

**EUROPEAN HUMANITIES UNIVERSITY
INSTITUTIONAL EVALUATION 2024
RECOMMENDATIONS IMPLEMENTATION PLAN**

MANAGEMENT			
Recommendation	Planned actions and / or anticipated results of the higher education institution	Responsible divisions/persons	Time limits for the planned results
		Group leaders - Rector, deputy - Chancellor	
1. Review and revise the mission statement with a view to clarifying identity and ensuring it accurately sets out the unique characteristics and ambitions of EHU and thus, can be used as an effective strategic guide.	Review and revise the mission statement and its relationship with the strategic goals:	GAPO, BOARD, Rector, Chancellor, Senate	January 2025
	EHU will organize at least 3 strategic sessions: 1) In the format of the Senate; 2) In the format of GAPO+GB+Main donor representatives 3) In the format of EHU+Social partners in order to discuss and to align Identity of the University and to formulize main strategic statements.	GAPO, BOARD, Rector, Chancellor, Senate	October 2024
	Launch of the process of EHU mission and strategy update during the Rectorate meeting, selecting the working group.	Rector, Chancellor	October 2024
	Working group prepares three documents: (1) Progress report on the EHU strategy implementation; (2) SWOT analysis with a focus on EHU mission inconsistencies highlighted by SKVC experts; (3) first draft on the updated mission and strategy 2024-2028.	Rector, Chancellor	November 2024
	Senate and Student Council provide their feedback, the second version of the SWOT analysis and updated mission and strategy is created.	Senate, Student Council	December 2024
	The second version is presented to remaining EHU stakeholders: donors, alumni, social and business partners.	GAPO, BOARD, Rector, Chancellor, Senate	December 2024
	The third version of the document is created including feedback from stakeholders. The third versions of both documents are discussed at the joint session of Rectorate and Senate, updated if necessary.	GAPO, BOARD, Rector, Chancellor, Senate	December 2024
	The third version is SWOT, mission and strategy is discussed by GAPO and Governing Board, with participation of key donors.	GAPO, BOARD, Rector,	December 2024

		Chancellor, Senate	
	Formal approval of updated EHU mission and strategy 2024-2028	GAPO, BOARD, Rector, Chancellor, Senate	January 2024
	<p>Development of a definition of the 3rd mission of EHU, which would replace the vague and at the same time bureaucratic approach to the 3rd mission in the Strategy 2021-2026:</p> <ul style="list-style-type: none"> - Attempt to define the 3rd mission of EHU in a more definite and certain manner. - Find a common understanding of the notion of a 3rd mission for EHU. 	GAPO, BOARD, Rector, Chancellor, Senate, EHU Research Centres and Laboratories	July - December 2024
<p>2. Review the system of KPIs to distinguish institutional KPIs and project / activity milestones, and personal performance targets.</p>	<p>To review KPIs system in order to strengthen personal performance component:</p> <ul style="list-style-type: none"> - Form a working group whose task would be to prepare a clear model of linking the University's strategy, AWP and KPI in order to clearly distinguish between personal and institutional KPIs, their interdependence and relevance. - To discuss and agree on a common understanding of the KPIs system and its functioning among the employees in the academic community. 	Rector, Chancellor, HR Unit	October 2024
<p>3. Revise institutional KPIs to clearly link them to envisaged impact and strategic objectives over the entire strategy cycle.</p>	<p>To review institutional KPIs: Create a model that combines University Strategy, AWP, KPIs into a unified and traceable achievement system, which contains adequate information allowing members of the academic community to understand, track and act in fulfillment of the university's mission, conduct studies, scientific research, and third mission activities.</p>	Rector, Chancellor, HR Unit	October 2024

4. Ensure a direct link between performance assessment outcomes and the professional development support.	To create an institutional support system for the professional development of academic and non-academic staff and to prepare guidelines and plans for the improvement of personnel qualifications:	HR Unit, ASC	March 2025
	Prepare an information and data collection model that will allow systematic analysis of staff professional development needs.	HR Unit, ASC	January 2024
	Prepare a mandatory introductory training program for newly admitted academic and non-academic staff, including basic training on the university's mission, strategy, requirements for academic and non-academic staff, internal regulation of the quality of the study process, the use of a virtual teaching environment, principles of academic ethics, principles of university didactic access (Liberal Art education, student-centered pedagogy), aspects of communication in a multicultural environment.	Vice-rector for Academic Affairs, HR Unit, ASC	February 2024
	Prepare guidelines for academic staff qualification improvement, which would be focused on targeted, systematic academic staff qualification improvement, strengthening academic staff's soft (language skills, interpersonal communication, fundraising skills, project management, etc.) and professional pedagogical and subject competencies.	Vice-rector for Academic Affairs, HR Unit, ASC	February 2025
	Prepare guidelines for improving the qualifications of non-academic personnel, which would include not only the improvement of professional administrative and organizational competencies, but also soft competencies (language skills, interpersonal communication, fundraising skills, project management, etc.)	HR Unit	March 2024
	Include indicators of personal participation in qualification development in the employee evaluation system.	Rector, Chancellor HR Unit	2024-2025 a. y.
5. Strengthen the role of the Senate in academic decision making as it is prescribed by law of Lithuania, and to change Statute accordingly	To update the Statute of University by giving the Senate a greater role in the decision of academic matters and strengthen the role of the Senate as a decision making body in academic affairs.	GAPO, BOARD, Rector, Chancellor, Senate	Until November 2024
6. Continue increasing application of fundamental values such as democratic governance, transparency, responsiveness and non-discrimination.	In order to support the culture of fundamental values such as democratic governance, transparency, responsiveness and non-discrimination, to conduct activities based on respect for human rights, democracy and the role of the law and involve students as well as social partners in all commissions and committees.	Rector, Chancellor, HR Unit	Starting from 2023-2024 a. y.

	Expand the competencies of the Academic Ethics Commission by emendent of the existing acts and by including members who have specific competencies to examine and evaluate cases of harassment and discrimination.	Rector, Chancellor, Senate	Starting from 2023-2024 a. y.
7. Continue diversification of funds to ensure long-term financial sustainability and ability of EHU to continue its activities.	<p>To build a positive atmosphere within and between the different groups and facilitate integration of the EHU staff and students into Lithuanian culture and society:</p> <ul style="list-style-type: none"> - free Lithuanian and other language courses for students and employees - gradual inclusion of Lithuanian language courses in study programs - team strengthening training joint projects of employees, employees and students aimed at strengthening the community, etc. 	Rector, Chancellor	Continuous activity
8. Ensure sufficient infrastructural capacity for growth.	<p>To rent additional premises:</p> <ul style="list-style-type: none"> - for classrooms, - for dormitories, - rooms where students can meet the teachers for private consultations, and where students can carry on their extracurricular activities and socialization. 	Rector, Chancellor, Infrastructure Unit	Starting from 2023-2024 a. y.

QUALITY ASSURANCE

Recommendation	Planned actions and / or anticipated results of the higher education institution	Responsible divisions/persons	Time limits for the planned results
		Group leaders - Vice-Rector for Academic Affairs, Deputies - Head of ASC, Chair of the Senate	
1. Develop a comprehensive QA framework that covers all areas of EHU activities - management, governance, administration, studies, research, and the 3rd mission.	To expand QA framework that covers all areas of EHU activities and leads to institutionalization, formalization and systematization of QA activities, shaping of QA culture within the all university activities and prepare guidelines for:	Vice-Rector for Academic Affairs, Chancellor, PMO, ASC, Quality coordinator (ASC), Heads of AD, Student Services Unit, Senate	2024-2025 a. y.
	- QA in management and governance	Rector, Chancellor, Infrastructure Unit, HM Unit	
	- QA in administration	Rector, Chancellor, Infrastructure Unit, HM Unit, ASC, AD	
	- QA in studies and research	Rector, Chancellor, Vice-Rector for Academic Affairs, PMO, ASC, Heads of AD, Senate	
	- QA framework in 3rd mission activities	GAPO, GB, Rector, Chancellor, Vice-Rector for Academic Affairs, Chancellor, PMO, ASC, Heads of AD, Senate, Students Union	
2. Regularly review the effectiveness of the QA system with a view to enlarging tools and formal reports.	An annual review and assessment of the effectiveness and usability of QA tools and formal reports for analysis is conducted.	Vice-Rector for Academic Affairs, Chancellor, PMO, ASC, Quality coordinator (ASC), Heads of AD,	1st review February 2024, starting from September 2024 every September

		Student Services Unit, Senate	until new decision
3. Increase the capacity of data analysis and usage, including cross-referencing of data and information.	<p>To implement various data collection and analysis systems related to studies, scientific (artistic) activities, the 3rd mission, project activities:</p> <ul style="list-style-type: none"> - 1. Field of administrative activities: data collection of students and staff feedback surveys, comparative analysis of those data. - 2. Field of study executing: data collection of student feedback surveys for long-term comparative analysis, comparative analysis of students' study results and drop-out data, analysis of drop-out reasons by study programs and study forms, etc. - 3. Field of research (art) activities: data collection on research activities (outside and inside sources) analysis of various data. - 4. Field of the work with students: data collection of alumni surveys. - 5. Field of project activities: introduction of project management system and data on project activities collection and analyzing. - 6. Activities of the third mission: centralized data collection of 3rd mission activities, analyzing of volume and thematic variations of this activity. 	Vice-Rector for Academic Affairs, PMO, Chancellor, ASC, Senate, Quality coordinator (ASC)	1st draft of data collection and analysis systems - July 2024 Start of data collection and analysis - September 2024
4. Carry out in-depth analyses in areas of major concerns, such as high drop-out rates.	<p>To create and implement a model of drop-out prevention action based on drop-out reasons analysis:</p> <ul style="list-style-type: none"> - To prepare first draft of model (October 2024) - To discuss model within the academic community (December 2024) - To implement a model for prevention drop-out. 	Vice-Rector for Academic Affairs, ASC, AD	July 2024 - July 2025
5. Develop a system of internal and external benchmarking of key success metrics.	<p>To develop an internal and external benchmarking of key success metrics in QA and to organize a broad discussion of the system at various levels in the academic community:</p> <ul style="list-style-type: none"> - In the field of administrative activities. 	Vice-Rector for Academic Affairs, Chancellor, PMO, ASC, Quality coordinator	Development of the system of internal and external

	<ul style="list-style-type: none"> - Field of study executing (data collection of student feedback surveys (qualitative and quantitative) for long-term comparative analysis, comparative analysis of students' study results and drop-out data, analysis of drop-out reasons by study programs and study forms, etc.) - Field of research (art) activities. - Field of the work with students. - Field of project activities. - Activities of the 3rd mission. 	(ASC), Heads of AD, Student Services Unit, Senate, Students Union	benchmarking of key success metrics in QA – October-December 2024. Broad discussion within the academic community - 2024-2025 a. y.
6. Ensure better linkage between QA outcomes and strategic planning.	To review linkage of QA goals and benchmarks with strategic plans.	Vice-Rector for Academic Affairs, Chancellor, ASC, Quality coordinator (ASC), AD, Senate	2024-2025 a. y.
	To prepare proposals for aligning QA and strategic planning.	Vice-Rector for Academic Affairs, Chancellor, ASC, Quality coordinator (ASC), AD, Senate	2024-2025 a. y.
7. Review the system of academic ethics, discrimination, and gender equality to ensure it effectively addresses occurring cases; raise the awareness of the EHU community on discrimination issues and equal treatment.	To review the regulation and procedures of assurance of academic ethics, non-discrimination, gender equality, equal treatment at university.	Chancellor, EHU Lawyer, HR Unit, Senate, Academic Ethics Commission	December 2024
8. Develop an action plan for implementation of the institutional ‘quality culture’.	Developing an action plan to implement an institutional “culture of quality” based on inclusiveness and respect for the law: <ul style="list-style-type: none"> - Consider the plan in the Senate and in the wider academic community. - Formalize the action plan on implementation of institutional ‘quality culture’. 	Vice-Rector for Academic Affairs, Chancellor, ASC, PMO, Senate	December 2024

9. Improve (internal) communication of QA outcomes and actions taken.	Improvement of internal communication of QA outcomes and actions taken on regular provision of information for community on achievements of QA benchmarks (e.g. students' survey results and action taken after surveys, achievement of research (art) benchmarks, etc.)	Communication and Marketing Unit Unit in cooperation with ASC, PMO, Senate, Students Union	Regularly, starting from May 2024
10. Explore possibilities to further involve social partners in key QA processes.	To organize a series of round table discussions on the wider involvement of social partners in QA activities, greater involvement of social partners not only in studies, but also in project, research (art) activities.	Vice-Rector for Academic Affairs, Heads of AD, Student Services Unit, Senate	2024-2025 a. y. onwards

STUDIES AND RESEARCH (ART)

Recommendation	Planned actions and / or anticipated results of the higher education institution	Responsible divisions/persons	Time limits for the planned results
		Group leader - head of PMO, Deputy – Vice-Rector for Academic Affairs	
1. Develop an approach for student-centered pedagogy and build capacity for its implementation.	To organize a cycle of professional development events for teachers aimed at understanding and applying the student-oriented educational paradigm in the study process.	ASC in cooperation with AD	From 2024-2025 a. y. onwards
	Conduct training courses and support activities for academic staff on how to integrate these concepts into program design and delivery, in the context of contemporary European higher education. This should include emphasis on development and application of transferable, soft skills, and an emphasis on employability.	ASC in cooperation with AD	From 2024-2025 a. y. onwards
	Involve students in regular monitoring and feedback on academic program design and content, with the aim of ensuring student-centered principles are applied.	ASC in cooperation with AD	From 2024-2025 a. y. onwards
	Conduct information sessions for staff and students on student-centred approaches (for instance, using the toolkit developed by the European Students Union)	ASC in cooperation with Student Services Unit	From 2024-2025 a. y. onwards
	Strengthen extra-curricular support to students (through personal tutoring, student support activities, career guidance, etc.) in line with student-centered approach principles.	Student Services Unit	From 2024-2025 a. y. onwards
2. Ensure a shared understanding of the concept ‘Liberal Arts’ and its systematic implementation in teaching practices.	To organize a cycle of professional development events for teachers, dedicated to the Liberal Arts educational paradigm and its practical application possibilities in the study process.	Vice-Rector for Academic Affairs, ASC in cooperation AD	From 2024-2025 a. y. onwards

	Conduct training courses and support activities for academic staff on how to integrate these concepts into program design and delivery, in the context of contemporary European higher education. This should include emphasis on development and application of transferable, soft skills, and an emphasis on employability.	Vice-Rector for Academic Affairs, ASC in cooperation AD	From 2024-2025 a. y. onwards
	Develop a short guide for teaching staff, administrative staff and students to explain the concepts of what Liberal Arts education is.	Vice-Rector for Academic Affairs, ASC in cooperation AD	From 2024-2025 a. y. onwards
	Expand opportunities for students to select modules from other subject areas to their main program of study.	ASC in cooperation AD	From 2024-2025 a. y. onwards
3. Develop an appropriate strategy to research activities considering the plans to update the mission of the EHU and its internal needs to grow.	Updated research (art) strategy to reflect changes in mission and strategic plans.	Rector, Chancellor, Senate, Head of PMO	Until January 2025
4. Continue increasing focus on research activities and outputs; raise research ambitions.	Further develop and adopt University-wide research (art) activity support mechanisms with individualized benefit elements, thus promoting direct relation between institutional needs, building of research culture and individual faculty motivation to follow this trend.	Rector, Chancellor, PMO	Continuous activity
	To investigate existing good practices and set ambitious, but at the same time – logical benchmarks for annual institutional and individual research (art) activity achievements.	Rector, Chancellor, PMO, AD	
5. Establish criteria to assess how internships meet respective learning outcomes of study programs.	Reviewed and updated learning outcomes of study programs in line with updated internships outcomes assessment.	AD, Study fields committees	October 2024

6. Extend and intensify international collaboration and project participation; Introduce practices that support the increase of the number of research groups, including those with researchers from foreign countries and with international funding.	Increase the quantity of applications prepared and submitted to external funding organizations (including the range of external funding sources available to European and Lithuanian universities – e.g. Erasmus+, Horizon).	PMO, Student Services Unit	June 2026
7. Increase financial and methodological support for research grant writing.	Conduct trainings on European funding opportunities with a team from DG Research of the EC.	PMO	June 2025
	Set up agreements with partner universities for opening access to online training courses in research proposal preparation offered in English language to academic and administrative staff.	PMO	2024-2025 and 2025-2026 a. y.
	Set up 2-3 pilot groups of EHU staff (also to involve external contributors + social partners) to develop research project funding proposals, with the aim of submitting completed proposals by late- 2025/mid-2026.	PMO, AD	2024-2025 and 2025-2026 a. y.
8. Involve social partners more actively in research grant applications and implementation.	Include social partners in the formation of annual plans for research proposal preparation.	PMO, AD, Heads of Research Centers	from February 2025 onwards
	Identify roles for social partners in research funding proposals where appropriate.		
9. Ensure that the social partners' contribution to the development of education, research and the third mission is supported by effective collection and usage of their feedback.	Develop the system of effective collection and usage of the social partners' feedback and contribution to the university activities in fields of studies, research (art), third mission.	AD, Study fields committees, PMO, ASC, Heads of Research Centers	From October 2024 continuously
10. Analyse in-depth academic mobility data and trends, and assess the added value of these activities.	Collect data on academic staff mobility and mobility results, systematically analyze mobility results, directionality and added value.	Institutional mobility coordinators	from October 2024 continuously

IMPACT ON THE COUNTRY OF ORIGIN

Recommendation	Planned actions and / or anticipated results of the higher education institution	Responsible divisions/persons	Time limits for the planned results
		Group leaders - Vice-Rector for Academic Affairs, Deputies – Chancellor, Chair of the Senate	
1. To expand the use of the Belarusian language at EHU, to strengthen the students' Belarusian identity.	Conduct Belarusian language courses for students, teachers, non-academic staff.	AD, Centre for Belarusian Studies	from October 2024 continuously
	Growing number of courses in Belarusian language in regular study programs.	AD, Centre for Belarusian Studies	from October 2024 continuously
	<p>Activities of The Center for Belarus and Regional Studies (CBRS) by attracting students and the entire academic community to events organized by the center, ongoing projects, and scientific research.</p> <ul style="list-style-type: none"> - To support use of Belarusian as language of teaching and learning, consider: <ul style="list-style-type: none"> • Request for donor support to develop glossaries of Belarusian terms for social sciences and humanities disciplines (can be made available online for public use as well). • Request donor funding to support development of teaching materials in Belarusian (including translation of English or other language materials). • Incorporate use of the proposed independent media archive for teaching purposes. 	AD, The Center for Belarus and Regional Studies (CBRS)	from October 2024 continuously

<p>2. To strengthen the learning of the Lithuanian language at EHU and thus provide students with the opportunity to integrate in Lithuania more easily, first of all taking into account the fact that, due to political circumstances, some students do not return to Belarus after their studies.</p>	<p>Conduct Lithuanian language and culture courses for students, teachers, non-academic staff.</p>	<p>ASC</p>	<p>Regularly every year</p>
	<p>Gradually include Lithuanian language courses in all BA regular study programs.</p>	<p>Vice-Rector for Academic Affairs, AD</p>	<p>from October 2024 continuously</p>
	<p>Continue to promote opportunities for students to integrate into Lithuanian life through e.g. conduct of projects with Lithuanian organizations (such as Science Shop and others). Explore possibilities for conduct of joint student activities with Lithuanian HEL.</p>	<p>Vice-Rector for Academic Affairs, AD, SS Union, Students Union</p>	<p>from October 2024 continuously</p>
<p>3. Start implementing the project "Establishment of the EHU Distance Learning Center and Creation of a Network of Independent Distance Learning Service Providers in Belarus" as soon as possible.</p>	<p>In June 2024, it was decided that EHU will not take part in the implementation of this project. However, EHU teachers will be able to participate in this project.</p> <p>To enhance EHU Online and Life-Long Learning capabilities and increase of EHU online learning technical and content creation capacities:</p> <ul style="list-style-type: none"> - staff training - update of technologies - promotion of the digital study resources creation (providing study activities with innovative digital content and expanding the offer of online training for external users). 	<p>Vice-Rector for Academic Affairs, ASC</p>	<p>2024 - 2026</p>
	<p>To conduct a search for donors to ensure the necessary upgrades of EHU online capacities are obtained.</p>	<p>Rector, Vice-Rector for Academic Affairs, ASC</p>	<p>2024 - 2026</p>

<p>4. Continue to participate in international projects and initiatives in order to attract as many international donors as possible. It is also recommended that EHU itself work more actively in building and maintaining relations with international donors (embassies of the democratic world, various foundations, especially US foundations).</p>	<p>Organize regular donor conferences (blended format) to present EHU initiatives (actual and proposed) to potential donors.</p>	<p>Rector, Chancellor</p>	<p>Continuous activity</p>
	<p>Include donors in the mailing list for events to ensure visibility and awareness of the active calendar of events organized at EHU.</p>	<p>CM Unit, PMO</p>	<p>Continuous activity</p>
	<p>Present donors with focused project-based activities for their consideration for support in line with donors' specific priorities.</p>	<p>AD, PMO</p>	<p>Continuous activity</p>
	<p>Increase the quantity of applications prepared and submitted to external funding organizations that support activities mapping against the 3rd mission.</p>	<p>AD, PMO, Research Centers</p>	<p>Continuous activity</p>
	<p>Increase participation as a partner organization in tenders submitted to funders on themes relating to the 3rd mission.</p>	<p>AD, PMO, Research Centers</p>	<p>Continuous activity</p>
<p>5. EHU community to get more involved in joint activities (events, meetings, projects) with Belarusian civil society organizations located in Lithuania.</p>	<p>Include representatives of Belarusian civil society, independent media, business community, etc. in the mailing list for events to ensure visibility and awareness of the active calendar of events organized at EHU.</p>	<p>CM Unit</p>	<p>Continuous activity</p>
	<p>Ensure that relevant activities that are already being conducted are noted in relevant annual reporting in order that visibility is achieved (while respecting necessary safety precautions).</p>	<p>CM Unit, PMO</p>	<p>Continuous activity</p>

<p>6. Continuing to maintain the Belarusian dimension of EHU, looking at new geopolitical realities, to pursue the perspectives/ambitions of the university as a regional educational center.</p>	<p>Continue to organize events (conferences, meetings, workshops, exhibitions, etc.) relating to thematic areas relevant to Belarus and the broader region.</p>	<p>Centre for Belarusian Studies, Academic Departments</p>	<p>Continuous activity</p>
	<p>Seek opportunities (including through external funding) to expand EHU activities in this sphere, e.g. acting as a hub for public and professional debates, gatherings of policymakers, summer schools for practitioners, etc. in relevant thematic areas.</p>	<p>Research Centers and Laboratories of EHU</p>	<p>Continuous activity</p>
