposes other than the performance of the activities of ISLB, without the permission of the Director of ISLB.

Processes are divided into basic, supportive, and managerial. Basic processes add value to external interested parties. The purpose of supportive processes is to provide basic processes with the necessary resources or to initiate management decisions. Management processes are designed to analyze and improve the performance of the quality management system.

MAIN PROCESSES	
Marketing	Identification of interested parties and their needs (students, graduates, businesses and other organizations, employers, public authorities, society, gymnasiums and

MAIN PROCESSES	
	schools). Marketing tools, creation of marketing plans, their implementation and re-planning. Providing feedback, interested parties' research. The marketing process includes marketing in Lithuania for Lithuanian citizens (all interested parties) and marketing abroad for potential students of international studies (and other interested parties).
Student Admission	Student planning. Providing information to potential students, announcing admission to studies, consulting about studies. Acceptance and examination of study applications, evaluation of potential students, conclusion of study agreements. The Process includes: • Students, citizens of the Republic of Lithuania who intend to study on a full-time or part-time basis; • Students of foreign nationality intending to study on a full-time basis (important recognition of education and obtaining a visa); Students of foreign nationality intending to study full-time on a full-time basis (important recognition of education).
Development and supervision of study programmes	Initiation of study programme development. Designation of responsible persons. Setting and recording input data. Definition of derived data. Analysis and verification of the study programme development (accreditation). Procedure for approval (evaluation) of the study programme. Changes in the study programme.
Execution of studies	Study schedules and timetables compilation, execution, maintenance and changes.
Assessment of students' learning outcomes	Assessment structure, assessment criteria and requirements. Prep Preparation and defence of the final thesis. Process includes: • assessment of the study results achieved by the students on the subjects of the study programmes implemented by ISLB; • assessment of the study results (acquired professional general and subject competencies) achieved by students, on the basis of which a qualification degree is awarded and a professional bachelor's diploma is issued.
Internship Organization	Practical training planning, organization, evaluation. Feedback from internship organizations, internship students.

MAIN PROCESSES	
Non-formal eduvatione management	Development, sale, organization of non-formal education curricula.
Teaching staff competence management	Supervision of teachers' competence (requirements setting, assessment, improvement interviews, activity monitoring, feedback). Purchase of teaching services.
Applied research and consultancy services	Initiation and organization of theoretical work performed in order to acquire new knowledge and intended to achieve specific practical goals or solve tasks. Arranging of conferences. Publishing activities. Carrying out consulting services for interested parties: identification of needs, planning and performance of the consultations, presentation of the results, feedback.

SUPPORTING PROCESSES	
Records and document management	Identification of the managed document groups. Preparation, approval, distribution, changes of the internal documents. Preparation, coordination, approval, registration, distribution and modification of the procedures. External document management. Identification of internal and external quality records. Procedure for storage of records, method of their destruction.
Project management	Project initiation (including innovation implementation, international cooperation projects). Project activity planning, appointment of responsible persons. Project implementation supervision, re-planning. Project completion and evaluation.
Human resource management	Establishment of qualification requirements. Staff selection. Recruitment and adaptation of the staff. Training, evaluation of its effectiveness. Setting goals for the employees and evaluating the employees. Dismissal.
Internal and external communication	Relations of the interested parties. Maintenance of the website, social networks where ISLB has its own sites. Dissemination of information (management of internal and external information dissemination process management: Input data (information provided), recipients of information and methods of information provision, means and frequency of submission).
Examination of interested parties' claims	Registration of interested parties claims, appointment of the responsible persons, elimination of the problems, corrective actions, evaluation of their effectiveness.

SUPPORTING PROCESSES	
	In Internal claims (discrepancies) – registration, appointment of the responsible persons, elimination of the problems, corrective actions, evaluation of their effectiveness. Analysis and preventive action. Examination of appeals.
Corrective and preventive actions	Initiation and performance of corrective and preventive actions, evaluation of their effectiveness.
Procurement	Procurement procedure of goods and services: evaluation of the suppliers, submission of purchase orders, inspection of the purchased products and services. The process also includes the provision of material study resources (books, textbooks, maps, subscriptions to periodicals, information technology, software, etc.). Action in case of non – compliance.
Information system maintenance	IT workplace inventory. Development of maintenance plans. Virus and data loss protection (copying). IS modification procedure. Provision of resources (including selection and management of subcontractors). Related records (including problems identified, work performed).
Infrastructure maintenance	Establishment of infrastructure maintenance plans. Records of work performed. Action in case of non - compliance.
Internal audit	Management system auditing and reporting.

MANAGEMENT PROCESSES	
Strategic Management	Strategy formation, review, distribution. Establishment of performance indicators (including process performance indicators). Performance improvement.
Management review and performance improvement	Analysis of the effectiveness of the internal quality management system and compliance with its purpose, setting goals, monitoring and analysis of performance indicators, improvement of the internal study quality management system, corrective and preventive actions.

The sequence of processes and their interaction are given in Annex 1. The effectiveness of processes is assessed by setting goals for processes and forming criteria and indicators according to them, monitoring and measuring the values of indicators. Some services indirectly related to the organization and implementation of studies are purchased by the management of ISLB (market research, infrastructure maintenance, etc.). The services planned to be purchased are provided in the budgets. Procedures, regulations and procedures have been prepared for the implementation of the ISLB quality policy, for the achievement of quality objectives and for ensuring the effectiveness of processes.

RESPONSIBILITY FOR THE INTERNAL QUALITY ASSURANCE SYSTEM AND ITS ELEMENTS

Management responsibilities

ISLB top management consists of:
- ✓ Director of ISLB,
- ✓ Study programme managers,
- ✓ Study process and quality guide,
- ✓ Guide to Research and Development,
- ✓ Head of the Centre for International Studies,
- ✓ Marketing Manager,
- ✓ Project and training manager,
- ✓ Chief Financial Officer.

ISLB top management maintains, develops and improves the quality management system, which includes operational and strategic management activities:
- ✓ A Quality Policy has been established, identifying the most important interested party groups;
- ✓ interested parties satisfaction survey is conducted annually; identifying the most important needs of each party;
- ✓ Employees are made aware of the importance of interested parties and applicable regulatory requirements;
- ✓ SWOT analyses are performed on the basis of research and quality objectives are set for the next year and subsequent periods;
- ✓ Evaluation of the achievement of goals is performed by means of self-analysis, improvement actions are identified;
- ✓ an overall expenditure budget is established; it is detailed by departments and ongoing larger projects;
- ✓ responsibility for the implementation of the budget is delegated to the heads of units, control over the implementation is performed by the Chief. Financier.

ISLB top management performs management evaluation analysis.

Responsibilities and authorities of employees

The areas of responsibility and authority of the ISLB staff are as follows:
- ✓ ISLB Quality Manual,
- ✓ ISLB Statute,
- ✓ ISLB organizational structure and job descriptions,
- ✓ Orders of the director of ISLB,
- ✓ ISLB procedures, regulations and methods,
- ✓ ISLB project plans.

Management Representative

A management representative for quality is responsible for organizing the implementation of the quality management system. Its functions are performed by the Study

Process and Quality Manager. The management representative for quality is appointed by the order of the director of ISLB. The most important functions of the management representative for quality are the following:

✓ ensure that quality management system processes are defined, implemented and maintained;

✓ to coordinate ISLB employees for purposeful activities during the preparation and implementation of procedures;

✓ to organize the supervision of the quality management system and internal audits;

✓ to provide reports to the management on the functioning of the quality management system and the needs for improvement;

✓ ensure the promotion of understanding of customer requirements throughout ISLB;

✓ publish management evaluations, obtain and disseminate relevant information;

✓ to organize the dissemination of information on the satisfaction or dissatisfaction of customer needs; be responsible for relations with external parties on quality management issues.

Management evaluation analysis

The managerial evaluation analysis is designed to assess the adequacy, effectiveness (to what extent the set goals have been achieved) and efficiency (whether the ratio of achieved results and consumed resources) has been assessed in the long run. A quality management representative is responsible for organizing the management review. Summarized records of management analysis for the academic year are made in the minutes of management analysis meetings.

Management analysis oversees that the integrity of the quality management system is maintained while planning and implementing changes.

The input to the evaluative management review includes information on:

✓ Results of audits;

✓ Feedback from all ISLB customers;

✓ the efficiency of processes and the conformity of products – study programmes;

✓ Status of corrective and preventive actions;

✓ Execution of decisions of previously performed management evaluations;

✓ Changes that may affect the quality management system;

✓ Recommendations for improvement.

The procedure for ensuring the quality of studies is established and the quality of studies is controlled by the Academic Council of ISLB. The director of ISLB takes care of the quality of studies and the level of higher college education provided. Study programmes are prepared, implemented, improved and quality is taken care of by study programme managers and study programme committees together with student representatives.

The consideration of the implementation of the resolutions of the management is performed during the meetings of the Academic Council. The deliberations are recorded and forwarded to all participants.

The procedure and records of the evaluation analysis are described in the procedure Management Analysis and Performance Improvement VP03.

QUALITY ASSURANCE OF STUDIES AND LIFELONG LEARNING

Quality assurance policy

PROVISION

Institutions of science and studies must have a quality assurance policy that is made public and is part of the institution's strategic management. The internal participants of the higher education institution should develop and implement this policy through appropriate structures and processes, including external participants.

GUIDELINES

Policies and procedures are the main pillars of an institution's consistent quality assurance system, forming a cycle of continuous improvement and contributing to the institution's accountability. Policies help to develop a culture of quality in which all internal participants take responsibility for quality and participate in quality assurance at all levels of the institution. To encourage this, policies need to be legitimised and made public.

Quality assurance policy works best when it reflects the interrelationship between science, teaching and learning and takes into account both the national context in which the institution operates and the institutional context and strategic approach. Such policy helps to:

✓ maintain the quality assurance system structure;

✓ Departments, schools, faculties and other organizational units, including the governing bodies of the institution, individual staff members and students to take responsibility for quality assurance;

✓ upholding academic integrity and freedom and combating academic fraud;

✓ protect against any form of intolerance or discrimination against students or staff;

✓ attract external participants to quality assurance.

Policies are translated into practice through a variety of internal quality assurance processes that ensure the involvement of the whole institution. How the policy is implemented, monitored and reviewed is decided by the institution itself. The quality assurance policy also covers any elements of the institution's activities carried out by service providers or other third parties.

ISLB quality policy is developed in accordance with the Law on Science and Studies of the Republic of Lithuania, the Concept of Formal Education Quality Assurance System approved by the Order of the Minister of Education and Science of the Republic of Lithuania, European Higher Education Regulations and Guidelines for Internal Quality Assurance in Higher Education Institutions, Bologna Process documents,

The ISLB implements a quality assurance policy and related methods of operation that help to ensure quality, provisions of ongoing programmes and qualifications. The environment for the development of quality and quality assurance for the activities of ISLB is being developed. To achieve this goal, ISLB develops and implements a strategy for continuous quality improvement. In strategy, in quality policy the role of students and other interested parties is envisaged. The ISLB senior management regularly reviews the quality policy to ensure that it continues to meet the objectives of ISLB and the expectations of the interested parties.

Preparation and approval of study programmes

PROVISION

Education and study institutions should have processes for the development and approval of study programmes. Study programmes must be designed to meet the objectives set, including the expected learning outcomes. Qualifications awarded on successful completion of a study programme must be clearly defined and communicated, linked to the relevant level of the national higher education qualifications framework and the European Higher Education Qualifications Framework.

GUIDELINES

Study programmes are the mission of higher education institutions to teach basic foundations. During their studies, students are provided with academic knowledge and skills, as well as transferables that can influence personal development and be used in their future careers.

Programmes:

✓ designed to include general programme objectives that are consistent with the institution's strategy and have clear expected learning outcomes; designed to involve students and other participants;

✓ improved through external evaluation and taking into account various recommendations;

✓ reflects the four higher education missions identified by the Council of Europe (see the section on "Scope and concepts");

✓ designed to ensure the smooth development of the student to achieve the study goals;

✓ defines the expected scope of the student's work, for example, in ECTS credits;

✓ identifies clearly structured opportunities to acquire practical skills where they are needed;

✓ are approved in accordance with formal institutional procedures.

The process of preparation and supervision of study programmes is defined in the quality management system of ISLB, which defines the initiation of study programme preparation, appointment of responsible persons, determination and recording of input data, definition of derivative data, study programme preparation analysis and verification (accreditation), study programme approval (evaluation) procedure, procedure for updating the study programme (Procedure VP07 Preparation and supervision of study programmes).

The study programme is created after evaluating:

✓ The need for specialists in the country or region to be trained according to the study programme, employment opportunities for graduates;

✓ Scientific and professional capacity to carry out studies in the intended field;

✓ Available or intended resources (human, material and methodological) for the planned forms of studies (scientists and lecturers, properly equipped auditoriums, laboratories, computers with the necessary software, scientific and professional periodicals, etc.).

The preparation and approval of non-formal adult and children's education and continuing education programmes is regulated by the legal acts of the Republic of Lithuania and the ISLB procedure for the organization of non-formal adult education and continuing education.

Student-centred studies, teaching and assessment

PROVISION

Institutions of science and studies should ensure the implementation of study programmes in a way that encourages students to take an active role in the study process, as a result student assessment reflects this approach.

GUIDELINES

Student-centered learning and teaching is important in promoting student motivation, self-reflection, and involvement in the learning process. This means careful preparation of the study programme and its implementation, as well as evaluation of the achieved results.

Implementing student-centred learning and teaching:

✓ Diversity of students and their needs are taken into account, conditions for flexible choice of learning paths are created;

✓ Various teaching methods are considered and used, depending on their suitability;

✓ Flexible use of various pedagogical methods;

✓ Teaching methods and pedagogical methods are regularly evaluated and selected accordingly;

✓ the learner's independence is promoted also by ensuring appropriate counsulting and teacher's support;

✓ Mutual respect between the student and the teacher is encouraged;

✓ Appropriate procedures are identified to deal with student complaints.

Taking into consideration the importance of assessing student results for their achievements and future careers, quality assurance in the assessment process is implemented according to the following principles:

✓ Assessors are familiar with existing assessment methods and are encouraged to improve their skills in this area.

✓ Assessment criteria and methods, as well as grading criteria, are made public in advance.

✓ Assessment allows the student to demonstrate the level at which the expected learning outcomes have been achieved. Students are provided with feedback, which includes advice on the learning process as needed.

✓ Where possible, assessment is performed by more than one examiner.

✓ The assessment procedure takes into account mitigating circumstances.

✓ Assessment is consistent, applied fairly to all students, and performed according to the established procedures.

✓ A formal student appeal procedure has been established.

ISLB takes the view that student-centered studies are a system of higher education and its culture based on innovative study methods, closer communication between the teacher and the learner, promoting student independence and involvement in the learning process.

The higher school follows the principles of student-centered studies:

✓ Students have different needs and expectations, learning styles;

✓ There is no single right path - each department has its own decision;

✓ The most important thing is to create conditions for the student to make a choice while studying, so he becomes responsible and more interested;

✓ Active learning replaces passive learning;

✓ Superficial assimilation of information is replaced by a thorough understanding;

✓ Closer cooperation between students and teachers – dialogue is the essence of studies;

✓ Mutual respect between a student and a teacher;

✓ The work of the teacher becomes focused not on instruction but on empowerment;

✓ The process must be kept under review and evaluated by all parties involved.

Students are actively involved in quality assurance activities. Students are involved in the Academic Council and Study Programme Committees, participate in the evaluation and quality improvement of study programmes.

Admission of students, achievement of study results, recognition and graduation

PROVISION

Institutions of science and studies should consistently apply pre-defined and publicly available rules covering the entire study cycle, such as admission of students, course of study, recognition and issuance of diplomas.

GUIDELINES

One of the most important goals of every student, study programme, institution and higher education system is to create the necessary conditions and provide support to students in their academic life. It is essential to have student admission, recognition and completion procedures that are fit for purpose, especially when students are mobile both inside and outside the higher education system.

It is important that the policy of access to higher education, admission processes and criteria are applied consistently and transparently, and that those admitted are properly acquainted with the institution of science and studies and the study programme.

Research and study institutions must have processes for collecting, monitoring, and using information about the course of studies.

Recognition of higher education qualifications, part-time studies and prior learning, as well as non-formal and informal learning, are key elements in ensuring student progress while promoting mobility. Appropriate recognition procedures are based on:

✓ Institutional recognition practices in line with the principles of the Lisbon Recognition Convention.

✓ Collaboration with other institutions, quality assurance agencies and the national ENIC / NARIC centre to ensure consistency of recognition across the country.

Graduation is the culmination of the study process. Students must be issued with documents providing information about the qualifications they have acquired, including the learning outcomes achieved, the study context, level, study content, and the status of the programme they have studied and successfully completed.

The organization of studies in ISLB, the crediting of the achieved study results, the conditions for graduation, the rights and obligations of students and listeners, their relations with the higher education institution are established in the ISLB study regulations, which are published on the ISLB website.

The ISLB Academic Council annually approves the rules for admission of students to ISLB, which are published on the ISLB website.

Recognition of non-formal competences is regulated by the Procedure for Assessment and Recognition of Non-Formal or Informal Learning Competences.

The issuance of partial study results, academic certificates and subject descriptions are

regulated by the ISLB partial study credit procedure.

The international long-term and short-term mobility of administrative staff, lecturers and students is coordinated by the Centre for International Studies. Information on opportunities and conditions for participation in the international exchange programmes is also published on the ISLB website.

Graduates who have successfully completed their studies at ISLB are issued educational documents confirming the completion of studies, the form and content of which are determined by the Government of the Republic of Lithuania and the Ministry of Education and Science. The diploma supplement issued together with the diploma indicates the subjects studied, their scope and assessment, describes the essence, level and content of the completed studies and the Lithuanian higher education system.

Teaching staff

PROVISION

Institutions of science and studies must be sure of the competences of their teachers. They should use fair and transparent teacher recruitment and training processes.

GUIDELINES

The role of the teacher is essential to create a quality student experience and to create the conditions for the acquisition of knowledge, competences and abilities. The diversity of students and the greater focus on learning outcomes require student-centred learning and teaching, so the role of the teacher is also changing (see Regulation 1.3).

A higher education institution is primarily responsible for the provision of qualified teachers and their provision of a favourable environment that would ensure efficient work.

Such environment:

✓ establishes and follows clear, transparent and fair processes for the work of teachers and the conditions of employment that recognise the importance of teaching;

✓ provides opportunities for teachers and promotes professional development;

✓ encourages academic activities to strengthen the link between studies and research;

✓ promotes innovation in teaching methods and the use of new technologies.

The selection of lecturers at ISLB is carried out in accordance with the Law on Science and Studies of the Republic of Lithuania, the Labour Code of the Republic of Lithuania, the Statute of ISLB, and the procedure for managing the competence of lecturers. The procedure for managing the competence of teachers provides for the procedure to evaluate the activities of teachers. ISLB has implemented the Teacher Competence Development System, which defines the procedures for monitoring, planning and implementing competence development.

Competence assessment is recorded in writing, indicating scientific, communicative, educational and subject competences.

Scientific competences include, but do not limit: knowledge of research methodology, ability to use information systems in research, ability to present scientific results, and etc.

Communication competences include, but do not limit: the ability to work in a team, knowledge of foreign languages, computer skills, the ability to communicate and collaborate with colleagues, students, social partners, the ability to initiate and prepare projects, programmes and participate in their implementation, and etc.

Educational competences include, but do not limit: the ability to apply modern teaching,

learning and assessment methods, techniques and tools, the ability to motivate students and provide them with support, knowledge of education management, and so on.

Subject competences include, but do not limit: the ability to apply the theoretical knowledge of one's subject in practice, the ability to constantly update the knowledge of the subject taught, and so on.

Study resources and student support

PROVISION

Institutions of science and studies must have adequate funding for teaching and learning activities and ensure the provision of adequate and easily accessible study resources and support for students.

GUIDELINES

Institutions provide students with a variety of resources to help them learn through good learning experiences. This includes both physical resources such as the library, study tools and IT infrastructure, and human resources such as teachers, consultants and other advisors. The support provided is particularly important to facilitate student mobility both within and outside the higher education system.

The allocation, planning and provision of study resources and student support takes into account the needs of different students (mature, part-time, working, international, and students with disabilities), the transition to student-centred learning, and flexible teaching and learning approaches.

Support and resources can be provided in a variety of ways, depending on the institutional context, but internal quality assurance ensures that all resources are fit for purpose and accessible for students who are informed about the services available to them. Support staff and administrative staff have a key role to play in providing support, and they must be competent and able to develop their skills.

The ISLB seeks to ensure that the resources required for student study in each degree programme are appropriate and sufficient, readily available to students, relevant to their needs, and improved based on the results of student surveys. The Material Resource Management process has been identified in the ISLB business process system.

ISLB strives to ensure that the organization and delivery of academic and social support to students is appropriate so that all dissemination of information is consistent and timely. Information about study programmes, financing, study results, assessment of achievements, electives, timetables, mobility opportunities, etc. and its changes students are provided with:

✓ Admission rules, which are published on the ISLB website, in various Lithuanian cities and foreign study exhibitions, etc;

✓ During the introduction to studies for first-year students;

✓ In the documents regulating the studies of ISLB students, which are published on the ISLB website;

✓ ISLB in the ISLB information system and Moodle virtual teaching/learning environment.

Students are consulted on study issues by the Information Study Centre, the International Study Centre, study programme managers, and study managers. All students have the opportunity to consult with the lecturers.

The library of the higher school provides consultations and assistance to students in

finding the necessary information in various Lithuanian and international catalogues and databases.

ISLB students are provided with the financial support:

According to the orders of the Director of the Institution of Higher Education, approved descriptions of the procedures for providing financial support, students of the Institution of Higher Education may receive support: from the state budget in accordance with the procedure established by the Government of the Republic of Lithuania.

Financial support from the state budget:
- ✓ Students are awarded scholarships;
- ✓ paid social scholarships;
- ✓ state-supported loans are granted;
- ✓ Lithuanians from foreign countries are provided with a support;
- ✓ students are provided with financial assistance;
- ✓ Price paid for the studies is reimbursed.
- ✓ Financial support is provided from ISLB funds:
- ✓ one-off incentive scholarships;
- ✓ one-time scholarships (for active social activities, etc.);
- ✓ The Higher School provides financial support to students with financial difficulties to ensure access to studies.

Students whose working capacity does not exceed 45 percent can benefit from various financial support provided to them by ISLB and state institutions of the Republic of Lithuania (State Studies Foundation, Department of Disability Affairs under the Ministry of Social Security and Labour of the Republic of Lithuania).

Information management

PROVISION

Institutions of science and studies must ensure that they collect, analyse and use relevant information that helps to effectively manage study programmes and other activities.

GUIDELINES

Reliable data is essential both to make informed decisions and to know what is working well and what still needs to be focussed on. The internal quality assurance system includes effective processes for collecting and analysing information about study programmes and other activities.

The information gathered depends to some extent on the type and mission of the institution. The following information is important:
- ✓ Key performance indicators.
- ✓ Various data about students.
- ✓ Indicators of student progress, successful graduates and non-graduates.
- ✓ Students' opinion about the programmes.
- ✓ Available learning resources and support for students.
- ✓ Career data of graduates.

Various methods can be used to gather information. It is important that students and teachers are involved in the provision and analysis of information and the planning of follow-up activities.

ISLB collects, systematizes and analyses information about its activities. Quality

information includes, but is not limited to, the following:

- ✓ Student progress and learning outcomes indicators;
- ✓ Employment rates of graduates;
- ✓ Students' opinion on the content and structure of the programmes;
- ✓ Teacher qualification indicators;
- ✓ Various data about students;
- ✓ Indicators of material study resources and student support.

ISLB study information data collection and management system ISLB, ISLB accounting programme Pragma, document management system BSS, virtual Moodle learning environment, Google workspace platform and others are used to collect, analyse and store information.

Internal and external communication, information management is regulated by quality management procedures – Internal and external communication management procedure and Information system supervision procedure.

Periodic external quality assessment

PROVISION

Institutions of science and studies must monitor and regularly evaluate their study programmes to ensure that the set goals are achieved and that the needs of students and society are met. These assessments should contribute to the continuous improvement of study programmes. Any action planned or already taken after the evaluation should be made known to all participants.

GUIDELINES

Continuous monitoring, evaluation and review of study programmes aims to ensure that studies remain relevant and create a supportive and effective learning environment for students.

The assessment includes:

- ✓ Compliance of the programme content with the latest research achievements in the specific field, ensuring the relevance of the programme.
- ✓ The changing needs of society.
- ✓ Student workload, progress, and graduation.
- ✓ The effectiveness of student assessment procedures.
- ✓ Student expectations, needs and satisfaction of the study programme.
- ✓ Learning environment and support for students and their suitability for the purpose of the programme.

Study programmes are regularly evaluated and reviewed with the involvement of students and other participants. The information gathered is analysed and the programme is updated to keep up with the latest trends. Descriptions of revised study programmes are made public.

The procedure for the organization of continuous monitoring, periodic updating and quality assessment of study programmes carried out by ISLB is regulated in the procedure for preparation and supervision of study programmes.

The performance of study programme self-analyses and preparation of summaries is coordinated by study programme managers.

<center>**Periodic external quality assurance**</center>

PROVISION
Institutions of science and studies must periodically participate in external quality assurance procedures in accordance with the ESG.

GUIDELINES
External quality assurance in various forms can confirm the effectiveness of internal quality assurance in research and study institutions, promote progress and offer new perspectives to the institution. Information is also provided to both the institution and the public on the quality of the institution's activities.

Research and study institutions participate in periodic external quality assessments, which, where relevant, take into account the requirements of the legal environment in which the institutions operate. Therefore, depending on the system, such external evaluation may take different forms and focus on different organisational levels (such as programmes, faculties, or institutions).

Quality assurance is an ongoing process that does not end with external feedback, evaluation findings or follow-up within the institution. Thus the institutions ensure that the progress made since the last external evaluation is taken into account in the preparation of the next external evaluation.

External evaluation of study programmes is an analysis of the quality of the study programme and its implementation on the basis of self-analysis performed by the ISLB with the help of external experts. The evaluation of study programmes is performed by the Study Quality Assessment Centre or another higher education quality assurance agency, which is included in the Register of European Higher Education Quality Assurance Agencies or is a full member of the Association of European Higher Education Quality Assurance Agencies. The results of the external evaluation of study programmes are published on the ISLB website. After the external evaluation of the study programme, ISLB, in cooperation with the Study Quality Assessment Centre, implements the recommendations provided during the external evaluation of the study programmes.

ISLB conducts only accredited study programmes.

ISLB external evaluation is an analysis of the quality of activities performed on the basis of the self-analysis of the higher school, involving external experts from foreign countries. ISLB external evaluation is performed by the Study Quality Assessment Centre. The results of the external evaluation are made public. ISLB implements the recommendations of the external evaluation.