



UNIVERSITY OF MANAGEMENT
AND ECONOMICS

QUALITY MANUAL

2020

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INTRODUCTION

Background to ISM

ISM University of Management and Economics (further ISM or University), established in 1999 by BI Norwegian Business School and Innovation Norway, is the first private for-profit state accredited business university in Lithuania, with Northern-Western European roots, and with its history of development in a Central and Eastern European (CEE) context. ISM is run as an autonomous institution: its governance, finance, personnel, and programmes, student assessment and administration arrangements all operate within the framework of the University's regulations and according to its own Statute. Located in the heart of the old town of Vilnius in the restored building of the Basilian monastery, which dates back to the 14th century, ISM University facilities include lecture, seminar, rooms, a library, computer labs, individual/group workplaces for students, premises for student association, student services, including student welfare and counselling, and careers services.

Within the academic quality requirements and provisions laid down by the University, ISM has discretion to propose and develop such new academic programmes - research and teaching - as are consistent with its mission, vision and strategy, define and enact its staffing establishment needs in line with its mission and strategic objectives. The Programme portfolio at ISM consists of Undergraduate, Graduate, Doctoral, and degree and non-degree Executive programmes. The Programme portfolio reflects the concept of serving lifelong learning needs of different groups in society: high school students, young graduates of Bachelor studies, aspiring researchers and experienced executives.

ISM mission, vision and values

ISM mission: to serve as a platform dedicated to high-quality business education for students, *current and future leaders*; executives, entrepreneurs, experts. Together with business and societal partners, we co-create knowledge for critical thinking to challenge the status quo, inspire to make an impact and empower a *sustainable change*. Our community - students, faculty, staff, alumni, businesses partners - are contributing to society by taking leadership in shaping our shared future.

ISM vision: Business University of Northern Europe recognized for one step ahead mindset. Our vision is to be a top-tier Business University in Northern Europe recognized for thought leadership, innovative approach to research-based education, focus on future competencies, commitment to lifelong learning, the will to explore and to deliver excellence in all what we do.

ISM values: Community built on trust and collaboration, Excellence in all what we do, Courage to challenge status quo and think one step ahead, Responsibility to respect and deliver

Community built on trust and collaboration. We consider our community – students, faculty, staff, partners, alumni – to be the most important asset in achieving university's strategic goals. We believe in personal and shared responsibility: we hold ourselves personally accountable to deliver on the commitments we have made and to extend help and support to whoever in need: a colleague, a student, or an alumni. We treat each other with respect, keep open minds and value diverse opinions as they provide opportunities for learning and growth.

Excellence in all what we do. Excellence means that we pursue individual, communal, and societal development, and strive for continual improvement in the process of lifelong learning. We set high standards for ourselves, as well as for others with a commitment to become better in everything we do. For us, excellence represents a journey to mastery – a mindset that we have ourselves and inspire in others.

Courage to challenge status quo and think one step ahead. A **courageous** community is not afraid to criticize constructively, and not afraid to tell an authority figure they are wrong. We desire to create a safe environment for dissent. This includes fostering a culture of risk taking and learning to be comfortable with failing. We strive to reduce the risk of innovating by giving more leeway to courageous actors.

Responsibility to respect and deliver. Responsibility means taking care of our students from the minute they enroll until they graduate, and guiding them on their journey of lifelong learning. We feel responsible for financially challenged and motivated students and provide support in financing their studies. We respect our community by openly sharing information, asking for feedback and reacting quickly. Our rules apply to everybody – from a student to the president.

1. QUALITY POLICY

The University shall ensure and enhance quality in all its activities- teaching and learning, programmes, research, and services through a regular review and continuous improvement process.

1.1. The main purposes of the ISM Quality Assurance and Enhancement are:

- to secure the academic standards of ISM awards, assuring applicants, students, graduates, and the public that:
 - ✓ the level of achievement required for those awards meets or exceeds national requirements and relevant international requirements such as AACSB, FIBAA;
 - ✓ curricula are up to date and in line with external expectations: future students, employers, and external experts.

1.2. Assure and continuously improve the academic quality of the student learning experience, ensuring that students receive excellent and effective forms of teaching, assessment and support which enables them to achieve their individual potential, develop the experience and skills to enable them to achieve successful professional outcomes after graduation.

1.3. Assure and continuously improve competences of the teaching staff.

1.4. Enhance the University's reputation for quality, evidenced in reports from external accrediting bodies including national and international quality assurance agencies.

1.5. **The principles on which the quality assurance** and enhancement are built in the University are developmental, to ensure continuous improvement through the involvement of all relevant parties within and outside the university. Quality assurance rests on several principles:

- ✓ **Quality assurance and enhancement are developmental and are part of the University's strategy** for ensuring the highest quality learning, teaching, curricula, and research. Quality assurance is an integral part of the University Strategic plan for 2020- 2025.
- ✓ **Quality assurance contributes the development of a quality culture.** Responsibility for the assurance and enhancement of learning and teaching quality rests with every member of staff involved in teaching delivery:
 - Students are responsible for their learning and for providing constructive feedback on teaching and courses.
 - Responsibility for the oversight of learning and teaching quality is distributed throughout the University, through faculty, Programme directors, and Executive School Dean.
 - ✓ Quality assurance and enhancement involve external stakeholders: representatives of business and other organizations, academic partners, governmental institutions.
 - ✓ Quality assurance and enhancement are transparent, systematic, and rigorous.
 - Quality assurance and enhancement focus on input, processes, outcomes and impact and follows Plan-Do-Check-Act (PDCA) cycle:

- ✓ Establishing quality objectives, identifying processes and procedures to reach these objectives, assigning responsibilities, allocating resources;
- ✓ Implementing the system;
- ✓ Assessing, analysing results and identifying areas for improvement;
- ✓ Acting on the identified areas for improvement.

2. QUALITY ASSURANCE AND ENHANCEMENT FRAMEWORK

Quality Assurance and Enhancement Framework includes processes, responsibilities, procedures, resources, controls and related mechanisms which ensure that ISM satisfies internal and external stakeholder expectations.

2.1. ISM Quality Assurance Framework is informed by:

- the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) <https://enqa.eu/index.php/home/esg/>
- Principles and requirements of the Lithuanian Centre for Quality Assessment in Higher education <https://www.skvc.lt/default/en/quality-assurance/about-quality-assurance>.
- The Association to Advance Collegiate Schools of Business (AACSB) Business Standards <https://www.aacsb.edu/-/media/aacsb/docs/accreditation/business/standards-and-tables/2018-business-standards.ashx?la=en&hash=B9AF18F3FA0DF19B352B605CBCE17959E32445D9>

2.2. ISM Quality Assurance Framework is documented in :

- Quality Manual;
- Regulations and processes at the School/ Department level;
- Work instructions/regulations;
- Forms, Records.

3. DISTRIBUTION OF RESPONSIBILITIES FOR QUALITY ASSURANCE AND ENHANCEMENT

3.1. Senior management responsibilities

ISM Board is a collegial management body elected for the period of 4 years. The Board appoints the President and the CEO, considers and approves University's strategy, examines and assesses information on the organisation of activities of the University and its financial status and performs other functions prescribed in the Statute of the University of Management and Economics (26 March, 2018). The Board will always be chaired by an external member, Dr. Ramon O'Callaghan, Dean of Porto Business School, and has a full membership of 7 members: Arūnas Laurinaitis, JSC "Averditum", Director; prof. Eugenijus Valatka, rector, Kaunas University of Technology; Justas Kučinskas, JSC "Investment and Innovation Fund", General Director; Dr. Vilius Kontrimas, JSC "Advantes Technologies", Director; Mantas Katinas, "Invest Lithuania", General Director, Vytautas Gaisrys, MB "Exedra Corporate Finance"; Director. Although the Board does not take a direct role in quality assurance and enhancement, its strategic decisions might affect the quality of students' learning experience.

The President/Rector performs functions prescribed in the Statute of the ISM University of Management and Economics. He is both, the academic head and the chief executive officer of ISM, i.e., representing the highest personal decision-making level in the organization. He coordinates teaching and research activities, represents University and ensures that University policies, procedures and regulations relating to programme management and quality assurance are in place, so that the Senate, and the Board can reliably be informed about the quality of the learning provision and students' experience. Overall, it is President's responsibility to ensure effective functioning of the University and achievement of strategic objectives.

The ISM Senate advises the President in shaping the University's strategy for studies and research and performs functions prescribed in the bylaws of ISM Senate (14 April, 2014). The Senate has a full membership of 17 members. Membership includes 4 Professors from ISM faculty, 4 representatives from other higher education institutions and/or businesses, 3 Professors from other higher education institutions, 3 ISM employees, assigned by the Rector, 3 ISM students, delegated by the Student Association for one year. The Senate is elected for the period of three years except for the Student Members (*Statute, article 13*).

The President's leadership team (Rectorate) includes President, Vice-rector for Studies and Research, the Dean of the Doctoral Studies, Executive Studies Programme Director, Study Director, Marketing director, Finance director, and the Head of Personnel and Administration, Law and Procurement Manager, Head of IT Office. They play an important part in developing and implementing academic and non-academic strategy and perform functions prescribed in the Regulations of the Rectorate (Rector's order No. 01- 07- 65, 31 August, 2020):

- Agree on the implementation of decisions related to the strategic planning and budgeting of the University at the working level.
- Agree on the implementation of the decisions made by the Rector.
- Share information about unit plans and activities, as well as about decisions made in units.
- Share information on institutional decisions at the operational level.
- Advise the Rector on the composition and composition of committees and commissions.
- Consider and discuss feedback from social partners, students, and teachers.

- To consider and advise the Rector on the organization and development of new study programs;
- To consider issues of studies, science, infrastructure organization.
- To share other important information at the discretion of the members of the Rectorate.

3.2. Committees and role for staff

Vice-rector for Studies and Research has an overall responsibility for the quality of the ISM Bachelor and Master of Science Programme portfolio (content and delivery), faculty pedagogical development, the strategic oversight of Research teams. She is responsible for the development of research strategy and creating an appropriate infrastructure to achieve strategic goals related to research and reports to the Rector of the University.

Dean of Executive School is responsible for the academic and administrative leadership and management of the School to achieve the goals and to further the mission and strategic aims of the University. Responsibilities include overall responsibility for the development of the executive education portfolio both the post-experience degree programmes (e.g., MBA and Master of Management, Educational Leadership programmes), as well as the non-degree programmes (e.g. open enrolment and customised programmes).

Academic Standards and Quality Committee is responsible for the functions prescribed in the Academic Standards and Quality Committee Regulations (Rector's Order No. 01-07-61, 20 December 2019):

- Oversee the framework for the quality and standards of education provision (undergraduate and graduate programmes) and the student academic experience at the University;
- Oversee and ensure appropriate action is taken in response to identified quality matters at the relevant level (institution, programme);
- Oversee and respond to the requirements of external quality assurance bodies, such as SKVC, AACSB;
- Lead the process of AACSB accreditation and provide support in preparation for the national accreditations;
- Provide academic scrutiny of proposals for new and the re-assessment of existing programmes;
- Provide advice to Programme directors and other staff on the implementation of new quality policies and guidelines;
- Consider and, where appropriate, approve any requests submitted by Schools/Programmes for exemption from harmonised regulations.
- Be responsible for the maintenance of education regulations, policies and codes of practice;
- Liaison with external bodies in the area of quality assurance and enhancement, e.g., Ministry of Education, Science and Sports, Centre for Quality Assurance in Higher Education, AACSB liaison staff.
- Promote and report upon good practice and innovation in quality assurance.

Academic Standards and Quality Committee meets at least once per semester or on a need basis, as initiated by the Chairperson or any member of the Committee.

Study Committee is the link between the degree programmes for aligning the range of degree programmes with internal and external developments. Study Committee is responsible for management of study Programmes and meet twice per month. It consist of Programme directors, Director for Studies, Accreditations director, Marketing director, Student Association representative, assistant to the Vice-rector for Studies and Research (secretary of the Study Committee), and the Vice-rector for Studies and Research herself (the Chair). The study Committee perform annual programme reviews: analyse the feedback from students, academic and social partners, and external experts, compliance with the latest developments in the discipline, discuss the effectiveness of marketing actions, analyse admission results, and approve improvement plans submitted by the Programme directors. When proposals involve changes in the title, field of studies of the Programme, qualification degree, duration of the Programme, they are discussed by the Study Committee, and forwarded to the Senate for the final approval/ amendments/dismissal. The Committee approve admission rules to the study programme; the lists of the elective courses for the upcoming semester, topics of the thesis; advisors to the thesis. Responsibilities and functions of the Study Committee are laid down in the Study Committee regulations (Rector's Order No. 01-07-62, August 2017).

Curricular Committee is an advisory body to the Programme director on the Programme development and consist of the Programme director, Programme Manager, two industry representatives, two faculty representatives, and two students. They meet up at least once in a semester or on a need basis and act as (Rector's Order No. 01-07-62, August 2017).

Research Committee is an academic and administrative body consisting of the Vice-rector for studies and research, Dean of Doctoral School, Chief Editor of *Baltic Management Journal*, Research project manager, Senior research manager. The Committee:

- formulate policy on all research related matters which impact on the strategic objectives of the University,
- consider and make recommendations on matters of policy relating to research including matters referred to it by Senate and other committees,
- report internally and externally on research and related matters,
- approve procedures for allocating research funds and monitor their implementation,
- provide recommendations and assistance to the Faculty Appointment, Assessment and Promotion Committee.

The functions and responsibilities of the Research Committee are laid down in the Regulations of the Research Committee (Rector's Order No. 01-07-99, 23 December, 2020).

Programme director is a faculty member who shall support Programme curriculum by reviewing syllabuses and ensuring that the changes proposed by the faculty do not interfere with the programme-level learning outcomes; she shall hold periodic meetings with the faculty of the programme to discuss its content, implementation and development issues, she shall initiate discussions on the changes in the curriculum at the Study Committee, based on the Curriculum Committee proposals, and student feedback; she shall cooperate with the International Studies Office regarding individual student exchange agreements with respective study programmes, shall attend lectures by the Programme faculty and provide them feedback, shall organize mid-term meetings with the students, prepare improvement plans, if applicable, and communicate them to the students. The Programme director shall be assigned the functions listed in the Programme Director's Functions (Order No P-19/01, approved by the Rector of ISM University of Management and Economics, 2 January, 2019).

Faculty is expected to enhance the learning environment through instruction, scholarly activity, and service that support the institutional mission and programme aims and learning outcomes. Primary duties of faculty shall include effective classroom teaching, academic advising and counseling of students, participation in committee work, continuous development of the curriculum through assessment, scholarly activity, and initiatives designed to help students succeed academically, as well as other assigned duties. Faculty responsibilities shall be assigned according to the following guidelines: Regulations of Faculty Appointment, Assessment and Promotion (Approved by the Rector of ISM University of Management and Economics 26 November, 2018); Calculation of the Workload, Approved by Order No. 01-07-57, 6 August, 2020 by the Rector of ISM University of Management and Economics).

4. STRUCTURE OF DEGREE AWARDING PROGRAMMES

4.1. ISM Credit Framework provides the basis upon which programmes at the University are structured. The Credit Framework is designed to support appropriate flexibility of curriculum design and delivery within commonly understood boundaries, thereby providing a mechanism for University-wide understanding and recognition of student achievement. It is also designed to support national and international initiatives associated with the accumulation and transfer of student credit. The Credit Framework is used during programme approval, amendment and reviews. It contains information on the following areas:

- The number of credits comprising a Module/Modules and a programme;
- The grounds upon which credit is awarded;
- Accreditation of Prior Learning and Prior Experiential Learning;
- Credit levels;
- The European Credit Transfer and Accumulation System.

4.2. Programmes and Modules are defined by their learning outcomes, level and notional study time (in hours). One ECTS credit point at ISM equals on average 27 working hours (contact and self-study hours included).

4.3. In the case of internship, research projects, study visits, student-industry projects, final thesis, the ratio of contact hours and self-study may change and will be determined by the module Leader and approved by the Programme director.

4.4. Recommendations on the calculation of students' workload and writing learning outcomes are provided on the internal system <https://elearning.ism.lt/course/view.php?id=230>.

4.5. Credits will be granted after successful completion of the module requirements and assessment of the learning outcomes achieved.

4.6. Mobile students (Erasmus exchange, inter-institutional agreements, double degree agreements) are granted automatic recognition of the credits gained at partner institutions. The rules for the recognition of credits gained at other institutions are specified in the *Regulations on the Recognition of Study Periods* (Rector's order No. 01-07-91, 30 11 2020).

4.7. The rules on the recognition of the informal or non-formal competences is specified in the *Regulations on the Assessment and Recognition of Non-Formal and Informal Competences* (Rector's Order No. 01-07-98 2 , 23 12 2020).

5. DESIGN, APPROVAL, MODIFICATION OF STUDY PROGRAMMES AND MODULES

To implement University's strategic aims for 2020-2025 and the mission, University will develop programmes in accordance with the following principles:

- **Research-driven education.** Research-driven education will be embedded within the curriculum of all programmes of study. The University will develop a research culture at undergraduate and graduate level programmes. This might include developments such as involving students into the faculty's research projects, publishing of their research projects, co-publishing with faculty. Procedures will be developed for recognising student research such as awards for outstanding student research.
- **Cross-disciplinarity.** The Schools are encouraged to develop cross-disciplinary programmes, that will draw on staff across academic disciplines and collaborations with the partner institutions.
- **Employability and skills.** All programmes will develop a wide-range of skills in our students through enquiry-led activities, industry involved problem based learning, that develop many of key attributes for further study and a wide range of skills that will provide students with the competences to succeed in the world of work and the ability to manage their own intellectual and professional development. The University will facilitate opportunities for programmes to permit students to undertake internships (Bachelor programmes) or company -based projects within individuals courses (Master programmes). The University will employ teaching methods that provide students to develop life- log learning skills for the further studies and career.
- **Internationalisation.** Programmes will be designed to provide students with the opportunity to develop as global citizens. All programmes of study will be internationally relevant, so that students can make a positive contribution to an increasingly globalised society. All students will be strongly encouraged to spend a semester abroad in the partner institution, use a double diploma option, perform their internship abroad (bachelor students). All MSc and MBA programmes will provide students to gain international experience through the in-build study visit abroad.

5.1.The process of design and approval of new programmes

5.1.1. Proposals for new undergraduate and postgraduate programmes may be submitted at any time of year but within a sufficient time-line for external evaluation, accrediting and advertising programmes and for the admissions cycle.

5.1.2. New programme proposals can come from the representatives of administrative staff, faculty members or social partners. They should normally seek permission from the Rector to proceed.

5.1.3. Once permission has been granted, the Vice-rector for Studies and Research establishes a group consisting of the representatives from the Marketing department, faculty, proposing the programme, Accreditations director, and a group Lead to prepare **New Degree Programme Business Case** setting out the strategic reasons why consideration should be given to establishing a new programme:

- Title and qualification of the programme
- The date of the first intake
- Duration of the Programme in ECTS
- Brief summary of the aims and the content of a new programme

- Explanation of how the Programme is aligned with the University's mission and strategic priorities.
- A detailed market analysis including evidence base for the proposed new programme.
- A detailed analysis of the additional resources (human, infrastructure, equipment) needed to implement a new programme.
- Number of students to be admitted in the programme.
- Financial viability of the programme and costs associated with the delivery of the programme (new hires, new equipment, new premises, new learning resources).

5.1.4. New Degree Programme Business Case is deliberated at the Rectorate and if approved, Academic documentation will be started. It should specify:

- Title and field of study of the Programme
- Duration of new programme in ECTS
- Date of first intake
- Aim and intended learning outcomes
- Curriculum appropriate to the achievement of intended learning outcomes and that will provide a high quality academic experience
- Modes of teaching, learning & assessment

5.1.5. If approved by the extended Study Committee and Academic Standards and Quality Committee, it moves to the Senate for the final discussions and approval.

5.1.6. If approved by the Senate, a detailed programme description shall undergo external ex-ante evaluation by Lithuanian Centre for Quality Assessment in Higher Education (SKVC).

5.1.7. After the study programme has been evaluated by the external expert group commissioned by SKVC, accredited and registered in the Register of Studies, the information on the programme shall be forwarded to the Marketing Department to be placed on the University's website, print out promotional materials, organize recruitment and admission of students. Other academic departments shall assist in preparation of the admission rules.

5.1.8. Programme manager will place Programme specification (aims, learning outcomes, syllabuses) on the internal system and University website.

5.2. Modification of existing degree-granting study Programmes

5.2.1. Introduction of new modules

5.2.2. New modules can be proposed by any member of the faculty.

5.2.3. All proposals for new modules in the programme require approval by the Study Committee. The aim is to consider how new modules support achievement of the programme level learning outcomes and aims, international partnership agreements (double degree programmes), if applicable.

5.2.4. Approval should be obtained during the planning process for the next semester: by the end of November in the Fall semester and by the end of April in the Spring semester.

5.2.5. Once approved, the full syllabus is prepared by a module leader and submitted to a Programme Director for review. Module specification forms are available on <https://elearning.ism.lt/course/view.php?id=230>

5.2.6. The module leader should inform the Programme director on the required learning materials to be obtained (if applicable).

5.2.7. Once approved, the programme manager places the syllabus of a new module and module leader's CV on the internal system and University webpage.

5.2.8. Programme director informs students on the changes in the Programme.

5.3. Removal of compulsory modules from the programme

5.3.1. The removal of the compulsory module can be scheduled only for the next academic semester.

5.3.2. The removal of the compulsory module can be the result of the external peer-review recommendations, consideration of new developments in the discipline, students' feedback, programme restructuring.

5.3.3. The removal of the module require approval by the Study Committee.

5.4. Change to the title of a Programme

5.4.1. The change is considered by the Study Committee, after the Programme director's consultations with the Head of Marketing department or their nominee, and the Students of the Programme. Once approved, it is forwarded to the Senate for the final decision.

5.4.2. Once approved by the Senate, the respective Programme director sends the information to the relevant parties within University: Study Services Department, Marketing Director, Admission Team.

5.4.3. Quality manager prepares a formal request to AIKOS (open information system of educational programmes) to update the title of the Programme.

5.5. Module modifications

5.5.1. Modifications to existing modules which in themselves do not alter learning aims of the programme constitute curriculum development and falls within the responsibility of the Study Committee that oversees the monitoring of each programme.

5.5.2. At the end of each semester the Study Committee considers feedback from students, academic developments in the discipline, and suggestions from the external peer-review teams (if applicable). These provide the primary justification for proposals to alter existing modules or introduce entirely new modules.

5.5.3. Module modifications can not be applied retrospectively and should only be implemented at the start of the semester.

5.5.4. Minor modifications that do not affect the achievement of the module learning outcomes such as update of reading lists, minor changes in the assessment, teaching methods do not require approval by the Study Committee.

5.5.5. Such changes are approved by the Programme director.

5.5.6. Changes to module titles are approved by the Study Committee.

6. CONTINUOUS PROGRAMME REVIEW

The aim of the continuous review are:

- To ensure that the programme and its modules are progressing satisfactorily
- To ensure that module teaching methods are appropriate to facilitate the achievement of the learning outcomes of the module
- To ensure that assessment methods are appropriate to determine the achievement of learning outcomes
- To ensure that student achievement and progression are satisfactory
- To enhance student academic experience using feedback from student surveys, student- Programme director mid-term meetings and student contributions to University Committees.
- To insure that where appropriate, actions addressing concerns are recorded and monitored in an action plan.

6.1. ISM conducts a survey for all courses offered in every semester to collect students' feedback on teaching and learning effectiveness and other related support.

6.2. Quality Manager sends survey results to Programme Directors, and a follow-up meeting are held between a Programme director and a teaching staff to identify areas of good practice, areas of concern and to discuss ways for possible improvement.

6.3. In addition, Programme Directors hold mid-term meetings with the students' representatives to collect information on how teaching and learning are progressing.

6.4. Quality manager at the end of the academic year surveys teaching staff to identify their satisfaction with the Programme director, Study Services Department support, teaching environment, etc.

6.5. At the end of the academic year, Study Services Department collects information on the completion, failure rate, and withdrawals from the Programme.

6.6. Key issues are discussed at the Study Committee meetings, a plan for improvement is prepared (if applicable). Also, survey results and action plan (if applicable) are presented to the Rectorate.

7. STUDENT CENTERED LEARNING, TEACHING AND ASSESSMENT

7.1. Student engagement in University governance and quality assurance and enhancement

7.1.1. The University is committed to equitable and inclusive learning environment, rules for the ethical conduct are laid down in ISM University Code of Ethics <https://www.ism.lt/en/?s=code+of+ethics>.

7.1.2. Students' rights and responsibilities, general rules are laid down in the *ISM Regulations of Studies (Rector's Order No. 01-07-62, 24 August 2020)* and are accessible on the internal ISM e-learning system.

7.1.3. The interests of all ISM students are represented by ISM Student Association (Association). The work of Association is guided by the By Laws of the ISM Student Association.

7.1.4. Students have opportunities to engage in decision making and quality assurance at University, Programme, Module/Course level are demonstrated by:

- Their representation on the Senate, Committee of Ethics, Study Committees;
- Involvement into the development of Mission, Vision, and Strategy of the University;
- Regular feedback on the quality of studies;
- Engaging in external Programme reviews.

7.2. Communication with students

7.2.1. ISM respects students' privacy, follows EU General Data Protection Regulation (EU-GDPR) <https://www.ism.lt/privatumo-politika/> Responsibility for GDPR compliance lies with Law and Procurement Manager.

7.2.2. Information to students is provided through the ISM website, MS Teams, Moodle, UNIMETIS, ISM email address, and in the ISM Regulation of Studies.

7.2.3. Students responsibilities for keeping themselves informed of changes announced are laid down in the ISM Regulation of Studies.

7.3. Recognition of formal, non-formal and informal learning

7.3.1. ISM Policy on Recognition of Formal, Non-formal and Informal Learning (approved by Rector's Order No. 01-07-98, 23 12 2020) recognizes that students have different learning paths in their life cycle. The policies and recognition procedures are available to all potential applicants via ISM website and on the ISM Moodle.

7.4. Monitoring students at risk

7.4.1. ISM has developed rules and processes to ensure that learners engagement in the programmes is satisfactory and identify students whose engagement is below expectation:

- Schools and Programmes have established regulations on the requirements for students attendance that may differ depending on the level of studies;
- Faculty have the tools on MS Teams to monitor students' attendance;

- Study department collects information and check if there are any cases when students are at risk of failing to complete a course/module;
- Study Manager initiates communication with the students at risk;
- At the end of the semester the Study Department assesses if students at risk made progress in the learning.

Requirements for attendance are laid down in the ISM Regulations for Studies.

7.5. Teaching and assessment

7.5.1. ISM encourages and supports its faculty to use teaching methods that are intended to facilitate students' engagement in their learning, their responsibility for their own learning, provide varied learning opportunities, and support achievement of the learning outcomes. Methods adopted by faculty provide students with varied learning opportunities and experiences, and include lecturers, seminars, projects, case studies, student-industry collaborative projects, study visits, mentoring, flipped-classroom method.

7.5.2. A ten point grading system is used to report academic results of a course and should be awarded on a criterion-referenced basis in line with the outcome-based approach. Award of 10 represents more than 95 % learning outcome achievement, 9 represents 85-94 %, 8 represents 75-84 % , etc. Every grade lower than 5 is considered to be negative and results in 0 in a composition of final assessment, if final assessment is lower than 5, points are not assigned and credits are not awarded.

7.5.3. Faculty are required to provide in a course syllabus a detailed description of the learning outcomes, teaching and assessment methods, composition of grades, requirements for the specific tasks assigned. Syllabuses are also uploaded on the ISM Moodle and on the ISM website and are accessible to the current and potential students at any time.

7.5.4. Faculty are required to provide a feedback that is timely, constructive, and supports the future development of students' work.

7.5.5. Assessment and feedback are continuously reviewed through student feedback, faculty discussions, including the types of assessment, relationship to ILOs, and pedagogy.

7.5.6. Detailed academic regulations stipulating course assessment, grading system, examinations, failed courses, student appeals against assessment grades are provided in ISM Regulations of Studies Handbook.

8. STUDENT ADMISSIONS, PROGRESSION, RECOGNITION AND CERTIFICATION

ISM welcomes all applicants and operates a fair and transparent admissions process. Applicants are selected on the basis of merit, ability and potential. ISM strongly adhere to the ISM Code of Ethics <https://www.ism.lt/en/?s=code+of+ethics> in all stages of admissions:.. Admission rules to the study and research programmes are revised every year to comply with the legal acts and admission requirements set by the Ministry of Science, Education and Sports and ISM internal rules and regulations set for the applicants to bachelor, master, and doctoral studies.

8.1. Counselling for the prospective students

8.1.1. Communication with prospective students is held throughout the year by the Admissions managers. Application Regulations, funding opportunities, office hours, contact information is available on the ISM webpage and published in the ISM brochures, and leaflets. Admissions managers usually work in conjunction with the Study and Quality manager who assist applicants by providing information on the academic programme they apply for. The contacts of the Admissions managers are provided on ISM webpage. Information on the funding opportunities and scholarships are published on <https://www.ism.lt/en/?s=admissions+to+programmes>.

8.2. Admissions managers

8.2.1. Applications for entry to the Programme are processed by the Admissions managers in accordance with the admission regulations approved by the Rector and published on the ISM website..

8.2.2. Admissions managers ensure that all applications are properly assessed in accordance with the national and institutional admissions regulations and processes. Admissions department holds all relevant admissions data and is responsible for supplying current and accurate information regarding admissions policies.

8.3. Transparency and documentation of admission procedure and decision

8.3.1. Admission Committees are formed to promote fairness and consistency in the University admissions policies. Admission Committees are comprised of a team of professionals who undertake an individualized, rigorous and holistic review of each application, assessing academic merit, achievements, language proficiency, motivation and potential in the context of the opportunities and challenges the student might face. Denials of admission are given with the explanation of suggestions as how to improve the chances of applicants next year or are suggested alternative programmes that they are qualified for. Any applicant who is denied graduate admission to the Programme for academic reasons may petition to the Appeals Committee for an exception. Appeals Committee is approved by the Rector's Order. Decisions on appeal will be determined by the Appeals Committee. The documents supplied to support an application for admission will be retained for three years from the date of acceptance.

8.4. Recognition of foreign qualifications, formal and informal learning

8.4.1. ISM established principles for credit transfer and principles for recognizing and recording study results of graduates and persons who studied or are studying at higher education institutions of Lithuania or a foreign country according to programmes of higher education, including the results of persons who studied non-sequentially or have not completed studies within a set study period of time and who seek to continue studies at ISM in the same or in other study programme. Regulations on Recognition of Periods of Study at Other Higher Education Institutions can be found on <https://www.ism.lt/en/quality-of-ism/>.

8.4.2. Foreign qualifications (except for those with whom Lithuania has official agreements for recognition) have to be submitted for recognition to the Study Services department. Quality manager checks the authenticity of diplomas, the status of the degree granting institution, content, profile, workload, quality, learning outcomes of a foreign qualification and makes a decision whether these candidates can proceed with the application. Applicants may also apply for recognition to the Centre for Quality Assessment in Higher Education <https://www.skvc.lt/default/lt/uzsienio-kvalifikaciju-pripazinimas/kreiptis/dokumentai>.

8.4.3. Regulations and a process of Recognition of non-formal or in-informal competences can be found on <https://www.ism.lt/en/quality-of-ism/>.

8.4.4. Students who studied at ISM but did not complete studies are issued an academic certificate specifying level of studies, courses completed, credits awarded, study results.

8.4.5. Upon successful completion of the studies, graduates are awarded a degree and graduates are issued a Diploma and a Diploma Supplement accompanying the diploma. The form of the Diploma Supplement is approved by the Ministry of Education, Science and Sports. Diploma Supplement provides information on the level of studies completed, higher institution where the studies were completed, the programme, mode of studies, number of ECTS, obligatory and elective subjects, study results, thesis topic, periods studied abroad. Diploma Supplement is issued in two languages – Lithuanian and English.

9. UNIVERSITY STAFF

9.1. ISM ensures that processes are in place to assure itself and stakeholders that the university has qualified staff to deliver the programmes and provide administrative support to the delivery of such programmes. The core components of human resource system consist of:

- Recruitment and selection;
- Orientation of new staff ;
- Performance management;
- Employee training and development;
- Employee benefits wellness;
- Health, safety and environment.

9.2. ISM provides equal employment opportunities to all employees and applicants for employment without regard to race, religious belief, sex, marital status, gender identity, national or ethnic origin, sexual orientation, and age. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, and transfer, leaves of absence, compensation and training.

9.3. The principles and procedures for ISM faculty appointment, assessment and promotion are defined in the 'Regulations of Faculty Appointment, Assessment and Promotion' (revised and approved by the Rector's Order No. 01-07-95, 22 December 2020).

9.4. Regulations of Faculty Appointment, Assessment and Promotion' (revised and approved by the Rector's Order No. 01-07-95, 22 December 2020) defines requirements for each academic position.

9.5. ISM performs a regular monitoring of the achievement of the performance goals during the annual meetings. Memorandum of Agreement is used to establish mutual goals and expectations.

9.6. The load of the academic staff is regulated in line with the Minister of Higher Education Recommendations on the Higher Education Institutions Staff Load Composition and Scope (23 12 2011, No. V-2538) and is specified in the ISM Regulations on Academic Staff Load, approved by the Rector's order.

9.7. ISM encourages and supports professional development. The rules and procedures for rewarding staff for the academic excellence are laid down in the Regulations on Financial Reward for Academic Publications (Rector's Order No. 01-07-58, 19 December, 2019).

10. LEARNING RESOURCES AND STUDENT SUPPORT

10.1. Learning resources

10.1.1. Financial Strategy of ISM University of Management and Economics provides strategic approach to managing financial position of the University in order to increase the amount of financial operating surplus to generate sufficient funds for the implementation of University's mission and strategy..Financial objectives are set in the financial strategy and reviewed annually through the budgeting process.

10.1.2. The management of physical resources is carried out as a holistic coordinated process:

- The maintenance of buildings is managed and executed by the HR and Support department.
- Evaluation of the adequacy of ISM physical infrastructure seen from the educational and pedagogical view is responsibility of the Vice-rector for studies and Research and Study Director. Any needs requiring additional or new investments are presented to the Finance Director during the annual budgeting process;
- Study Services department is responsible for overseeing and planning physical learning capacity. Any needs requiring additional or new investments are presented to the Finance Director during the early budgeting process;
- IT Office is responsible for the development, operation, and maintenance of ISMs ICT infrastructure and system portfolio. Any needs requiring additional or new investments are presented to the Finance Director during the early budgeting process;
- HR and Support department is responsible for ensuring a safe and adequate learning environment Any needs requiring additional or new investments are presented to the Finance Director during the early budgeting process;

10.1.3. Finance Director prepares the budget and submits to the Rector for approval. The budget receives final approval from the Board. The heads of Departments/Schools are responsible for the management of their budgets.

10.1.4. The of HR and Support department is responsible for the development and implementation of policies to support the use and maintenance of the learning infrastructure and equipment.

10.2. Student support

10.2.1. ISM supports students' transition from school to University: During the first week Study Department organizes induction session for the first year students. The induction session includes meetings with the Programme Director, Programme Manager, Study Director, Library IT, International Office and Career Center Staff.

10.2.2. The Programme Manager is the first line of contact with students. Each Programme Manager has responsibility for an assigned set of programmes. They are responsible for day-to-day communications with students, answer students' requests, deal with study process-specific student complaints. The contact details of Programme Managers are available on the ISM webpage <https://www.ism.it/en/administration/>, Moodle, and are included in the ISM Regulations of Studies Handbook.

10.2.3. Programme Directors provide academic support and counseling, deal with programme-specific student complaints. The contact details of the Programme directors are published on the University webpage, Moodle, and are included in the ISM Regulations of Studies Handbook.

10.2.4.. ISM Library is an autonomous unit of the University. Its activities include the following :

- Taking care of informational needs of students, encourage reading, and assists self-directed education.
- Organization of informational literacy training seminars.

10.24.. Information on the IT support can be found on the ISM Moodle. ISM rules and regulation in relation to learner computing facilities and services is one of continuous improvement

10.2.5. ISM Careers advice provide consultations, seminars, events, to enhance the employability and career development of all students. The center also manage Alumni relations, and organize Career Days. Career Centre activities are reported in the University Annual reports. Information on the ISM Career Centre can be found on <https://www.ism.lt/en/career-center>.

11. INFORMATION MANAGEMENT

11.1. ISM Strategic plan sets out objectives for the University over a five-year period. One year prior to the end of the strategic period, the Rector initiates review of the Strategy. The working group will be a number of important key performance indicators (KPI's) at the whole-of-University level are set to allow to measure ISM progress against the main strategic directions.

11.2. As a complement to the institutional level KPIs, performance indicators, (PI's) are developed for each initiative in order to assess the successful implementation of the specific goals and actions of the strategic plan. Targets for each initiative are agreed. The progress towards the initiatives is assessed annually by measuring the attainment of goals as "no progress", "below target", "on target", "above target".

11.3. The efficiency of the Strategy is measured on an annual basis by conducting an assessment of operational results (key actions) and by making an overview of achievements in the key objectives. Assessment measures the degree of achievement of planned results and analyzes deviations to identify reasons for non-achievement and the need for new operations and/or resources to ensure full achievement of the planned results.

11.4. ISM collects, organises and analyses information about its performance:

- Student enrolment;
- Student progression;
- Student attrition;
- Student graduation numbers;
- Student study results;
- Student satisfaction;
- Graduate career;
- Graduate satisfaction with the competences gained at University;
- Faculty composition and qualifications;
- Faculty research performance;
- Facilities and learning resources.

11.5. ISM provides information to the following institutions and external systems:

- Research Council of Lithuania;
- Student Register;
- Teacher Register;
- Register of Higher Education, Study Programmes and Qualifications;
- Diploma, Certificate and Qualification Certificate Register;
- Education Management Information System;
- State Studies Foundation;

12. PUBLIC INFORMATION

12.1. ISM publishes information on ISM mission, vision, values, strategy, and governing bodies, activity reports on the ISM website <https://www.ism.lt/en/about-ism/>;

12.2. 11.2. ISM provides information on its programmes, admission requirements, faculty, support services to students, and students' careers on ISM website and on internal ISM Learning Management System.

12.4. ISM provides information on the students' satisfaction with their learning, publishes reports from the external reviewers.

13. EXTERNAL REVIEWS

13.1. The review of activities of higher education institutions and study fields is initiated by the Ministry of Education, Science and Sports. The external review process is organised by the Centre for Quality Assessment in Higher Education (hereinafter – SKVC) in accordance with the procedure established by the Government of the Republic of Lithuania (RoL) and the review methodology approved by SKVC defining the aims, areas and criteria for review.

13.2. The review of higher education institutions is performed to assess the quality of performance, to provide institutions recommendations for further improvement, to support quality culture at higher education institutions, and to inform external stakeholders and society in general on the quality of institution.

13.3. The evaluation of study fields is aimed to improve study programmes and to inform the public about the quality of studies.

13.4. External evaluation of the University

13.4.1. At least 1 year before the submission of the self-assessment report to the SKVC and upon the recommendations of the Accreditation Director, the Rector approves the Self-Assessment Group consisting of 5-12 members.

13.4.2.. The Group consist of faculty, administration, students, and stakeholder representatives.

13.4.3.. The work of the Self- Assessment Group is directed by the Chairperson of the group – Vice Rector for Studies and Research. The responsibility of each is determined according to their spheres of responsibility and preparation time-line” is developed..Self-assessment report is prepared in compliance with the Methodology for Assessment approved by the Order of the Director of SKVC.

13.4.4..When prepared, the Self-Assessment report is discussed with the faculty, students, the Board, Senate, employers, and feedback is collected.

13.4.5.. The feedback is taken into consideration and necessary amendments are made.

13.4.6..During the peer-review visit, Accreditation Director assist the group and provide information requested.

13.4.7. Upon the receipt of external evaluation report and decision of the accreditation decision, results are discussed in the Rectorate, Study Committee, in a staff meeting, and are made publicly available on the University website.

13.4.8.. The Self-Assessment group together with the Rector, prepare an improvement plan, and submit it to the Center for Quality Assessment in Higher Education. Accreditations Director is responsible for the monitoring of the implementation.

13.5. External evaluation of study fields

13.5.1. At least 1 year before the submission of the self-assessment report to the SKVC and upon the recommendations of the Accreditation Director, the Rector approves the Self-Assessment Group to self-assess the field of studies.

13.5.2.. The Group consist of field Programme Directors, Programme Managers, Accreditation Director, administration, students, and stakeholder representatives.

13.5.3.. The work of the Self- Assessment Group is directed by the Chairperson of the group – Vice Rector for Studies and Research. The responsibility of each is determined according to their spheres of competence and

preparation time-line is developed..Self-assessment report is prepared in compliance with the Methodology for Assessment approved by the Order of the Director of SKVC.

13.5.4..When prepared, the Self-Assessment report is discussed with the faculty, students, emplyers, and feedback is collected.

13.5.5.. The feedback is taken into consideration and necessary amendments are made.

13.5.6..During the peer-review visit, Accreditation Director will assist the group and provide information requested.

13.5.7. Upon the receipt of external evaluation report and decision of the accreditation decision, results are discussed in the Rectorate, Study Committee, in a staff meeting, and are made publicly available on the University website.

13.5.8.. The Self-Assessment group prepare an improvement plan, and submit it to the Center for Quality Assessment in Higher Education. Accreditations Director is responsible for the monitoring of the implementation of the plan.