

**PROGRESS REPORT ON THE IMPLEMENTATION OF THE RECOMMENDATIONS OF THE EXTERNAL REVIEW OF
VILNIUS BUSINESS COLLEGE**

Recommendations of the experts	Activities of the higher education institution aimed at implementing the recommendation	Change that has happened or is expected (detailing how the actions envisaged have contributed or will contribute to the implementation of the recommendation providing evidence of the result achieved)
Relating to the Field of Institutional Management		
<p>1. The expert panel encourages the College to be ambitious while remaining realistic, taking into account its available resources and current capacities.</p>	<p>Actions Taken:</p> <ul style="list-style-type: none"> • In January 2024, following a change in shareholders, Vilnius Business College (VBC) became part of the Synergetica educational group, which unites three non-state higher education institutions – Kazimieras Simonavičius University (KSU), SMK College of Applied Sciences (SMK CAS) the largest private higher education institution in Lithuania, and Vilnius Business College (VBC). • The head of the educational group is Gabija Skučaitė, the President of the Lithuanian Confederation of Non-State Education, with over thirty years of experience in leadership within the non-state higher education sector. • An inter-institutional framework for organizing innovation and R&D (Research and Development) activities has been developed. • The aim is to ensure effective collaboration among Synergetica group institutions – SMK College of Applied Sciences (SMK CAS), Kazimieras Simonavičius University (KSU), and Vilnius Business College (VBC) – in the creation of innovative educational products and the implementation of scientific research and experimental development (R&D) projects. 	<ul style="list-style-type: none"> • The change of the College becoming a de jure and de facto part of the educational group opened a new stage of strategic development for the College: broad opportunities for partnerships and cooperation as a part of the shared educational group, growth of intellectual and material resources, and the harmonious utilization of material assets. • Cooperation agreements have been signed between all members of the educational group regarding joint activities and the use of material resources. • The procedure for the inter-institutional organization of innovation and R&D activities: https://www.kolegija.lt/wp-content/uploads/2024/10/INOVACINES-IR-MTEP-VEIKLOS-TARPINSTITUCINIO-ORGANIZAVIMO-TVARKA.pdf • The new Strategic Marketing Plan will highlight a new value chain for prospective students and strengthen the College's positioning in the higher education market.

	<ul style="list-style-type: none"> • A new Strategic Marketing Plan for 2025 is being prepared, which will reflect this transformation of the College. • Additionally, an investment project for new premises for the College is being developed. 	
<p>2. The expert panel recommends that the College conduct a more in-depth analysis of the European policies and instruments related to the Bologna Process, the European Higher Education Area, and the European Research Area, and intentionally integrate the relevant elements into its policy documents and daily practices.</p>	<p>Actions Taken:</p> <ul style="list-style-type: none"> • An analysis of Vilnius Business College's internal quality assurance system is conducted to assess its compliance with the European Higher Education Area (EHEA) quality assurance standards and guidelines (QASG). • Based on the results of this analysis, the following areas for improvement are identified: <ul style="list-style-type: none"> ➢ Training and education. ➢ Enhancement of faculty qualifications. ➢ Support for students and ensuring accessibility. ➢ Promotion of student mobility. • An action plan is developed to improve the alignment of processes with the European Higher Education Area quality assurance standards and guidelines, detailing implementation improvement measures, monitoring, and their integration into the internal documents of Vilnius Business College. • The quality policy of VBC is updated. • A training plan is prepared for VBC staff on internal quality assurance. • The documents regulating studies at VBC are updated, including: <ul style="list-style-type: none"> ➢ Study regulations. ➢ Admission rules. ➢ Non-discrimination policy. ➢ Procedure for the recognition of study results. <p>Planned Actions:</p>	<ul style="list-style-type: none"> • Ensured the smoothness and efficiency of operational processes. • Provided training to improve faculty members' digital competencies https://www.kolegija.lt/vvk-destytojai-gilino-zinias-dirbtinio-intelekto-srities-mokymuose/ https://www.kolegija.lt/techsavvy-mokymai-vvk-bendruomenei/ • Updated VBC Quality Policy: https://www.kolegija.lt/wp-content/uploads/2024/10/KOKYBES-POLITIKA-1.pdf • Updated VBC activity quality documents: https://www.kolegija.lt/veiklos-kokybe/ • Updated VBC documents regulating studies: https://www.kolegija.lt/studentams/studiju-organizavimas/ • Ensured student support: https://www.kolegija.lt/studentams/pagalba-studentams/ https://www.kolegija.lt/en/for-students/student-support/ • Student mobility is steadily increasing: In 2023, compared to 2022, the number of students participating in outgoing Erasmus+ mobility programs

	➤ Organize training sessions for staff on internal quality assurance.	increased by 14%, while incoming mobility grew by 20%.
3. The expert panel recommends that the College ground its strategic documents in a clear and comprehensive assessment of past performance outcomes and newly identified needs.	Actions Taken: <ul style="list-style-type: none"> • The processes managed by the responsible head of VBC is improved by clearly defining those responsible for internal quality assurance. • Process owners are confirmed. • The key performance indicators (KPIs) are specified, outlining measurement principles and assigning responsible personnel. • Since 2022, information management systems have been integrated into VBC processes: <ul style="list-style-type: none"> ➤ The UNIMETS study management system. ➤ Dream Apply for international student admissions. ➤ Rivile for accounting and business management. Planned Actions: <ul style="list-style-type: none"> • Starting in 2025, a Document Management System (DMS) is planned to be implemented. 	<ul style="list-style-type: none"> • The VBC performance indicators encompass all areas of activity and are clearly defined. • The implementation of information management systems allows for the integration, optimization, and control of processes occurring within the College, taking into account the specific needs of the institution. • It enables the collection of all data, real-time analysis, and the generation of insights that facilitate quick, data-driven decision-making.
4. The expert panel recommends that the College ensure that the objectives, indicators, and planned activities are fully aligned and that the activities cover all aspects of the desired goal.	Actions Taken: <ul style="list-style-type: none"> • The Strategic Plan of VBC College for 2021-2025 is updated. • The KPIs are clarified, defining measurement metrics and responsible personnel. Planned Actions: <ul style="list-style-type: none"> • Conduct an analysis of the achievements of VBC's KPIs for the years 2021-2024, and prepare a report on the implementation of the VBC Strategic Plan. 	<ul style="list-style-type: none"> • The consistency of VBC's operations is ensured. • VBC Strategic Action Plan: https://www.kolegija.lt/wp-content/uploads/2024/10/VVK-Strateginis-veiklos-planas_2021_2025.pdf
5. The expert panel recommends that the College collect internal and external feedback more comprehensively and systematically, so that essential	Actions Taken: <ul style="list-style-type: none"> • The management process of the Feedback System is improved by ensuring the integration of received results into activities for improvement, as well as the systematic provision of feedback to students and faculty members. 	<ul style="list-style-type: none"> • In response to the results of the student survey, the VBC procedure for organizing distance learning is updated: https://www.kolegija.lt/wp-

improvements can be thoroughly discussed during Management Analysis meetings.	<ul style="list-style-type: none"> Surveys are conducted systematically, including: <ul style="list-style-type: none"> ➤ General student survey. ➤ Study quality survey. ➤ Employee satisfaction survey on the work environment ➤ Alumni survey. The results are published on VBC website. The results of the surveys are presented to the VBC Student Representation each semester. <p>Planned Actions:</p> <ul style="list-style-type: none"> Integrate the decisions made during the management analysis meetings into the risk management process. 	<p>content/uploads/2023/09/VVK_nuotoliniu_studiju_t_varka.pdf</p> <ul style="list-style-type: none"> Summary of VBC Survey Results: https://www.kolegija.lt/veiklos-kokybe/ Based on the results of the faculty survey, training sessions are being organized for VBC faculty members to strengthen language and digital competencies: https://www.kolegija.lt/vvk-destytojai-gilino-zinias-dirbtinio-intelektu-srities-mokymuose/ https://www.kolegija.lt/techsavvy-mokymai-vvk-bendruomenei/
6. The expert panel recommends that the College consider how risk management could be more systematically integrated into its management processes.	<p>Actions Taken:</p> <ul style="list-style-type: none"> Analyses of the College's internal and external threats and risks are conducted. A risk management procedure for VBC are developed. 	<ul style="list-style-type: none"> A clear identification of the institutional <i>Problem Tree</i> is made, along with the establishment of a procedure for managing emerging risk factors. These actions lay the foundation for improving the organization's sustainable management and strengthening the College's resilience.
7. The expert panel recommends strengthening the Academic Council to ensure it can fully perform its functions as outlined in the College Statute. It is essential to actively involve social stakeholders in its activities, including students. To achieve this goal, it would be appropriate to include a second student representative in the Council's work.	<p>Actions Taken:</p> <ul style="list-style-type: none"> In accordance with the College's statute, a new composition of the Academic Council is approved, including all social stakeholders: faculty members, administrative staff, students, and social partners. <p>Planned Actions:</p> <ul style="list-style-type: none"> Update the regulations governing the activities of VBC's Academic Council, with a focus on ensuring the quality of studies and monitoring the implementation of research and experimental development (R&D) activities. 	<ul style="list-style-type: none"> The participation of social stakeholders in governance bodies is strengthened: <ul style="list-style-type: none"> ➤ a second student representative and the Executive Director of the Synergetica group is included in the composition of the VBC Academic Council. https://www.kolegija.lt/veiklos-kokybe/
8. The expert panel recommends that the College management engage in discussions with student	<p>Actions Taken:</p> <ul style="list-style-type: none"> The system of support measures for VBC students is being enhanced: 	<ul style="list-style-type: none"> A 15% increase in student satisfaction with their studies.

<p>representatives to determine the support they need to effectively fulfill their roles.</p>	<ul style="list-style-type: none"> ➤ Informational seminars for VBC students are being systematically organized. ➤ A guide for VBC students is prepared in Lithuanian and English. ➤ The procedure for student counseling at VBC is updated. ➤ Support for international students is provided, including the implementation of a mentorship program. ➤ Career planning consultations are offered. ➤ From the 2024–2025 academic year, new courses will be introduced: Career Planning and Leadership Code. ➤ The payment procedure for tuition fees at VBC is updated. ➤ A discount system is implemented. ➤ A special support fund is established for students arriving from Ukraine. <p>Planned Actions:</p> <ul style="list-style-type: none"> • Establish a scholarship fund for academic achievement. 	<ul style="list-style-type: none"> • A 3% decrease in the number of students discontinuing their studies. • Improved accessibility to academic programs. • €70,000 allocated to support students arriving from Ukraine. • Free Microsoft software provided to students. • https://www.kolegija.lt/en/for-students/student-support/ • Dedicated support for students from Ukraine.
<p>9. The expert panel recommends strengthening the participation of social stakeholders in the College's governance processes.</p>	<p>Actions Taken:</p> <ul style="list-style-type: none"> • Since 2023, the VBC Student representation has been actively operating. • The composition of the VBC Academic Council, study program committees, and methodological requirements for final theses is updated. <p>Planned Actions:</p> <ul style="list-style-type: none"> • It is planned to establish an alumni club for VBC and organize alumni activities. 	<ul style="list-style-type: none"> • The participation of social stakeholders in the College's governance processes has been strengthened. • A second student representative and the Executive Director of the Synergetica group have been included in the VBC Academic Council. • Social partners are involved in qualification committees for final thesis defenses and in the activities of program committees. • The VBC Student Representation actively participates in applied research and project activities, promoting a vibrant student community life.
<p>10. The expert panel urges the College to provide more detailed information about study subjects (including content, teaching,</p>	<p>Actions Taken:</p> <ul style="list-style-type: none"> • Comprehensive information about study subjects is made available on the VBC website, www.kolegija.lt, in both Lithuanian and English. 	<ul style="list-style-type: none"> • The higher education institution publishes up-to-date and easily accessible information about its activities, including study programs, benefiting prospective and current students, alumni, other stakeholders, and the

learning and assessment methods, and the number of ECTS credits) in both Lithuanian and English.		public (in line with QASG 1.8 provision on Public Information). https://www.kolegija.lt/studiju-programos/ https://www.kolegija.lt/en/study-programmes/
11. The expert panel urges the College to provide statistical data on graduate employment on its website.	Actions Taken: <ul style="list-style-type: none"> • Data on the employment of VBC graduates are systematically monitored and analyzed. • Stakeholders are informed about the statistical data. • Statistical information is published on the VBC website. Planned Actions: <ul style="list-style-type: none"> • Information in the public domain will be systematically updated. 	<ul style="list-style-type: none"> • Monitoring and analysis ensure that the established goals of study programs are met and that they address the needs of employers and society, contributing to the continuous improvement of the programs. • Statistical data on the employment of VBC graduates can be found at: https://www.kolegija.lt/veiklos-kokybe/
12. The expert panel recommends continuing to strengthen the core team of full-time faculty members.	Actions Taken: <ul style="list-style-type: none"> • The number of foreign faculty members is being systematically increased. • The number of faculty members with an academic degree working at more than 0.5 full-time equivalent (FTE) is being increased. • The number of foreign faculty members is being increased. • An evaluative unit for research and experimental development (R&D) activities in Business Management is established. Planned Actions: <ul style="list-style-type: none"> • It is planned to establish an evaluative unit for R&D in the field of Computer Science. 	<ul style="list-style-type: none"> • The core team of full-time faculty members has been strengthened. • The number of foreign faculty members increased from 3 in 2022 to 13 in 2023. The percentage of faculty working at more than 0.5 full-time equivalent in 2023 compared to 2022 increased by 8%. • In 2023, faculty members with an academic degree working at a minimum of 0.5 FTE constituted 34%.
13. The expert panel believes that research activities should be included in the job descriptions of at least some faculty members.	Actions Taken: <ul style="list-style-type: none"> • By the order No. V-3 of the Director of VBC, dated January 31, 2024, the job descriptions for faculty members and researchers at VBC were approved. Planned Actions:	<ul style="list-style-type: none"> • Faculty members are conducting applied research activities. • €59,000 in funding has been received from the state budget for applied research results.

	<ul style="list-style-type: none"> • An annual evaluation of faculty performance is scheduled to be conducted in 2025. 	
14. The expert panel recommends developing a more systematic approach to the professional development of all faculty members.	<p>Actions Taken:</p> <ul style="list-style-type: none"> • A training plan for faculty members of VBC for the academic year 2023-2024 were developed and implemented, consisting of three modules: <ul style="list-style-type: none"> ➤ Planning the teaching process and content in higher education. ➤ Digital competencies of the faculty. ➤ Leadership competencies of the faculty. • Faculty members are provided with the opportunity to participate in a competition for teaching and learning visits through exchange programs at least once per semester. • A total of 12 international projects aimed at strengthening international cooperation and enhancing faculty competencies were implemented and are currently underway. • The competencies of responsible staff in the area of study/activity quality assurance are being systematically improved. <p>Planned Actions:</p> <ul style="list-style-type: none"> • According to the approved language policy guidelines, a plan for teaching English to faculty members will be developed. 	<ul style="list-style-type: none"> • Systematic training for VBC faculty members is ongoing, with 60% of faculty improving their competencies during the 2023-2024 academic year. • The number of mobility participants continues to increase steadily. • In 2023, teaching and learning visits increased by 50% compared to 2022. • The number of administrative staff who traveled abroad to enhance their competencies at partner higher education institutions or companies increased by 58% in 2023 compared to 2022. <ul style="list-style-type: none"> ➤ Erasmus+ international projects are currently being implemented or have already been completed. 2021-1-LT01-KA131-HED-000018678 - Erasmus+ project main action "Mobility of Individuals for Learning Purposes" (the project has been completed and fully settled; results are published on the European Commission's general website, https://erasmus-plus.ec.europa.eu/projects/projects-lists) <ul style="list-style-type: none"> ➤ 2021-1-PT01-KA131-HED-000008451-1 - Digital games and VR (the project has been implemented, https://www.kolegija.lt/projektas/digital-games-and-vr/) ➤ 2022-1-LT01-KA131-HED-000065693 - Erasmus+ project main action "Mobility of Individuals for Learning Purposes" (the project has been completed and the report was approved a month ago; it should be uploaded to the European Commission's website in 2025).

		<p>➤ VBC_2022-1-LT01-KA171-HED-000079285 - mobility of higher education students and staff supported by external policy funds (the project is active, https://www.kolegija.lt/projektas/ka171-hed-mobility-of-higher-education-students-and-staff-supported-by-external-policy-funds/)</p> <p>➤ 2022-1-SI01-KA131-HED-000057573-1 - Sustainable tourism in capitals, towns, regions and countries (the project has been implemented, https://www.kolegija.lt/projektas/sustainable-tourism-in-capitals-towns-regions-and-countries/)</p> <p>➤ 2023-1-LT01-KA131-HED-000113629 - Erasmus+ project "Mobility Programs for Higher Education Students and Staff" (the project is ongoing).</p> <p>➤ 2023-1-LT01-KA131-HED-000113629-1 - Erasmus+ BIP project "Networking and International Career Planning" (implemented, https://www.kolegija.lt/projektas/erasmus-bip-programa-vilniaus-verslo-kolegijoje-tarpkultūrinis-tiltas-i-karjeros-galimybes/)</p> <p>➤ “Priorities of the Lithuanian Language and Culture Center of the Technical University of Georgia in 2023” - the project has been implemented, https://www.kolegija.lt/projektas/vilniaus-verslo-kolegijos-draugyste-su-sakartvelu-tesiasi/</p> <p>➤ 2024-1-LT01-KA131-HED-000197003 - Erasmus+ project "Mobility Programs for Higher Education Students and Staff" (the project is ongoing).</p> <p>➤ 2024-1-LT01-KA131-HED-000197003-1 - Erasmus+ BIP project „Networking and International Career Planning" (will be implemented from October 21-25).</p>
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15.The expert panel recommends establishing a clearer connection between strategic planning and the budget.	Actions Taken: <ul style="list-style-type: none"> • The budget for the VBC for the years 2023-2025 is prepared. Planned Actions: <ul style="list-style-type: none"> • Continue to pursue greater diversification of income. 	<ul style="list-style-type: none"> • A sustainable and steadily growing financial foundation for the College's operations is being established. • The College's total revenues have increased by 110% compared to 2020. • Funding received from the state budget for academic performance, research achievements, and the Erasmus + program has significantly increased, rising fourfold. • The College's revenues are being diversified, with 5% of income coming from sources outside of core educational activities.

<p>16. The expert panel recommends making greater efforts to diversify income.</p>	<p>Actions Taken:</p> <ul style="list-style-type: none"> • Activities directly unrelated to studies are being developed. • Modules presented on the platform Kursuok.lt include: <ul style="list-style-type: none"> ➢ Use of artificial intelligence tools. ➢ Translation of specialized texts and translation technologies. ➢ E-business ABC – Create, Manage, Develop. ➢ Business English and Communication at B2 level; ➢ English Language at A2 level. ➢ Short course on International Trade and Logistics; ➢ Sales Theory and Practice. • A training program for business leaders, HEAD, is being implemented. • IT training for companies, TechSavvy, is being conducted. • Courses on modern translation technologies are being organized. • Training sessions for civil servants are being organized. <p>Planned Actions:</p> <ul style="list-style-type: none"> • Increase revenue from the implementation of non-formal education programs. 	<ul style="list-style-type: none"> • A lifelong learning training package has been created and is currently being implemented: The college's revenues are being diversified. <ul style="list-style-type: none"> • In 2023, 5% of the income is derived from sources other than the primary educational activities. • A lifelong learning training package has been created and is currently being implemented: https://www.kolegija.lt/mokymai/ <ul style="list-style-type: none"> • The College's revenues are being diversified. • In 2023, 5% of the income is derived from sources other than primary educational activities.
<p>In the Area of Quality Assurance</p>		
<p>17. The expert group urges the College to more clearly align its internal quality assurance processes with the specific ESG provisions and guidelines.</p>	<p>Actions Taken:</p> <ul style="list-style-type: none"> • See recommendation 2 and the actions implemented. 	
<p>18. The expert group recommends clearly assigning responsibility for implementation, monitoring, and follow-up actions to specific</p>	<p>Actions Taken:</p> <ul style="list-style-type: none"> • The management structure of VBC is updated. • Based on the obtained QASG compliance results, the processes of the Quality Management at VBC is enhanced 	<ul style="list-style-type: none"> • Effective organizational management, smoothness, and efficiency of operational processes is ensured. • The management structure of the College updated: https://www.kolegija.lt/wp-

positions in order to enhance systematic accountability.	<p>by clearly defining the individuals responsible for internal quality assurance.</p> <ul style="list-style-type: none"> • Process owners have been appointed. • Key performance indicators (KPIs) are established, along with the definitions of measurement criteria and designated responsible personnel. <p>Planned Actions:</p> <ul style="list-style-type: none"> • A training cycle on quality assurance for Vilnius Business College staff is scheduled. 	<p>content/uploads/2024/10/VVK-valdymo-struktura-1.pdf</p> <ul style="list-style-type: none"> • An order from the Director of the College regarding the appointment of process owners has been issued.
19. The expert group recommends sharing all survey results with the instructors of the relevant study subjects, thereby providing them with the opportunity to respond to the findings.	<p>Actions Taken:</p> <ul style="list-style-type: none"> • Enhanced the management process of the Feedback System FS02 (Feedback System Management Process) to ensure systematic feedback provision for faculty members. • The results of student and alumni surveys are published on the VBC website. • Every semester, the results of student surveys are presented at departmental meetings. • The results of student surveys are discussed individually with each instructor during evaluation conversations at the end of each semester. • To facilitate organizational development and improve quality, the College has created an opportunity for the entire academic community to express their preferences and comments through the VLE (Virtual Learning Environment) throughout the year, rather than waiting for surveys at the end of the semester. 	<ul style="list-style-type: none"> • The implementation of a systematic feedback mechanism for students and faculty, along with the results of surveys conducted among students and graduates of VBC, can be accessed at the following link: https://www.kolegija.lt/veiklos-kokybe/
20. The expert group recommends sharing the main findings of the student surveys with the students, as well as the improvement measures	<p>Actions Taken:</p> <ul style="list-style-type: none"> • The Feedback System Management Process (FS02) is improved to ensure clear feedback for students: <ul style="list-style-type: none"> ➤ The results of student and alumni surveys are published on the VBC website. 	<ul style="list-style-type: none"> • Implementation of a systematic feedback mechanism for students and lecturers • Results of VBC student and graduate surveys: https://www.kolegija.lt/veiklos-kokybe/

that have been or will be implemented.	<ul style="list-style-type: none"> ➤ Every semester, the results of student surveys and the improvement measures taken are presented to the VBC Student Representation. • Facilitate organizational development and improve quality, the College has created an opportunity for the entire academic community to express their preferences and comments through the VLE (Virtual Learning Environment) throughout the year, rather than waiting for surveys at the end of the semester. 	
21. The expert group recommends reassessing the College's student support and administrative processes from the perspective of international students and ensuring that support offered to Lithuanian students is similarly detailed in English.	Actions Taken: <ul style="list-style-type: none"> • Relevant information for international students is continuously published in English on the College's website. • A system called "DreamApply" is implemented for the admission of international students. • An information guide titled "Students Handbook" is prepared for international students. • A mentoring program is established. • An electronic newsletter is published periodically (once a month) for students and instructors. • The VBC Student Representation has developed a plan for joint activities/events with international students. 	<ul style="list-style-type: none"> • A 130% increase in the number of international students. • Strengthened integration of international students into the VBC community. • Relevant information for international students: https://www.kolegija.lt/en/vilnius-business-college/ • Support for students: https://www.kolegija.lt/en/for-students/student-support/ • https://www.kolegija.lt/wp-content/uploads/2024/10/Mentorship-Programme.pdf • VBC e-newsletter: https://mailchi.mp/ed0d0c3393a6/vvk-balandis-nauja-studij-programa-asociacija-ir-primimo-startas-8324425?e=4f35e548f6
22. The expert group recommends that the College develop a clear non-discrimination policy, conduct an analysis of current needs, and define targeted improvement actions.	Actions Taken: <ul style="list-style-type: none"> • A Non-Discrimination Policy for VBC is developed and approved. Planned Actions: <ul style="list-style-type: none"> • Organize ongoing training for staff and students on the principles of non-discrimination and their importance. 	<ul style="list-style-type: none"> • Aiming to prevent any form of discrimination. • Promoting equality and inclusion in all aspects of the College's activities. • VBC Non-Discrimination Policy: https://www.kolegija.lt/wp-content/uploads/2024/10/2024-06-05_Nediskriminavimo-politika.pdf

Field of Study and Research (Art) Activities		
<p>23. The expert group recommends that the College analyze whether the current study program outcomes align with its goal of becoming an international and leading business higher education institution, where studies are conducted according to the most recognized international standards and best practices in the field of business.</p>	<p>Actions Taken:</p> <ul style="list-style-type: none"> • To address both national market needs and the priorities identified by the European Commission, the following advanced study programs, which provide significant added value to society and business, have been developed: <ul style="list-style-type: none"> ➢ Programming for Financial Technologies – a study program in the field of information systems. ➢ International Hospitality Management – a study program in the field of management. The content of this program is adapted from Ecole Hôtelière de Lausanne (EHL), the highest-ranked university globally for hospitality management. ➢ Business Management and Entrepreneurship – a study program in the field of business. ➢ Beauty and Wellness Business – a study program in the field of business. <p>Planned Actions:</p> <ul style="list-style-type: none"> • Implement admissions for these new study programs. 	<p>High Study Quality:</p> <ul style="list-style-type: none"> • In 2022, an international evaluation of the business study field was conducted, resulting in a positive assessment and accreditation for the maximum period of 7 years. • https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/e6724a80976e11edb55e9d42c1579bdfhttps://s3.emokykla.lt/skvc/SMPKR/fb30dfd3-70bd-4e3a-9755-3401041946f7.pdf • In 2023, an international evaluation of “the Computer Science study field“ was conducted, resulting in a positive assessment and accreditation for the maximum period of 7 years. • https://www.kolegija.lt/wp-content/uploads/2024/10/Sprendimas-VVK-Informatika.pdf • In 2022, the planned study program "Programming for Financial Technologies" received a positive evaluation, and the first-cycle studies in the program systems field were accredited. • https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/76cc8cd03b7611edbf47f0036855e731https://s3.emokykla.lt/skvc/SMPKR/43446d66-8add-4597-abae-307e99b06b7a.pdf • In 2022, the planned study program "International Hospitality Management" received a positive evaluation, and the first-cycle studies in the management field were accredited.

		https://www.kolegija.lt/wp-content/uploads/2022/11/VVK_Tarptautinio-svetingumo-vadyba.pdf <ul style="list-style-type: none"> • In 2024, the planned study programs "Health and Beauty Business" and "Business Development and Entrepreneurship" were registered in the Register of Study and Training Programs and Qualifications.
24. The expert panel strongly urges the College to provide more targeted support to students who achieved lower results during their secondary education.	Actions Taken: <ul style="list-style-type: none"> • Academic support is systematically provided to students who achieved lower results during their secondary education: • A student counseling system is implemented. • Methodological assistance is systematically provided. • Students with lower secondary education results will have the opportunity to study additional Lithuanian language and Mathematics courses starting from the 2024-2025 academic year. • Systematic monitoring and analysis of student academic performance is conducted. • The Unimetis study information system is implemented. • Additionally, the admission rules for VBC for the 2024-2025 academic year was approved, aiming to enhance the preparedness of applicants for studies. 	<ul style="list-style-type: none"> • A 15% increase in student satisfaction with their studies. • A 3% decrease in the number of students who discontinued their studies. • VBC Admission Rules: https://www.kolegija.lt/wp-content/uploads/2024/06/VVK-Priemimo-taisykles_2024_NAUJAUSIOS.pdf
25. The expert group recommends a comprehensive reassessment of every aspect of the distance learning process to further enhance the quality of distance education.	Actions Taken: <ul style="list-style-type: none"> • To ensure the quality of distance learning, the procedure for organizing distance studies at VBC is updated. Planned Actions: <ul style="list-style-type: none"> • Increase the number of accredited modules for the courses taught. 	<ul style="list-style-type: none"> • VBC Distance Learning Organization Procedure: https://www.kolegija.lt/wp-content/uploads/2023/09/VVK_nuotoliniu_studiju_tvar_ka.pdf • A total of 56 study subject modules have been prepared and accredited for distance learning.

		<ul style="list-style-type: none"> • A student consultation system has been implemented. • Training sessions for lecturers have been organized on topics such as student motivation, engaging teaching methods, and more.
26. The expert group urges the College to develop a clear research strategy, including the necessary resources for its implementation.	Actions Taken: <ul style="list-style-type: none"> • A Research Strategy Plan is prepared. Planned Actions: <ul style="list-style-type: none"> • Increase the involvement of faculty and students in research activities. To this end, a project for the State Study Foundation has been developed. • Prepare an International Research Collaboration Plan: <ul style="list-style-type: none"> ➤ Outline steps to join large-scale research projects. 	<ul style="list-style-type: none"> • By implementing the following actions, the College will significantly enhance its research capabilities, ensuring compliance with accreditation requirements and contributing to its long-term academic and international goals. https://www.kolegija.lt/wp-content/uploads/2024/10/Strategic-Plan-for-Research-Activities.pdf
27. The expert group strongly recommends establishing research groups according to the research areas defined by the College.	Actions Taken: <ul style="list-style-type: none"> • After evaluating the potential of the College's scientific activities and identifying possible research directions that align with the business and information technology studies offered at the College, a decision has been made to form two research groups: <ul style="list-style-type: none"> ➤ Applied Research in Business. ➤ Applied Research in Computer Science. Planned Actions: <ul style="list-style-type: none"> • Prepare Research Group Formation Guidelines: <ul style="list-style-type: none"> ➤ Define the structure and objectives of research teams. 	<ul style="list-style-type: none"> • A formalized research group is operational, with the aim of achieving clear and measurable results in applied research activities.. https://www.kolegija.lt/en/research/
28. The expert group strongly recommends pursuing a more ambitious development of research and experimental development activities.	Actions Taken: <ul style="list-style-type: none"> • A periodic journal of the College's research works, <i>Applied Business: Issues and Solutions</i>, is being published. • Business commissioned applied research is being conducted. 	<ul style="list-style-type: none"> • The College's research journal <i>Applied Business: Issues and Solutions</i> can be accessed at http://applied-business-solutions.eu/ • During the first half of 2022-2024, a total of 29 research papers were published.

	Planned Actions: <ul style="list-style-type: none"> • Prepare an EU-funded project aimed at R&D activities. 	<ul style="list-style-type: none"> • Since 2023, four contracts have been signed with business companies for commissioned applied research. Two of these contracts have already been executed, resulting in generated revenue.
29. The expert group recommends monitoring the integration of research results into the College's teaching and learning activities.	Actions Taken: <ul style="list-style-type: none"> • A responsible research administrator is appointed and hired to coordinate the College's research activities and monitor results. Planned Actions: <ul style="list-style-type: none"> • Prepare a Curriculum Integration Policy: <ul style="list-style-type: none"> ➤ Ensures research is embedded in teaching and learning activities. • Prepare a Research Monitoring System: <ul style="list-style-type: none"> ➤ Tracks and evaluates research performance indicators. 	<ul style="list-style-type: none"> • With the coordinated implementation of the College's applied research activities, funding from the state for scientific achievements and results has increased by 100%. • This significantly improves the conditions for sustainable research funding for the College's researchers.
30. The expert group recommends that the College invest more in attracting international students and increase participation in both incoming and outgoing Erasmus+ mobility programs if the College wishes to achieve its international ambitions.	Actions Taken: <ul style="list-style-type: none"> • The number of students participating in both inbound and outbound Erasmus+ mobility programs is consistently increasing. • Funding is attracted for short-term exchange projects under the BIP (Blended Intensive Programme). Planned Actions: <ul style="list-style-type: none"> • By December 1, 2024, prepare the procedure for the recognition of educational qualifications related to higher education obtained through foreign countries and international organizations' educational programs and submit the application to the Centre for Quality Assessment in Higher Education for the right to academic recognition. 	<ul style="list-style-type: none"> • Student mobility is steadily increasing: <ul style="list-style-type: none"> ➤ In 2023, compared to 2022, the number of students participating in outbound Erasmus+ mobility programs increased by 14%, while the number of inbound participants rose by 20%. • The attraction of funding for BIP short-term exchange projects is progressing smoothly and steadily: <ul style="list-style-type: none"> ➤ In 2023, the first confirmed Erasmus+ BIP grant (€8,000) was approved for the project, and the short-term exchanges for this activity took place in May 2024. ➤ Meanwhile, for the 2024 project, two BIP grant applications (each for €8,000) have been successfully approved, with activities scheduled for October 2024 and May 2025.

		➤ In 2025, there are plans to successfully apply for three additional grants.
31. The expert group recommends that the College continue to invest in interactions between international and local students not only through leisure activities but also through joint projects and other collaborative learning activities.	Actions Taken: <ul style="list-style-type: none"> • The study programs for business and information technology is updated, ensuring that at least one course per semester is taught in a foreign language (English), combining local and international students into joint student groups. • An electronic newsletter is published periodically (once a month) for students and faculty. 	<ul style="list-style-type: none"> • Strengthening students' language and teamwork competencies. • Enhancing the integration of international students. <p>E-newsletter: https://mailchi.mp/ed0d0c3393a6/vvk-balandis-nauja-studij-programa-asociacija-ir-primimo-startas-8324425?e=4f35e548f6 https://mailchi.mp/66c2741082c4/vvk-balandis-nauja-studij-programa-asociacija-ir-primimo-startas-8258153?e=4f35e548f6</p>
Impact on the Development of Regions and the Entire Country		
32. The expert group urges the College to more clearly specify the anticipated impact on the development of regions and the entire country, and to explicitly incorporate this into the established indicators.	<ul style="list-style-type: none"> • Conduct a feasibility study on the impact on the region. • Based on the insights gained from the feasibility study, adjust the 3rd strategic objective of VBC's strategy for 2021-2025 – to increase the impact on the region through commissioned project and applied research activities. <p>Actions Taken:</p> <ul style="list-style-type: none"> • Two groups of activities aimed at regional impact are implemented: <ul style="list-style-type: none"> ➤ Business commissioned applied research. ➤ Lifelong learning (LLL) training for the labor market. <p>Planned Actions</p> <ul style="list-style-type: none"> • Plan consultations for businesses as a regional impact activity group. 	<ul style="list-style-type: none"> • Generated Revenue: <ul style="list-style-type: none"> ➤ Income from conducted activities has been added to the College's budget. ➤ A total of €59,000 in funding has been received from the state budget for the results of applied research activities. • Lifelong Learning Package: <ul style="list-style-type: none"> ➤ A comprehensive lifelong learning training package has been created and is currently being implemented. <p> https://www.techsavvy.lt https://www.ihead.lt https://www.kolegija.lt/en/mokymai/lithuanian-language-intensive-course/ https://kursuok.lt/mokymai/list/view/ https://www.kolegija.lt/mokymai/valstybes-tarnautojams/ </p>

<p>33. The expert group urges the College to make greater efforts and, as indicated in its own indicators, to establish at least four research groups. Each of these research groups should aim to prepare several applied research projects and engage in consulting activities.</p>	<p>Actions Taken:</p> <ul style="list-style-type: none"> • Based on the evaluation of the College's research potential and the possible research directions that align with the business and information technology programs offered, the decision was made to establish two research groups: <ul style="list-style-type: none"> ➤ Applied Business Research. ➤ Applied Computer Science Research. 	<ul style="list-style-type: none"> • A formalized research group is operational, focusing on specific outcomes of applied scientific activities. • The results of these applied scientific activities also include business consulting services, with each researcher contributing 20 hours per semester..
<p>34. The expert group recommends developing a strategic vision for external activities that aligns the College's teaching and learning agendas with its research initiatives to ensure a greater impact on the development of the regions and the entire country.</p>	<p>Actions taken:</p> <ul style="list-style-type: none"> • In response to the most current market needs, four new study programs have been developed and registered: <ol style="list-style-type: none"> 1. International Hospitality Management. 2. Business Development and Entrepreneurship. 3. Beauty and Wellness Business. 4. Programming for Fintech. • International scientific conferences are being organized. <p>Planned Actions:</p> <ul style="list-style-type: none"> • Prepare for and initiate enrollment in the new study programs. 	<ul style="list-style-type: none"> • The expanded portfolio of business and IT study programs enhances the College's position in the market as a higher education institution striving for leadership in the field of business studies. • The College is organizing the international scientific conference on “Business and Entrepreneurship: Best Practices and Challenges.” https://www.kolegija.lt/en/conference/
<p>35. The expert group urges the College to actively seek projects for students that integrate the needs of businesses with the College's applied research expertise.</p>	<p>Actions Taken:</p> <ul style="list-style-type: none"> • The College's scientific journal, <i>Applied Business: Issues and Solutions</i>, is published. • The methodological requirements for the College's final theses are updated, strengthening the applied research component in the theses. • Student research papers are published in scientific journals. • A project funded by the State Study Foundation for student scientific initiatives has been won and implemented, during which an international student scientific and practical conference was held. 	<ul style="list-style-type: none"> • There has been a significant increase in the results of students' scientific and practical activities. • Publications are featured in the College's scientific journal, “Applied Business: Issues and Solutions.” http://applied-business-solutions.eu/ • Student research publications can be found here: http://applied-business-solutions.eu/ https://ltvk.lt/wp-content/uploads/2024/07/Studentu-leidinys_2024_2024-07-05.pdf • An international student scientific and practical conference was held:

	Planned Actions: <ul style="list-style-type: none"> • Increase the number of student research publications. • Organize a new international student scientific and practical conference in 2025. 	https://www.kolegija.lt/ivyko-mokslines-praktines-konferencijos-apie-di/
36. The expert group recommends developing a more active policy to identify the specific lifelong learning needs of Lithuanian society that align with the College's competencies.	Actions Taken: <ul style="list-style-type: none"> • Developed innovative lifelong learning (LLL) training products for the community, businesses, and public servants: <ul style="list-style-type: none"> ➤ IT Coursestechsavvy.lt ➤ HEAD – Executive Acceleration Program. ➤ Lithuanian Language Intensive Course. ➤ Ten training programs available on the platform Kursuok.lt ➤ Programs for public servants. Planned Actions: <ul style="list-style-type: none"> • Ensure an effective sales process for training products. • Increase revenue generated from the implementation of training programs. 	<ul style="list-style-type: none"> • A lifelong learning training package has been developed and is being implemented: <ul style="list-style-type: none"> https://www.techsavvy.lt https://www.ihead.lt https://www.kolegija.lt/en/mokymai/lithuanian-language-intensive-course/ https://kursuok.lt/mokymai/list/view/ https://www.kolegija.lt/mokymai/valstybes-tarnautojams/ • The College's revenue from training has increased, enhancing its potential to impact the region and meet the lifelong learning needs of Lithuanian society.