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Lietuvos Inžinerijos Kolegija Higher Education Institution Progress Report on the Implementation of External Evaluation Recommendations

Director

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Evaluated Area	Expert Recommendation	Implemented and Planned Actions	Achieved or Expected Change (detailing how the planned actions have contributed or will contribute to the implementation of the recommendation, including evidence of achieved results)
1. Governance	1.1. In order to achieve its ambitions more effectively, the HEI should review its Strategy and: - replace the emphasis on flexibility and a reactive approach to regional needs and opportunities with a more proactive approach, supported by a high-level strategic plan with key long-term objectives, on the basis of which the leaders responsible for the development of studies, research and internationalisation could be mandated to ensure year-on-year progress towards the overarching goal of becoming an internationally recognised HEI; - reorient process management towards the achievement of long-term objectives; - expand risk management in order to identify threats arising from the globalisation of higher education; - define strategic objectives related to graduate competences, grounded in strong technical abilities and well-developed interpersonal skills, a more international study environment and increased emphasis on research-based learning.	Implemented Actions: Over the past years, a number of significant changes have taken place, either initiated by the HEI itself or through its proactive participation in ongoing developments. - In response to regional needs and in order to strengthen the HEI's leadership in the field of engineering, in 2024 it was decided to merge with Kaunas Forestry and Environmental Engineering University of Applied Sciences. This strategic step was adopted following a market analysis and an internal assessment of opportunities. Following the merger, the institution was renamed Lietuvos Inžinerijos Kolegija Higher Education Institution, and two faculties were established: the Faculty of Environmental Engineering and the Faculty of Industrial Engineering and Technology. - Following the merger, a new Strategy for the period 2026–2030 (Annex 1) and a Strategy Implementation and Indicator Plan (Annex 2) were prepared and approved. These were developed on the basis of a SWOT analysis, an assessment of potential risks and risk management measures, and the modelling of institutional development scenarios up to 2035. All relevant stakeholders were involved at the Strategy development stages, with particular emphasis placed on the expectations and active involvement of business and industry representatives. Various formats of meetings and events (including round-table discussions and forums) continue to be organised on a regular basis. - In pursuit of the objective of becoming an internationally recognised institution, in 2024 LIK, together with nine foreign higher education institutions, established the ACE²-EU European University Alliance. This represents a significant strategic step strengthening the institution's international visibility, academic credibility and competitiveness within the European Higher Education Area. - With the aim of strengthening student competences, the new Strategy places strong emphasis on study quality, the restructuring of the study model, and the active involvement of students in research activities and participation in international environments. A gradual transition is being implemented towards higher-level international student conferences, reducing the emphasis on institution-level events. In 2024, the international conference “Engineering and Educational Technologies: Combination of General and Engineering Competences Implementing the EU Green Deal” was organised, during which 40 presentations were delivered, including 20	The merger of the two higher education institutions constituted a fundamental strategic decision that significantly strengthened the positioning of Lietuvos Inžinerijos Kolegija Higher Education Institution within the national higher education system and created the conditions for the consistent implementation of expert recommendations regarding long-term institutional development, strategic leadership and consolidation of research potential. Following the merger, the concentration of academic and research competences enabled a transition from isolated, ad hoc research initiatives to systematically organised and institutionally coordinated research and R&D activities. This facilitated the implementation of higher-level applied and interdisciplinary research, particularly in the areas of the Green Deal, sustainability, environmental engineering and related engineering solutions. In this way, expert recommendations concerning the strengthening of research–study integration and the development of research-based learning aligned with regional and industrial needs were directly implemented. The strengthening of institutional research capacity has also enabled more active participation in national and international R&D programmes, enhanced cooperation with business, and the formation of new research teams capable of responding to complex sustainable development challenges. Evidence of this impact is demonstrated by the clear leadership of Lietuvos Inžinerijos Kolegija Higher Education Institution in the national context of college-level research performance, based on official evaluations conducted by experts of the Research Council of Lithuania. Following these evaluations and approval of final results, the share of state incentive funding allocated to the HEI constituted a significant proportion of the total funding allocated to the higher education institution sector: 38.00% in 2023, 41.94% in 2024, and 53.64% in 2025. The expert recommendation to strengthen graduate competences, with particular emphasis on sustainability and the Green Deal, has been implemented. Sustainability has been systematically integrated into the curriculum through the creation of new study subjects, compulsory for all students of Lietuvos Inžinerijos Kolegija Higher Education Institution, regardless of study field. As a result, sustainability competence development has become an integral part of the study model, rather than a separate or optional initiative, in line with the HEI's motto: “Sustainable engineering, where people, technology, and nature work together”. This approach aligns with expert recommendations to clearly link strategic institutional objectives with graduate competences and

		prepared by students together with their academic supervisors. In 2025, the international scientific conference “Engineering and Educational Technologies 2025” was held, with a total of 74 presentations, including 25 prepared by students and their academic supervisors. In the same year, together with the Latvia University of Life Sciences and Technologies, the international scientific conference EcoTech was organised. For the first time, LIK contributed to the organisation of an international conference abroad, where 96 presentations were delivered by research teams from 12 countries, including six presentations by LIK researchers. The academic staff performance evaluation and motivation system has also been updated, introducing incentives to encourage greater involvement of both students and academic staff in research activities. - The institution is actively engaged in shaping national and international higher education policy. - Members of LIK participate in various national and international associations, ministerial working groups and similar bodies. For example, the Director serves as President of the The Conference of Directors of Lithuanian Higher Education Institutions, a Board Member of the European Association of Institutions in Higher Education (EURASHE), and a Member of the State Progress Council. Planned Actions: - New study modules and joint study programmes shall be developed within the framework of the ACE²-EU Alliance, ensuring both internationalisation and the development of students’ professional and interdisciplinary competences. - In cooperation with ACE²-EU partners, joint European degree programmes shall be developed and implemented in accordance with the criteria for awarding the European Degree label. Representatives of the HEI are already involved in the Joint Master’s and Doctoral Quality Management Committee responsible for developing the Alliance’s quality system. - Study programmes shall be restructured in accordance with the Work-Based Learning (WBL) model, ensuring learning infrastructure and state-of-the-art technologies in cooperation with business and industry. - A student incentive system shall be developed to motivate active participation in Alliance activities and research. - A fund for the development and promotion of student research competences shall be established.	labour market expectations, strengthening both technical and interdisciplinary skills. The integrated sustainability approach enables the training of engineers capable of evaluating technological solutions within broader social, environmental and economic contexts, thereby enhancing graduate competitiveness and institutional reputation. National-level recognition of these outcomes is also evident. According to the 2025 Lithuanian Higher Education Rankings, Lietuvos Inžinerijos Kolegija Higher Education Institution ranks first among higher education institutions in terms of the scope of engineering study fields, employer evaluations and graduate salaries. Strengthened cooperation with engineering business and industry stakeholders creates the conditions for becoming a leading centre for engineering studies, research and expert services. Increased trust in LIK is reflected in tangible collaboration outcomes: In 2025, the Drone Lab was established in cooperation with the Lithuanian Riflemen Union, the Laser Welding Laboratory with UAB Diodela, and the CF Moto Motorcycle Structure Laboratory with UAB CF Moto. In 2026, a MAN Truck Laboratory is planned in cooperation with UAB Adamapolis. Membership in the Alliance enables systematic development of internationalisation, the introduction of innovative study and cooperation models, and integration into European university initiatives. Participation in the Alliance provides extensive international opportunities for students and staff, including short-term physical, blended and virtual mobility, pedagogical and professional development, participation in international projects and networking activities. This contributes to improved study quality, labour market relevance of competences and increased institutional attractiveness. In 2025, academic staff actively participated in the development of international study modules during ACEploration missions (five events) and pedagogical competence development activities (two BIPs and a conference), while students engaged in various international learning opportunities (seven ABC programmes). A consistent increase in academic community engagement has been observed. Two international project applications were prepared, and joint initiatives with Alliance partners were launched, including Talent Inflow 4 Digital Minds (TI4DM) (No. 2025-1-RO01-KA220-HED-000355192, value EUR 0.4 million) and AI-based Chatbot GPT Integration Coaching Toolkit – ARTIFIGEN (No. 2024-1-CY01-KA220-HED-000256806, value EUR 250, 000). The 2026–2030 strategy establishes long-term objectives and measures empowering the entire LIK community to act jointly towards shared goals, with annual monitoring of progress based on a system of indicators.
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	1.2. The current objectives, tasks, indicators and aggregation algorithm of the monitoring system should be reassessed and, where necessary, supplemented with more informative indicators.	Implemented Actions: - The Strategy for the period 2026–2030 (Annex 1) and the Strategy Implementation and Indicators Plan (Annex 2) have been prepared, establishing a clear system of indicators that enables monitoring of progress towards strategic objectives. - A Strategy and Quality Management Centre has been established and mandated to monitor the implementation of the Strategy. Planned Actions: - An effective indicator monitoring system shall be developed, enabling timely and data-driven decision-making.	The establishment of the Strategy and Quality Management Centre, entrusted with monitoring the implementation of the Strategy and other related functions, shall contribute to the effective achievement of strategic objectives, enable timely responses to change, support risk management and facilitate data-driven decision-making.
	1.3. In developing the next strategy, greater efforts should be made to enhance the internationalisation of the Faculty of Environmental Engineering.	Implemented Actions: - In the Strategy, internationalisation is not only addressed horizontally across all areas, but is also identified as a distinct strategic objective aimed at strengthening study quality, increasing the level of research and projects, and enhancing institutional maturity through systematic international cooperation and participation in international networks. - Through participation in the ACE²-EU European University Alliance, students and academic staff have been provided with opportunities to engage in short-term physical, blended and virtual mobility activities at eight partner universities within the Alliance. Students are offered a broad range of international study and competence development opportunities, including participation in summer and winter schools (Flavour Schools), international study modules (ABC, BIP), international impactathons and hackathons, COIL and MOOC-based activities, as well as other initiatives. Opportunities are also provided to participate in Social Impactors and Entrepreneurship Academy programmes, Entrepreneurship Network and Stakeholder Workshops. Academic staff actively participate in ACE²-EU ACEploration missions focused on the development and improvement of international study modules, programmes and pedagogical activities for students, academic	Following the intensification of internationalisation activities, positive developments are already evident within the Faculty of Environmental Engineering: In 2025, academic staff mobility visits increased by 11%, and 22 students participated in study exchanges, compared to only six students in 2023. In 2025, 26 academic staff members and 45 students participated in ACE²-EU Alliance activities. The Faculty of Environmental Engineering is particularly active, with the Alliance's institutional coordinator being the Dean of the Faculty. Through systematic implementation of strategic objectives, by 2030 the institution aims to become internationally recognised, with approximately 20% international students, established joint and double degree programmes, 15% international academic staff, 10% international researchers, and an active network of 60 partners with whom annual activities are conducted.

		and administrative staff. Pedagogical competences are further strengthened through participation in ABC, COIL, MOOC, ALES, ALPS and BIP training, as well as international pedagogical conferences. - An analysis of cooperation agreements with foreign institutions has been carried out, with particular emphasis on the compatibility of courses taught in English across programmes. Agreements with partner universities have been renewed or signed via the EWP platform. The list of courses taught in English within the Faculty of Environmental Engineering has been reviewed and updated. - Applications under KA171 have been submitted in order to expand the partner network to additional geographical regions. - An international audit of internationalisation activities was initiated and conducted, and based on its conclusions an Internationalisation Strategy was prepared in 2022 (Annex 3), which guided internationalisation activities during the period 2022–2025. Planned Actions: - In line with the strategic objectives of the ACE²-EU Alliance, it is planned that over the next three years 744 mobility opportunities shall be created for students of Lietuvos Inžinerijos Kolegija Higher Education Institution and 255 mobility opportunities for academic staff. - Interdisciplinary programmes shall be developed in cooperation with Alliance partners, with active involvement of academic staff from both faculties. - The Internationalisation Strategy and international student recruitment campaigns shall be updated, with a focus on a wider range of countries. - Double degree study programmes shall be developed in cooperation with foreign partners.	
	1.4. In order to ensure effective implementation of strategic development and flexibility in responding to emerging national and international challenges, it is recommended that the strategic monitoring system be reviewed and, where necessary, simplified and improved. This should also include the planning and development of a funding attraction strategy and an investment plan, in parallel with a research plan. A defined proportion of the budget should be allocated to support the financing of strategic actions.	Implemented Actions: - During the development of the Strategy for the period 2026–2030, an assessment of financial resources required for achieving strategic objectives was carried out, and financial resources were aligned with the estimated costs necessary for implementation. - A Strategy and Quality Management Centre has been established and tasked with developing a strategic monitoring system. Planned Actions: - Annual budget planning shall be conducted in accordance with strategic priorities and the financial costs associated with strategic measures. - The new strategy includes measures for attracting additional financial resources.	The new strategy has been developed based on an integrated approach within the context of institutional merger, combining external environment analysis, risk management, financial planning and alignment of strategic objectives with institutional ambitions. Particular attention was given to risk identification and management, including risks related to student number fluctuations, recruitment and retention of academic staff, internationalisation development, R&D funding and infrastructure renewal. These risks have been linked to specific preventive and mitigation measures. The strategy highlights synergy between strategic objectives, ambitions and existing and planned resources. In the new operational period, the institution is purposefully strengthening a culture of data-driven decision-making through the development of a comprehensive monitoring system covering

		- Investment plans shall be developed in line with strategic objectives (two plans are currently under preparation). - The Research Development and Implementation Plan is currently being updated.	strategic indicators, study quality, internationalisation, R&D activities, human resources and financial performance. Timely and centralised monitoring is expected to enable not only the recording of progress achieved but also the early identification of deviations from planned targets, timely corrective actions and more effective change management in a dynamic national and international higher education environment.
	1.5. The HEI should review the roles and responsibilities of the senior management team in order to ensure that oversight and authority for key strategic areas are appropriate and enable successful outcomes. To ensure maximum effectiveness, it may be necessary to centralise the budget instead of the currently applied decentralised model.	Implemented Actions: - In response to expert observations and institutional changes, and in order to improve organisational efficiency, the Structure and Governance and distribution of responsibilities were comprehensively reviewed and the following actions were implemented: - A Science and Business Cooperation Centre was established to enhance the effectiveness of partnerships with business and to expand commissioned research activities. - Research groups were formed and a Research and Development (R&D) Centre was established to support the systematic development of research activities. - An International Relations Office was established to strengthen internationalisation and ensure synergy across international activities. - A Strategy and Quality Management Centre was established to support the implementation of the Strategy, systematic coordination of activities and the development of a quality culture. - Following the merger of the two institutions (KTK and KMAIK) in 2024, both academic and administrative functions were centralised. Two faculties were established: the Faculty of Industrial Engineering and Technology and the Faculty of Environmental Engineering. Faculty structures were harmonised, replacing former departments with study field groups formed by merging two to three departments. - The position of Deputy Director for Academic Activities was established, and responsibilities were redistributed among the Director, Deputy Director for Academic Activities and the Head of Administration. - The HEI budget, study processes and research processes are managed centrally. At the same time, each research group is allocated an individual fund based on the previous year's research performance, which may be managed autonomously to cover conference participation fees, travel expenses, scientific publication editing and translation services.	The merger of two institutions required significant time investment and extensive consultation with the community to ensure successful integration across all areas of activity and effective staff synergy within a single institution. A three-year transitional period was planned for process integration, with full completion envisaged by 2027; however, approximately 90% of merger-related processes have already been implemented. This is considered a successful outcome when compared with merger experiences of other institutions. The consolidation of activities and establishment of new organisational units have already produced measurable results. For example, within one year of establishing the Science and Business Cooperation Centre, commissioned R&D activities amounted to EUR 429,338 in 2024, and 19 projects were successfully awarded. Structural changes and the establishment of new units, concentrating activities and senior-level expertise, create favourable conditions for the successful implementation of strategic objectives. Following the institutional restructuring, redistribution of responsibilities and establishment of new units, institutional efficiency, governance consistency and the pace of strategic implementation have increased. The establishment of the Science and Business Cooperation Centre has strengthened partnerships with business, increased commissioned R&D activities and revenue, and enhanced incentives related to such activities. The Centre enables systematic identification of business and industry needs, more rapid formation of project teams and more effective integration of practical challenges into study processes, thereby strengthening the institution's role within regional and national innovation ecosystems. The establishment of the Research and Development Centre for Applied Research and Experimental Development and structured research groups has enabled a transition from fragmented, individual research activity to a coordinated, strategic and continuous research development model. This is expected to increase the number of successfully prepared and funded national and international projects, strengthen the integration of studies and research, and generate greater practical impact, particularly in

		Planned Actions: - A Deputy Director for Research position shall be established to ensure strategic management of R&D activities and achievement of long-term results. - A Research Incentive Fund shall be established.	engineering, sustainability and environmental technologies. The establishment of the International Relations Office and centralisation of internationalisation activities has expanded the international partner network and increased student and staff mobility. The number of international students enrolled in full-time studies has increased sevenfold. The activities of the Strategy and Quality Management Centre shall enable systematic monitoring of strategy implementation, timely identification of risks and data-driven decision-making. This is expected to strengthen the institution's capacity to respond effectively to change, ensure continuous improvement and embed a quality culture across the organisation. The establishment of the Deputy Director for Research position shall further strengthen research development and complete the institutional structure, ensuring balanced coverage of all strategic activity areas. The planned Research Incentive Fund shall provide additional motivation for active engagement in research and project activities, attract early-career researchers and enhance the sustainability of research groups.
	1.6. The HEI should take action to establish and support a more professional and genuinely representative Student Representative Council. To achieve this objective, the funding arrangements should be reviewed.	Implemented Actions: - Continuous cooperation is maintained with the Student Representative Council, and a motivation system aimed at increasing student engagement has been developed. This includes a benefits package comprising parking spaces on campus, free printing services, access to a scholarship fund and institutional merchandise (mugs, T-shirts, hoodies, backpacks). - A new model of student engagement is being developed, extending beyond the Student Representative Council by involving a broader range of students in institutional governance and study quality enhancement. Discussions are currently underway regarding the establishment of a Council of Student Representatives or another informal body capable of reaching a wider student population and increasing overall engagement. - Active cooperation is maintained with the Lithuanian National Union of Students (LSS). A conference organised by the LSS is scheduled to take place at the HEI in March, with participation of students from Lietuvos Inžinerijos Kolegija Higher Education Institution. - Participation in the ACE²-EU Alliance provides students with extensive opportunities to engage in international academic activities and develop communication and representation competences. - A range of student events is organised annually, including Career Day (twice per year), a Leisure Fair, Student Day (Grill Party, Pizza Day), Sports Day (Sportynės), and Pie Day. Students are also encouraged to represent LIK in events such as	Students of Lietuvos Inžinerijos Kolegija Higher Education Institution tend to enter professional employment at an early stage, which presents challenges in engaging them in student activities. Nevertheless, newly introduced formats have proven effective, particularly activities organised jointly with international students. The planned "Academic Breakfasts" format is expected to become an established tradition. Student engagement and competence development are further supported through participation in ACE²-EU Alliance activities. For example, on 22 October 2025 in Germany, student representatives from nine Alliance institutions discussed their role in Alliance governance, learning environment improvement and student engagement. Two LIK Student representatives were appointed to the ACE²-EU Student Council. Students, together with the Study Communication Office, regularly participate in study fairs and institutional promotion events, developing communication skills. Additional training in personal financial management has also been provided. It is expected that membership of the Lithuanian National Union of Students shall enhance the activity and effectiveness of the Student Representative Council, enabling joint representation and advocacy at national and international levels.

		the Kaunas Marathon, blood donation campaigns, and European and Constitutional exams. Planned Actions: - New traditions aimed at increasing student engagement shall be introduced, including monthly “Academic Breakfasts” to discuss study quality, student well-being and joint initiatives. - The Student Representative Council shall be encouraged to become a member of the Lithuanian National Union of Students, enabling engagement at national and international levels. - A student incentive and motivation system shall be developed. - Joint initiatives shall be planned annually together with students at institutional, national and Alliance levels. - An effective, transparent and sustainable funding model shall be agreed upon and approved jointly with the Student Representative Council.	
	1.7. The HEI should review its staff recruitment and retention policies and procedures in order to: - ensure that only best practice is applied, particularly with regard to equality, diversity and inclusion, thereby supporting transparency in the decision-making of staff appointment committees; - achieve an optimal balance between part-time staff with strong engagement in industry and full-time staff involved in applied research and research activities. - In order to attract young specialists and academic staff from abroad, it is recommended to undertake thorough planning of academic and research staff turnover. - It is further recommended to review the academic and non-academic staff evaluation system of the Faculty of Environmental Engineering, linking it to remuneration and incentive systems, in order to ensure regular, fair and structured evaluation of staff members.	Implemented Actions: - In 2022, a Gender Equality Plan, was prepared and implemented. The Plan establishes measures to ensure gender balance in institutional governance bodies, working groups, academic staff attestation committees and other decision-making bodies. In accordance with the Gender Equality Plan, institutional governance bodies were formed as follows: The Academic Council consists of 9 men and 12 women; the LIK Council consists of 8 men and 3 women; the Deputy Directors include 1 man and 1 woman; faculty deans include 1 man and 1 woman; heads of study fields include 1 man and 3 women; heads of academic units include 8 women and 1 man; and heads of functional units include 3 men and 2 women. - Following the merger of the higher education institutions, the scientific competences of both institutions were consolidated, and Research and Development (R&D Centre) Centre was established to ensure the systematic development of applied research and experimental development activities. The purpose of the Centre is to strengthen the role of the HEI within the regional and national innovation ecosystem by increasing the effectiveness of applied research and experimental development, expanding commissioned research activities and creating added value for sustainable regional development. The Centre currently employs four researchers (three men and one woman), all employed on a full-time basis. The Head of the Centre is also employed full-time and is responsible for the analysis of national and international research calls, adaptation of these calls to institutional needs, and coordination of the preparation of project applications. Each researcher has been assigned responsibility for overseeing a specific research area and for forming flexible research groups composed of HEI staff	The updated staff performance evaluation system, approved annually by a Director’s Order, defines priority activity areas in response to changes in higher education regulation, applied research evaluation methodologies and emerging strategic activities, such as participation in European University Alliances. The list of indicators is regularly supplemented and updated. The implementation of the recommendation to consolidate research activities resulted in a structural and functional transformation. Fragmented, individual research activities were replaced by a centralised model through the establishment of the R&D Centre, operating as a unified coordination unit for applied research. This change enabled the concentration of researcher competences, clear allocation of responsibilities and continuous, rather than episodic, participation in national and international research and experimental development calls. During 2025, the Centre researchers, together with their research groups, prepared five applications for national calls and three applications for international calls. As a result of the new organisational model, project proposal preparation has become a coordinated and institutionally managed process, led by the Head of the Centre and full-time researchers, involving flexible research teams formed from the HEI staff. The formation of research teams will allow more efficient redistribution of tasks following successful funding acquisition, thereby increasing the continuity of R&D activities and institutional readiness to participate in project-based activities. The expected outcomes include a consistent increase in the volume of applied research, growth in the number of successfully submitted and funded R&D projects, and enhanced impact of research activities on regional development. A long-term positive

		members who have allocated research activity within their annual workload. This operational model enables a rapid response to national and international calls for proposals, coordinated preparation of project applications and flexible redistribution of tasks in the event of successful funding acquisition. - Research directions., research groups, funding mechanisms, incentive measures and targeted results have been clearly defined. - A Science and Business Cooperation Centre has also been established and is actively engaged in identifying new commissioned research opportunities from industry. Upon conclusion of contracts or successful project applications, new project teams are formed accordingly. - The staff performance evaluation methodology has been updated, incorporating relevant indicators (Annex 4) aligned with the HEI's strategic objectives, changes to the Law on Higher Education and Research, and the evolving mission of higher education institutions. Planned Actions: - The newly established Strategy and Quality Management Centre shall carry out continuous monitoring to ensure the maintenance of gender balance across governance and decision-making structures. - The new strategic period provides for the preparation of a Research Development Plan. - Applied research and experimental development activities shall continue to be actively expanded, with efforts to attract both Lithuanian and international researchers, including freelance researchers, partner institution staff and Alliance partners. - A Human Resources Management Strategy (covering academic and non-academic staff) is currently under preparation. The Strategy addresses recruitment and retention, incentive, professional development and remuneration systems. - It is planned to reorganise the Personnel Office into a Human Resources and Legal Affairs Department, attracting qualified professionals responsible for implementing the approved strategy.	impact on study quality is also anticipated through strengthened integration of research and studies. In parallel, a systematic strategy for attracting early-career researchers is being developed. Currently, three doctoral students are employed at the HEI. As provided for in the draft Human Resources Management Strategy (HRMS), it is envisaged to attract doctoral candidates to each research group and to actively incentivise the development of research activities.
	1.8. In order for the HEI to be able to implement its international ambitions, it is recommended to continue efforts to support: - all staff, by strengthening confidence in their English language skills and further developing these competences; - early-career academic staff, enabling them to develop applied research activities that are recognised and valued at international level.	Implemented Actions: - Since 2022, English language courses have been organised annually for the HEI's academic staff. - Participation of the in the ACE²-EU Alliance creates favourable conditions for lecturers and researchers to systematically develop scientific and research competences. Academic staff have opportunities to participate in international workshops, to use laboratories of ACE²-EU partner institutions for research activities, and to engage in partner-organised initiatives	The number of staff participating in English language courses is steadily increasing (2023 – 23 participants; 2024 – 28 participants; 2025 – 33 academic and administrative staff members). Continuous development of language competences enables a broader range of academic and administrative staff to participate in Alliance activities, the Erasmus+ programme, international scientific events, and to prepare scientific publications for internationally recognised publishers.

		presenting ongoing research and fostering international cooperation. In December 2025, the first ACE²-EU Knowledge Creation Team Workshops were held, with participation of two researchers from Lietuvos Inžinerijos Kolegija Higher Education Institution. Planned Actions: - A Human Resources Management Strategy for academic and non-academic staff, together with updated professional development, motivation and incentive arrangements, is currently under preparation. - English language training shall be continued until at least 80% of staff achieve a minimum English language proficiency level of B2. - In 2026, it is planned to involve no fewer than 18 researchers from Lietuvos Inžinerijos Kolegija Higher Education Institution in Knowledge Creation Team Workshops. - In cooperation with ACE²-EU Alliance partners, it is planned to prepare at least two international research project applications annually. - In implementing the Human Resources Management Strategy, young doctoral candidates and/or recently graduated early-career researchers shall be attracted and integrated into established research groups.	It is expected that implementation of the new Human Resources Management Strategy shall support the attraction and retention of early-career researchers and lecturers, thereby strengthening the sustainability of international research and teaching capacity.
	1.9. The person responsible for increasing the internationalisation of the Faculty of Environmental Engineering should occupy a more prominent position within the organisational structure of the HEI.	Implemented Actions: - Until September 2025, the HEI employed an international relations coordinator within each faculty. On 1 September 2025, an International Relations Office commenced operations. The Office comprises of the Head of International Relations and three International Relations Coordinators. In addition, a Project Coordinator responsible for the coordination of the ACE²-EU project is employed within the Office. - In order to support the Alliance objective of operating as a single legal entity, a legal adviser has been employed to manage legal matters related to international cooperation. Planned Actions: - Due to increased workload and intensity of Alliance-related activities, it is planned to recruit an additional International Relations Coordinator, whose responsibilities shall include preparation of new international project applications and administration of ongoing projects.	Although the International Relations Office began operations only in September of the previous year, a positive institutional impact is already evident. All internationalisation-related processes are managed according to a “one-stop-shop” principle, with clearly defined responsibilities for implementation. Following restructuring at senior management level, the International Relations Office reports directly to the Director, enabling internationalisation to be addressed strategically at institutional level. It is expected that the Office shall not only implement assigned functions, but also act as a generator of ideas for new international projects and initiatives.
	1.10. In order to further promote the internationalisation of the Faculty of Environmental Engineering and strengthen the international orientation of the HEI, it is recommended to include relevant foreign experts in the governance and/or advisory bodies of the HEI.	Implemented Actions: - In 2023–2024, the editorial board of the LIK-published journal “Engineering and Educational Technologies” included ten researchers from foreign institutions. Following renewal of the editorial board in the second half of 2025, nineteen actively	In 2025, a total of 63 scientific articles were published, of which 15 were co-authored with foreign partners (ISI Web of Science – 9; Scopus – 3; ISI Web of Science Conference Proceedings – 1; other peer-reviewed publications – 2).

		publishing international researchers agreed to participate, four of whom represent ACE²-EU Alliance institutions. - In 2025, five applications were submitted to fund visits by invited foreign lecturers. Subject to successful funding, these lecturers will deliver teaching activities during the spring and autumn semesters. Three applications for visiting lecturer teaching activities were successfully funded. - During the 2024/25 and 2025/26 academic years, a lecturer holding a doctoral degree from Karabük University (Turkey) has been employed at the HEI, delivering lectures to students in the Electronic Engineering and Aircraft Systems Engineering study fields. The lecturer also contributes to the development of course descriptions for the subjects Digital Signal Processing and Biomedical Image Processing, prepared for newly developed Study Programmes. - Since 2025, a full-time researcher from Latvia has been employed at the Research and Development Centre. - Since the 2023/24 academic year, a lecturer holding a doctoral degree from Schmalkalden University of Applied Sciences (Germany) has continuously delivered lectures as a visiting lecturer to students in the Electronic Engineering study field. This lecturer also co-authors scientific publications with the HEI researchers in journals indexed in the Scopus database. Planned Actions: - To recruit a greater number of Alliance lecturers and researchers and to integrate them into the study process and research activities. - Following the renewal of the quality assurance system, it is planned to establish a Quality Assurance Board or another appropriate body, to which foreign experts will be invited. - To include employed foreign researchers in lecturer attestation and qualification assessment committees.	Integration of foreign lecturers and researchers into the HEI activities is expected to increase international visibility. It is planned that by 2030, 15% of lecturers and 10% of researchers will be foreign nationals. Following restructuring of the quality assurance system, it is expected that the HEI will obtain self-accreditation rights, with the involvement of foreign experts in evaluation processes.
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2. Quality Assurance	2.1. Governance procedures should be more comprehensively integrated into the quality assurance system. While quality assurance at the level of Study Programmes functions effectively, the current quality system and its procedures do not sufficiently support the implementation, monitoring and continuous improvement of strategic institutional objectives.	Implemented Actions: - Following the merger of the two institutions in 2024, particular attention was given to harmonising the understanding of quality, reviewing quality processes, updating regulations and other quality-related documents, and seeking common institutional agreements. - The Quality Manual was updated by integrating quality assurance processes and responsibilities of both institutions. However, it was identified that a fundamental restructuring of the quality system is required. In the context of national reforms of external quality evaluation in Lithuania, it was decided to move towards the development of a quality system that promotes a quality culture in the coming years. - In the newly prepared strategic plan for the forthcoming period, performance indicators were defined that enable measurement of both quantitative and qualitative changes in institutional activities. - A Strategy and Quality Management Centre was established, one of which core functions is renewal and monitoring of the quality assurance system. Planned Actions: - To develop a new-paradigm quality assurance system covering all institutional activities and oriented towards the development of a quality culture. - To establish a systematic performance indicator monitoring framework.	Following extensive discussions with members of the academic community and social partners, as well as active participation at national level (including discussions organised by the Strategy and quality management centre and public consultations on the new national quality model), the principles and foundations of the new quality system were identified. Structural change was implemented by recognising the need for a dedicated quality unit and establishing such a unit with an assigned professional team. Participation in the Alliance provides opportunities to exchange experience with international partners and jointly implement good practices. Two representatives of Lietuvos Inžinerijos Kolegija Higher Education Institution are members of the Alliance Quality Assurance Board. It is expected that by 2026, through the engagement of quality experts and all relevant stakeholders, a new quality assurance system will be developed that encompasses all HEI activities and actively promotes a culture of quality.
	2.2. Instead of preparing quality assurance reports manually and on an ad hoc basis, the HEI would benefit from implementing an integrated quality evaluation information system. Such a system would improve resource efficiency and facilitate better sharing of quality-related information with the academic community and external stakeholders.	Implemented Actions: - A Strategy and Quality Management Centre was established, with one of its key functions being renewal of the quality assurance system and development of a sustainable, user-friendly monitoring framework. Planned Actions: - To update the quality management system in a manner that supports the formation and strengthening of a quality culture. To actively involve the HEI community and external social partners in the quality management system. - To implement modern, user-friendly quality evaluation tools for collecting feedback from students and social partners.	Discussions have been initiated and groundwork laid for the development of a new quality system, including analysis of options to develop internal IT solutions or procure systems externally. Meetings have been held with potential suppliers and system developers. It is expected that an attractive and accessible quality assurance system will be developed for all stakeholders, facilitating efficient evaluation processes, feedback provision and continuous monitoring.
	2.3. More information should be provided in English in both internal and external communication. LIK should offer more effective support to staff and students in developing competences required in an international environment, enabling them to become active members of the international academic community, and	Implemented Actions: - Following the merger of the two institutions, a new institutional name and branding campaign were implemented, accompanied by the launch of a new website www.lik.tech, which is continuously updated and expanded with new functionalities.	Following the merger, the new Lietuvos Inžinerijos Kolegija Higher Education Institution brand communication campaign was implemented smoothly and within a short timeframe, enabling clear and consistent presentation of the institution's identity, strategic directions and priorities at national and, through partners, international level. Timely and consistent provision of information

	supporting graduates in integrating into international business and industry and securing employment therein.	- The most relevant news is published in both Lithuanian and English and is easily accessible to the academic community, partners and the wider public. - During the aforementioned merger period, information has been systematically updated and continuously maintained to ensure its relevance. Dedicated sections for students and staff (My LIK) have been created, providing all essential information in one place. - Students can access comprehensive information in the Students' life section, including study documents, timetables, systems, extracurricular activities and alumni engagement opportunities. - The First Year Student Guide is updated annually and made available in English. - The Teacher's Guide has also been revised, providing concise and clear information together with useful references. - Information on research activities, research groups, and R&D activities has been updated. A dedicated section presenting ACE²-EU Alliance activities and calls for participation has been created. - Information in English is also disseminated through LIK student newsletter, published twice per month. Planned Actions and Expected Impact: - To continue systematic updating of the website, ensuring timely provision of accurate information. - From 2027, it is planned to develop a new, user-friendly and highly functional website.	in Lithuanian and English has ensured effective communication with students, staff, social partners and international stakeholders. Although updating of internal documents and information resources is still ongoing following the merger, a bilingual organisational culture is being developed in a systematic and targeted manner. Institutional documents, methodological materials and information for students and staff are reviewed, updated and published in both languages, ensuring relevance, clarity and accessibility for international audiences. In the near future, a comprehensive renewal of LIK website is planned in order to further strengthen internal and external communication, improve functionality and user experience, and enhance clarity of information structure. It is planned to ensure that all key information related to studies, applied research and experimental development, internationalisation opportunities, partnerships and institutional activities is provided equally in Lithuanian and English, with information updates managed centrally and in a timely manner.
	2.4. The HEI would benefit from developing closer and more systematic cooperation with the Student Representative Council, with a view to continuously improving and developing institutional activities. As an organisation closely related to studies yet institutionally independent, the Student Representative Council may have additional opportunities to collect feedback from the student community, which could subsequently contribute to the HEI's quality monitoring and review processes. It is recommended to strengthen feedback mechanisms operated by the Student Representative Council, ensuring that students receive appropriate and timely information on survey outcomes and follow-up actions.	Implemented Actions: - The Student Representative Council is invited to submit proposals for the annual quality research plan. In 2025, the Student Representative Council submitted proposals to the quality research plan. The annual quality research plan is presented to the entire academic community, including staff and students. - Discussions are held with group representatives and the Student Representative Council on defining shared study quality monitoring indicators, linking them to the HEI's strategic indicators and student expectations. - Students are informed about the results of surveys conducted at the HEI through various formats, for example following focus group discussions, each student receives a communication outlining decisions taken and planned actions to improve quality. - Results and recommendations of all studies and surveys are uploaded to the HEI's internal information system, to which students also have access.	Alternative formats and engagement methods are being explored, and levels of student participation are monitored following the establishment of the Student Wellbeing Coordinator position. Students who are less inclined to complete formal surveys or participate in focus groups are encouraged to share their experiences through informal channels. For example, during a focus group discussion it was identified that the organisation of examination sessions was not suitable for a proportion of part-time students. As a result, a targeted survey was initiated, achieving a response rate of 85%. Based on the results, appropriate decisions were taken. In another case, international students practising the Muslim faith requested adjustments to lecture schedules in order to enable participation in prayer. These needs were considered and accommodated. It is expected that the introduction of new student motivation and engagement models will increase student participation in quality assurance activities and contribute to more responsive and inclusive institutional decision-making.

		Planned Actions: - To develop a student motivation and incentive system that encourages more active student engagement in quality assurance processes. - To implement modern and user-friendly systems for student quality evaluation and feedback collection. - To organise “Academic Breakfasts” and other meeting formats, placing greater emphasis on quality-related topics. - To support the Student Representative Council in joining national and international organisations, strengthening knowledge and competences related to student representation and participation in quality assurance processes. - To organise seminars and creative workshops focused on quality assurance themes.	
	2.5. Further analysis should be undertaken within the Faculty of Environmental Engineering to identify the reasons for student withdrawal from studies, with the objective of reducing the number of students who discontinue their studies.	Implemented Actions: - Analyse the underlying causes of student withdrawal; develop early identification tools and mechanisms to detect students at risk of discontinuing their studies; - Consider the introduction of surveys targeting students who have withdrawn from studies, in order to systematically analyse the reasons for withdrawal and inform preventive and support measures. - The positions of Student Wellbeing Coordinator and Psychologist have been established to strengthen student support services. - Amendments have been introduced to enable studies according to an individual study schedule, extending this possibility also to part-time students. - Based on research findings, it was recommended to apply a greater proportion of distance, blended and hybrid learning formats in part-time Study Programmes, reducing the number of mandatory on-campus sessions. - Student attendance regulations were updated, placing stronger emphasis on continuous monitoring of student progress throughout the semester and enabling prompt decision-making to provide timely support for successful completion of studies. - A student progress monitoring module is being implemented within the Moodle learning management system. Planned Actions: - To modernise the student progress monitoring system in order to ensure timely provision of academic and support interventions; - To increase the effectiveness of support provided by academic advisers; - To further digitalise student progress monitoring processes.	Analysis of institutional data and processes identified higher student attrition rates among part-time students and international students. It was determined that part-time students experience difficulties in balancing employment and studies, and that the previously applied study organisation model was not sufficiently suitable for this group. In response, the study organisation model is being revised. From the next academic year, examination sessions for part-time studies will be organised differently. It is expected that these changes will better align with student expectations and facilitate a more effective balance between work and studies. Following analysis of international student admission processes and integration into studies, areas for improvement were identified and decisions taken to revise admission procedures accordingly. A shift towards a holistic approach to student progress monitoring has been adopted, whereby monitoring takes place throughout the entire study process, involves all relevant stakeholders, enables early identification of challenges and ensures timely provision of appropriate support. It is expected that implementation of these changes, together with strengthened student progress monitoring, will create favourable conditions for successful completion of studies and contribute to reduced student dropout rates.

		- To improve admission processes for international students by strengthening selection criteria and refining admission conditions.	
	2.6. The academic community should continue to be systematically informed about the importance of respect for academic integrity and academic values.	Implemented Actions: - The Code of Academic Ethics and the composition of the Ethics Committee have been updated. - Each year during the first week of September, discussions on Academic Ethics are organised for first-year students, presenting academic values and the key principles followed at the HEI. Discussions also focus on the importance of academic integrity in scientific and academic activities. Students are introduced to institutional regulations and procedures related to, inter alia, the use of AI tools, preparation of scientific and study-related works, and other relevant academic requirements. Planned Actions: - A dedicated working group has been established to update documents accompanying the Code of Academic Ethics, including, for example, the Procedure for the Submission and Examination of Complaints Regarding Violations of Academic Ethics. Representatives of the academic community and students are included in the working group.	Positive attitudes and shared values regarding respect for academic integrity and academic values have been established within the HEI community. From the first year of studies, students are systematically introduced to and educated in academic ethics principles. Students and lecturers adhere to the provisions of the Code of Academic Ethics in academic and scientific activities, and no manifestations of academic ethics violations have been identified at the HEI.
3. Study and Research (Artistic) Activities	3.1. In order to achieve greater scale and quality in research activities, it is recommended that the HEI review the balance between part-time lecturers who are also employed in industry and full-time lecturers and researchers.	Implemented Actions: - In implementing the recommendation to enhance the scale and quality of research activities, the HEI reviewed the structure of academic staff and the balance of workloads between part-time lecturers employed in the industrial sector and full-time lecturers and researchers. Planned Actions: - It is planned to further and systematically increase the involvement of full-time academic staff and researchers in R&D activities, with clearer differentiation between the roles of practitioner-lecturers and researchers. - It is planned to expand the scope of research coordinated by the Research and Experimental Development (R&D) Centre by increasing the number of joint projects and international initiatives, as well as to encourage full-time academic staff to engage more actively in the preparation of publications and project activities. - It is planned to prepare a strategy for the attraction and retention of academic staff and researchers.	In response to expert comments and external circumstances, in 2025 the Research, Applied Activities and Experimental Development (R&D) Centre was established, employing four full-time research staff members. The activities of the Centre are based on the formation of research teams composed of academic staff whose workloads clearly allocate time for research, the preparation of publications and project activities. Researcher groups have been formed according to thematic research areas: Environmental engineering, modelling of physical processes, forest ecosystem sustainability and biodiversity research. During 2025, the Centre's researchers, together with their teams, prepared five applications for national calls and three applications for international calls. An international project has been awarded: "BalticGrow – Cross-border innovation for sustainable rooftop ecosystems in the South Baltic region", No. STHB.02.02-IP.01-0003/25. Decisions are currently pending regarding the project "SYMBIO-HYDRO – Symbiotic Hydrology: Integrating Anthropogenic and Natural Water Systems for Earth System Resilience", submitted under the Horizon Europe WIDERA call HORIZON-WIDERA-2025-01-ACCESS-01 — European Excellence Initiative (EEI). Following the consolidation of researchers into teams and the securing of funding, tangible results are expected as early as the following year.

	3.2. In order to increase the internationalisation of studies and research activities, it is recommended that LIK should: - increase support for staff preparing applications for national and EU funding calls, with such support to be directly coordinated by a designated member of the senior management team, ensuring authority and accountability in pursuing the HEI's objective that 25% of total income should derive from research activities. - seek opportunities to participate in joint research and research projects with international partners; - prepare a strategy for increasing internationalisation, to be led and managed by a designated member of the senior management team, including a clear direction for marketing and promotion.	Implemented Actions: - The staff evaluation methodology and indicators have been updated (Annex 4); - In 2022, an internationalisation strategy was prepared, setting out directions, forms and methods for increasing internationalisation, which enabled a significant increase in the number of international students. - A Science and Business Cooperation Centre has been established. Its administrators and project coordinators provide academic staff and researchers with administrative support both in preparing applications and in administering implemented projects. The Science and Business Cooperation Centre consists of three divisions: a Sales Division responsible for attracting commissions from business; a Project Administration Division supporting application preparation and project administration; and a Cooperation Division tasked with identifying partners to engage in the Higher Education Institution's study, research, governance and project activities. - In 2024, research activities were carried out in the amount of EUR 503,676 (constituting 21% of self-generated income). - In 2025, research activities were carried out in the amount of EUR 729,273 (constituting 24% of self-generated income). Planned Actions: - In 2026, the internationalisation strategy is to be updated, taking into account recommendations of the Migration Department, the State Security Department and the Ministry of Foreign Affairs. It is planned to introduce new target regions (Central Asia – Kazakhstan, Uzbekistan, Azerbaijan) and to increase student recruitment from South and East Asia – India, Malaysia and Nepal. More active participation in international study fairs is planned, together with the use of electronic platforms for promotion. - A research promotion fund is to be established; - Partnerships are to be strengthened and the number of commissioned research projects increased. - Laboratories are to be developed in cooperation with business and industry.	The effectiveness of systematically implemented activities is evidenced by the growing number of scientific publications co-authored with international researchers (in 2023 – 6 publications with international partners; in 2024 – 13 publications; in 2025 – 16 publications co-authored with researchers from abroad). Cooperation with Alliance partners has enabled the successful preparation, award and joint implementation of international project applications together with partners from Portugal, Romania and North Macedonia. AI-based chatbot GPT integration coaching toolkit - ARTIFIGEN - 2024-1-CY01-KA220-HED-000256806; Talent Inflow 4 Digital Minds (TI4DM), Nr. 2025-1-RO01-KA220-HED-000355192. LIK also maintains long-standing relationships with other international partners and implements joint projects, including: Application of Green Care concept elements for personal well-being” NPHE-2025/10288; Enhancing urban resilience with climate adaptive green space planning in Latvia and Lithuania (GREENURBANADAPT) LL-00273; AUTOCOVE 2.0. Greening Europe with support of clean tech vehicle education (No. 1011028400)
	3.3. LIK has made significant efforts to help staff recognise student mental health challenges and support the most vulnerable individuals by directing them towards specialised assistance. In cases where counselling is provided within the HEI, it has been recommended to ensure that services are delivered by an independent and specially trained professional.	Implemented Actions: - In 2024, a psychologist position was established and a professional psychologist was employed. Dedicated counselling offices were set up in both faculties, a registration system was created, and students are informed about available services via the website and newsletters. - A forest therapy programme has been developed. - A theatre therapy programme is being implemented; Planned Actions:	It is expected that the implementation of the planned actions will ensure comprehensive and systematic support for students, focusing on their emotional, psychological and social well-being. Various support measures are planned, including both individual and group interventions from professional psychological counselling, early prevention and emotional support to therapeutic activities, stress management, emotional resilience development and other complex measures aimed at strengthening students' psychosocial health.

		- To continue psychological counselling services provided by the psychologist, increasing the number of consultations. - To develop additional activities aimed at improving student psychological well-being. - To establish a comprehensive student well-being model.	These measures will be integrated into a broader student well-being model encompassing aspects of the academic environment, study organisation and community engagement. A targeted focus on student well-being is expected to contribute to higher study continuation rates, lower drop-out levels, improved academic motivation and more active student engagement in both studies and institutional activities. Systemic support is also expected to strengthen students' trust in the Higher Education Institution, foster an open culture of seeking help and create favourable conditions for comprehensive personal and professional development.
	3.4. To take further action in developing international scientific cooperation and research activities in collaboration with foreign institutions.	Implemented Actions: - Research project ideas are initiated and first shared with Alliance partners. When the Science and Business Cooperation Centre receives research commissions, Alliance partner researchers are also informed and invited to participate. - The Science and Business Cooperation Centre applies a partner selection methodology that invites companies and organisations with high-quality evaluations to collaborate in research and joint projects. - Together with Alliance partners, an application has been prepared and submitted under the Horizon Europe WIDERA call HORIZON-WIDERA-2025-01-ACCESS-01 — European Excellence Initiative (EEI) - Together with other international partners, a Eureka application titled “Thermally Optimized Package Technologies for Power Modules for Heavy Weight Drones” was submitted to the Eureka Clusters Xecs Call 5. - An additional application has been submitted with foreign partners: “SYMBIO-HYDRO – Symbiotic Hydrology: Integrating Anthropogenic and Natural Water Systems for Earth System Resilience” (Horizon – ERC Starting Grant 2026). Planned Actions: - From 2026 onwards, to attract at least one advanced international researcher in each study field. - To submit a Horizon Europe project application “Eco Hydro-WET – A Modular Forest–Freshwater Restoration Decision System for Wetlands and Peatlands under Climate Change” Horizon Europe – Cluster 6 Call: (HORIZON-CL6-2025/2026-BIODIV-01, two-stage). - To prepare, together with international partners, the application OHAMR2026_OH- - “Treatments and Adherence to Treatment Protocols” (TREAT), under the Joint Transnational Call 2026 of the European Partnership “One Health – Antimicrobial Resistance” (EUP OHAMR).	A clear science and business cooperation strategy ensures effective implementation of R&D activities and partner attraction. R&D activities currently being implemented, including those carried out in 2023, 2024 and 2025, Currently implemented R&D activities with international companies include: UAB The Invisible Loudspeaker Company: “High Value-Added Products and Technologies in Audio Engineering”, No. 02-019-K-0012, under 2023 JVS F22-047. UAB AI Finansų Valdymas: “Artificial Intelligence-Based Solution for Processing Primary Accounting Data and Generating Reports”, No. 02-048-K-0019, under JVS No. FN22-018 of 3 April 2025. Within the implementation of the new Strategy period, it is planned to reach ten joint study, R&D or institutional development projects per year by 2030.

		- An Erasmus+ project application is being prepared: “Developing Circular Economy and Recycling Education for Green Jobs and Climate Action in Kenyan Higher Education: From Waste to Work”, under the Erasmus+ Capacity Building in Higher Education action for the South African region.	
3.5. To analyse opportunities for cooperation with other international Study Programmes across Europe in order to develop joint study programmes.	Implemented Actions: - Lietuvos Inžinerijos Kolegija Higher Education Institution (LIK), together with ACE²-EU Alliance partners, has engaged in the development and implementation of joint study programmes focused on solving real-world problems and based on blended and active learning methods. - Pedagogical competence development programmes have also been initiated for academic and administrative staff in cooperation with external social and academic partners. Planned Actions: - In 2026, it is planned to develop and implement the following international learning activities together with ACE²-EU partners: • 6 ABC modules, • 3 summer/winter schools (Flavour Schools), • 8 BIPs (Blended Intensive Programmes), • 2 COIL activities, • ALP and MOOC learning activities. - It is also planned to actively participate in the development of three flexible and innovative joint European degree programmes prepared according to European criteria for the European Degree Label. - Expansion of the double-degree partner network is planned.	Together with ACE²-EU Alliance partners, three specific joint programme projects have already been generated and are currently under intensive development. It is expected that the measures foreseen in the new Strategy period will enable the transformation of the study programme portfolio into a flexible, internationally competitive and target-group-oriented structure. Study programmes are planned to be delivered from Level IV to Level VII, including joint, interdisciplinary and double-degree programmes.	
3.6. To explore opportunities to attract a greater number of international students to Environmental Engineering Study Programmes.	Implemented Actions: - In 2022, an Internationalisation Strategy (Annex 3) was prepared, and the admission process for international students was improved. - The network of international student recruitment agents was updated. - A user-friendly digital admissions portal was created, enabling more efficient application and admission processes. - Each year, participation takes place in international study fairs and virtual platforms, and webinars are organised. - Visibility on international platforms, for example, Study EU. Planned Actions: - The HEI is recommended to update its Internationalisation Strategy by incorporating new geographical priorities, including Central Asia (Kazakhstan, Uzbekistan, Azerbaijan) and by strengthening engagement with East and South Asia (India, Malaysia, Nepal and other countries).	Following implementation of the above measures, the number of international students has increased significantly on an annual basis: International student admissions increased significantly (2023 – 15 students; 2024 – 97; 2025 – 190), with particularly strong growth in the Faculty of Environmental Engineering, where 59% of international students admitted in 2024 and 58% in 2025 were enrolled. The growing number of international students indicates increasing international visibility, recognition and attractiveness of the HEI in the global education market. It is expected that, with the expansion of the study programme portfolio and strengthening of international partnerships, international student recruitment will become more sustainable and balanced. Through systematic implementation of measures outlined in the new strategic period, the HEI aims to increase the proportion of international students to 20% of the total student population.	

		- To participate more actively in international education fairs and exhibitions; - Prepare a dedicated strategy for the attraction and communication of international students; - Expand the network of recruitment agents to cover a wider range of countries. - Enhance the quality of Study Programmes delivered in English.	
	3.7. To develop and implement a strategy that encourages and supports mobility of part-time students.	Implemented Actions: - A staff member responsible for the internationalisation of study programmes has been appointed in each study field. This person works directly with students, providing information on Erasmus+ opportunities and the Alliance activities. I - Information on Erasmus+ and Alliance opportunities is disseminated directly to student email accounts four times per academic year, and group meetings are organised during examination sessions. - Timely and updated information on partner institutions and selection procedures is published on the website: - Taking into account the specific nature of part-time studies and the challenges associated with longer mobility periods, priority participation is organised for part-time students in Blended Intensive Programmes (BIPs), Alliance activities and international placements that can be more easily combined with employment. Planned Actions: - To work with partner universities in identifying short-cycle study opportunities. - To intensify engagement with part-time students of the FEE. - To develop a student incentive and motivation system.	With increased opportunities to participate in various mobility activities, the full utilisation of Alliance opportunities and the growing number of BIPs, the number of outgoing students has also increased. During the period 2023–2025, a total of 172 students participated in mobility activities. Participation in BIPs at foreign universities was as follows: 6 students in 2023; 72 students in 2024; and 94 students in 2025. Participation of part-time students in Erasmus+ traineeships accounted for 58.6% in 2023, 32.1% in 2024 and 66.6% in 2025 of all Erasmus+ traineeships completed. By continuing ongoing activities and implementing new initiatives, it is expected that all students, regardless of study mode, will actively participate in internationalisation activities.
	3.8. to develop study programmes that are more strongly oriented towards an international context while also taking into account the interests of Lithuanian students.	Implemented Actions: - In response to labour market needs in Lithuania and technological developments, the following changes to study programmes have been implemented: - The title of the Study Programme “Materials Processing Engineering” was changed to the more market-recognisable “Mechanical Engineering”, and a new specialisation “Plastics Processing Technologies and Process Control” was introduced. - The Study Programme “Maintenance of Aircraft Mechanisms” was renamed “Aircraft Systems Engineering”, and three specialisations were introduced within the programme: “Aircraft Maintenance of Mechanisms”, “Aircraft Electronic Equipment Maintenance and Repair”, and “Unmanned Aerial Vehicles”. - The following short-cycle (Level V) Study Programmes were developed and accredited: “Industrial Electronics”, “Mechatronics of Automatic Systems”, “Manufacturing of	Following the renewal of study programmes and the preparation for the admission of international students, a significant increase in the number of international students has been observed, rising from 15 to 190. Collaboration with Alliance partners on the development of joint Study Programmes has already commenced. Upon successful implementation of the strategic objectives, the HEI expects to assume a leading position in the field of engineering studies, delivering business-partnership-based education that meets the latest labour market needs and societal expectations, is implemented in accordance with the highest quality standards, and ensures the distinctive preparedness of graduates for a constantly evolving labour market.

		Electrical Equipment”, and “Material Processing with CNC Devices”. - In response to international trends and Lithuania’s demographic situation, in 2023 preparations were completed and the admission of international students to full-cycle studies across all study programmes delivered by Lietuvos Inžinerijos Kolegija Higher Education Institution was commenced. - Three new first-cycle Study Programmes with a stronger international orientation were developed: “Sustainable Construction”, “Electronic Informatics”, and “Smart Healthcare Electronics”. - Within the framework of the National Agency for Education “EDTECH” project, the digitalisation of study subjects was initiated. Lietuvos Inžinerijos Kolegija Higher Education Institution resolved to build on the experience gained through the project and to implement the phased digitalisation of all study subjects across its Study Programmes. For this purpose, training in subject digitalisation is being provided to academic staff delivering study subjects. It is anticipated that approximately 80 per cent of academic staff will have completed such training by February 2026. - New study subjects Sustainable Development and Artificial Intelligence have been introduced across all study programmes delivered by Lietuvos Inžinerijos Kolegija Higher Education Institution. - Elective subjects have been restructured into competence-based groups aimed at developing general and personal, social and entrepreneurship, digital, sustainability and sustainable development, and personal development competences - In 2025, the establishment of an unmanned aerial vehicle assembly laboratory was initiated, with completion planned for January–February 2026, together with the preparation of methodological material for UAV assembly. These innovations are intended to be implemented during the training components of the Aircraft Systems Engineering and Electronic Engineering Study Programmes. Planned Actions: - The new strategic period foresees the restructuring of study programmes in line with the Work-Based Learning (WBL) model, developed in close cooperation with business and industry partners. This approach integrates real-life problem solving into the study process and strengthens students’ practical skills through jointly established laboratories. - The aim is to develop an attractive, internationally oriented study programme portfolio that responds to the expectations of diverse target groups.	
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	3.9. The policy for maintaining and expanding international academic staff cooperation should continue to be developed and analysed as a means of strengthening institutional internationalisation.	Implemented Actions: - The Erasmus+ staff mobility framework has been revised, redefining priority areas so that academic staff are encouraged to focus primarily on teaching activities, while mobility funding for training is more strongly directed towards administrative and non-academic staff. At the same time, training mobility funding remains available to academic staff who are actively involved in Alliance-related activities or who participate in targeted pedagogical and subject-specific professional development activities. - Internationalisation activities have been incorporated into the annual staff appraisal and incentive indicators (Annex 4). - Academic staff of the HEI actively participate in ACE²-EU Alliance working groups. Planned Actions: - The Internationalisation Strategy is to be updated. - The academic staff incentive and motivation system is to be updated. - The opportunities provided by the Alliance should be utilised to the maximum extent.	Increased internationalisation activities and participation in a European University Alliance have already resulted in a growing number of Erasmus+ mobility visits. 2023: academic staff – 38, administrative staff – 4 (out of 160 employees) 2024: academic staff – 53, administrative staff – 9 (out of 255 employees) 2025: academic staff – 72, administrative staff – 26 (out of 251 employees) Applications for the Erasmus+ KA131 project are submitted annually (current project duration: 26 months), as the allocated funding is fully utilised. Increased engagement is also evident in other internationalisation activities: 15 academic staff members actively participate in long-term strategic Alliance working groups, 2 academic staff members are involved in COST Actions networks, and 3 participate in Interreg thematic platforms. Following the implementation of the activities outlined in the strategy, it is expected that the entire LIK community will be engaged in internationalisation activities, which will become an integral part of the institution's everyday operations. By 2030, Lietuvos Inžinerijos Kolegija Higher Education Institution is expected to become an active contributor to European Universities of Applied Sciences policy development, operating as part of the ACE²-EU European University Alliance and being internationally recognised as a reliable partner in education and research.
4. Impact on Regional and National Development	4.1. The institution should continue to strengthen its close cooperation with the network of social partners and seek new forms of collaboration and initiatives to attract strong national and international companies. This is essential for achieving the strategic goal of positioning Lietuvos Inžinerijos Kolegija Higher Education Institution among the top five technical higher education institutions in the Baltic region.	Implemented Actions: - Each year, the thematic scope of non-formal adult education services is updated in response to business needs and promoted through the institutional website and social media channels. It is publicised on the LIK website and social media channels. Training, upskilling, and reskilling services relevant to industry are continuously provided. - Active cooperation is maintained with the Employment Service, and qualification and reskilling programmes are regularly updated according to national and labour market needs. In 2023, two high value-added non-formal adult education programmes were developed under initiatives of the Employment Service under the Ministry of Social Security and Labour: Non-formal education programme for Vehicle Repair Technicians; Aircraft Mechanic Vocational Training Programme; In 2024, two high value-added non-formal adult education programmes were prepared in cooperation with the Employment Service under the Ministry of Social Security and Labour: Wood Processing Machinery Operator Programme; Motor Transport Electronics Non-formal Adult Education Programme. One additional programme was developed in response to Kaunas regional needs: training in electronics	Close cooperation with regional business and social partners shall be further developed by transferring the latest scientific knowledge into external workforce training. The growing level of institutional trust and service quality is reflected in increasing income from training services (EUR 110 thousand in 2023; EUR 180 thousand in 2024; EUR 230 thousand in 2025). The Strategy for the new period establishes the objective of attaining a leading position in the provision of learning and expert services as a strategic priority. The approved research programme defines priority research areas. The Strategy further provides for increasing income generated from R&D activities to 33 per cent of the total institutional budget and income from non-formal adult education to 8 per cent.

		product repair, modification, and maintenance according to IPC standards. - A comprehensive portfolio of expert and prototyping services has been established and is being further expanded. Planned Actions: - Existing Study Programmes shall be revised and updated, and new programmes shall be developed in accordance with regional needs and business demand. - An R&D activity research centre shall be established in the ALEX Innovation Park Kaunas, conducting research in electronics, digital signal and image processing, and mechanics (including laser welding), and providing services in heat and mass transfer processes, multiphysics modelling, materials science, electronics, and materials testing. - The sales system for services offered shall be modernised to ensure clarity, accessibility, and attractiveness for clients. - A communication strategy for learning services shall be developed and implemented. - Market analysis and rapid response processes shall be strengthened to ensure timely provision of services and programmes aligned with market demand.	
	4.2. It is also envisaged to expand promotional activities at both regional and national levels in order to increase awareness of lifelong learning opportunities offered by LIK, including modular vocational training programmes accessible to individuals who have discontinued studies and seek to obtain a qualification.	Implemented Actions: - Lifelong learning opportunities have been expanded through the development of a comprehensive service portfolio: - Level IV vocational education and training programmes have been launched (currently three programmes delivered). - Level V short-cycle programmes have been launched (currently four programmes delivered). - All Level VI Study Programmes are now delivered also in English. - Procedures for the assessment and recognition of competences acquired through non-formal and informal learning have been updated and are publicly available in Lithuanian and English on the LIK website. - Licensed training programmes aligned with international standards have been introduced: IPC-7711/7721 and IPC-A-610 standard training programmes, upon completion of which participants are awarded internationally recognised Certified IPC Specialist (CIS) certificates. - Opportunities to study under individual study plans have been expanded; - In response to labour market requirements, Lithuanian language courses for foreign nationals employed in Lithuania's service sector have been introduced following the adoption of language proficiency requirements.	The updated learning services portfolio contributes to increasing institutional visibility and credibility, as reflected in the expanding network of partnerships (currently 70 active agreements). Demand for competence assessment and recognition services continues to grow (17 procedures completed in 2023; 34 in 2024; 42 in 2025). During the period 2023–2025, a total of 1,975 participants completed various professional development activities and were awarded certificates. The Strategy for the new period provides for strengthening institutional expertise through the provision of innovative, market-relevant services aligned with business and industry needs, the digitalisation of the learning system, and proactive institutional engagement. The prioritisation of these activities and the consolidation of institutional teams are expected to strengthen the leadership of LIK as a hub of engineering competencies.

		- Annual events involving representatives of business and industry are organised to identify sectoral needs and initiate new activities. Planned Actions: - The learning services system shall be further modernised. - A comprehensive communication plan for learning services shall be prepared and implemented. - Partnerships shall be expanded through proactive engagement and the initiation of new services.	
	4.3. Strategic planning further recommends the inclusion of a broader range of qualitative indicators to ensure not only quantitative but also qualitative evaluation of lifelong learning activities.	Implemented Actions: - Accordingly, the Strategy establishes a monitoring framework based on both quantitative and qualitative indicators, including, inter alia, the assessment of institutional reputation and public recognition. Planned Actions: - The HEI will implement the activities outlined in the Strategic Plan in order to achieve the defined strategic objectives, ensuring timely monitoring and evaluation of implementation progress.	It is expected that through consistent and successful implementation of all planned strategic, structural and operational development measures, by 2030, Lietuvos Inžinerijos Kolegija Higher Education Institution will become a widely recognised and acknowledged leading centre of engineering competences in Lithuania. The institution will be assessed not only by the scope of its study fields or the number of students, but also by the high quality of engineering competence development, the level of applied research, and its capacity to create practical, economic and technological value. Lietuvos Inžinerijos Kolegija Higher Education Institution is expected to become a reliable and long-term partner for business and industry, actively contributing to workforce skills development, innovation creation and the implementation of technological solutions. By fostering close cooperation with industry representatives, the HEI will provide high value-added learning, reskilling and expert services, based on advanced technologies, applied research and real business needs. In this way, the institution will serve as an important link between higher education, research and industry, contributing to the enhancement of regional and national economic competitiveness. In the long term, the strengthening role of the HEI in the field of engineering is expected to enable it to successfully compete in the international applied sciences education area, increase its international visibility and attractiveness to students, academic staff and partners from abroad. Lietuvos Inžinerijos Kolegija Higher Education Institution will be perceived as a modern institution oriented towards innovation, sustainability and Green Deal principles, capable of responding flexibly to changing labour market needs and contributing to the sustainable development of society and industry.