

ACTION PLAN
IMPLEMENTATION OF RECOMMENDATIONS
(November 2016)

Strategic Management

	Recommendation	Action
1.	In the preparation of the new strategic plan, establishes specific metrics and KPIs by which the University can clearly know whether it is achieving its objectives.	The 2018-2023 Strategic Plan was written with specific metrics and KPIs in place. The institutional KPI dashboard/definitions/tracking document is updated annually.
2.	Establishes a formal risk register which is reviewed at defined periods, looking at the organisation from all perspectives	The Crisis Management Plan has been revised and reviewed regularly. It has served as our risk register during the pandemic and the war in Ukraine. In addition, policies have been created to manage risk.
3.	Establishes explicit and formal mechanisms by which regional stakeholder feedback can be obtained and considered.	In 2017 LCC proceeded with Program Committees, an advisory board whose role is to assess the curriculum offered in a program and provide recommendations for improving it. By bringing representatives of all stakeholders together, the committee plays a significant role in ongoing quality assurance.
4.	Identifies a small number of other higher education institutions (two-three) by which the University can benchmark itself – perhaps one in North America and perhaps another from Europe/Africa/Asia	In 2019 LCC became a member of the Lithuanian Rector's Conference through which LCC gained an opportunity to benchmark to other Lithuanian Universities. LCC utilizes partner universities in Lithuania, the Netherlands, and the United States as benchmark institutions. The categories of benchmarking are often specific to an institution.
5.	Continues with the development of a clear quality assurance system with defined internal procedures for programme approval and review (prior to external evaluation).	Procedures for program approval and review have been incorporated into the Internal Quality Assurance Guide. Initially, they were incorporated into the guide in 2016, and revised in 2021 and 2023.
6.	Revises as appropriate the University's quality assurance policy and procedures in line with the 2015 ESG, taking particular note of the Ministerial Statement on Joint Programmes	LCC's Quality Assurance Policy and Procedures document has been reviewed periodically. The last revision of the Internal Quality Assurance Policy was conducted in May 2023. The guide is in compliance with ESG 2015 requirements. With specific reference to joint programs, LCC does not currently have, and is currently not in conversation about joint programs. Prior to such planning being done, the appropriate policies, in keeping with the Ministerial Statement on Joint Programmes, will be developed.
7.	Establishes clear, documented due diligence and approval processes by which the University enters partnerships, signs legal agreements and establishes joint programmes with full awareness of all the diverse jurisdictional accreditation and recognition issues	LCC does not currently have and is currently not in conversation about joint programs. Prior to such planning being done, the appropriate policies, in keeping with the Ministerial Statement on Joint Programmes, will be developed.
8.	Appoints a senior member of faculty to have a leadership role in establishing a clear awareness amongst faculty, staff and	In 2019 LCC created the position of the Director of Institutional Effectiveness. The creation of this position helped LCC centralize and boost its data collection and submission, raised institutional awareness about quality assurance, enhanced LCC's involvement

	students of the quality assurance system and the tools and elements of the Bologna process	in the life of Lithuanian academia by creating stronger relations with state institutions and advocating for university needs in the field of higher education.
9.	Ensures that students and external stakeholders are formally updated on responses to or actions taken in respect of feedback that they have given	The establishment in 2017 of Program Committees serves as the primary locus for the provision of feedback and recommendations and updates on responses for the same. Feedback of actions taken is also provided through the regular communication channels of LCC.
10.	Formalises procedures by which students can appeal grades and make complaints	The procedure for student appeals and complaints are outlined in the following policies: Grade Appeal Policy, Appeal after Suspension/Dismissal, Academic Appeal Committee, Academic Ethics Code.

Academic Studies & Lifelong Learning

	Recommendation	Action
1.	Ensures that marks awarded are explicitly aligned to the assessment of programme and course learning outcomes	This is in place – grades are given in alignment with assessments and learning outcomes. This issue is monitored by the Academic Leadership Team.
2.	Allocates ownership of leading the institutional embedding of learning outcomes with a constructive alignment to student assessment to a specific individual or to a dedicated sub-committee of academic council	The establishment of the Director for Institutional Effectiveness has created the necessary ownership for these processes related to learning outcomes and assessments.
3.	Establishes programme committees or programme boards which are made up of faculty teaching on the programme and have student representatives which meet at least once a semester and have clear terms of reference	The university has established active Program Committees that include students, faculty as well as external stakeholder representation. Their frequency of meeting is recommended to be one a semester, although the pandemic stresses disrupted this until recently.
4.	With the issue of the revised 2015 <i>ECTS Guidelines</i> , takes the opportunity to discuss and if necessary provide training to faculty and staff on the allocation of student workload	It is the responsibility of the Director for Institutional Effectiveness to guide the review of relevant issues arising from the 2015 ECTS Guidelines and develop plans, in consultation with the Academic Vice President and the Department Chairs, for awareness on matters that need to be addressed including the allocation of student workload.
5.	Where possible ensures that a whole discipline/course is not taught by one faculty member alone, so that students gain exposure to different approaches to a subject	It is a longstanding practice for LCC to ensure that a whole discipline is not taught by one faculty member alone. LCC will continue to ensure that students learn from a diversity of lecturers in their disciplines to gain exposure from different approaches. All departments have at least three FT faculty members per discipline. This is monitored by the Academic Vice President.
6.	Ensures that there is clear comprehension of the complex nature of joint programmes, joint degrees and double degrees with due understanding of the Lisbon convention amongst all faculty and staff	LCC understands the added complexity of joint programs. LCC does not currently have any joint programs, joint degrees or double degrees.

Research and/or Art Activities

	Recommendation	Action
1.	Brings to completion the establishment of a specific vision and strategy for the further development of research activities and a research culture for LCC	<p>A Research Council was formed to provide leadership and visibility to the institutional research goals and to bolster the research culture.</p> <p>Established research plan, increased funding for business trips, provided stipends for publications, created cluster program.</p> <p>A research agenda has been established. Internal metrics have been created to encourage research activity.</p>
2.	Establishes clear areas of focus for LCC's research activities, drawing on the strengths and unique features of the institution	<p>LCC created and expanded centers (Center for Faith and Human Flourishing, Center for Dialogue and Conflict Transformation), which accent central scholarly themes in LCC culture and identity.</p> <p>A clear research agenda has been established, drawing on the strengths of the LCC ethos.</p>
3.	Considers entering local and international HEI collaborations to make bids for public funding for research projects	This has begun. The next step in LCC's institutional growth is to formalize these processes, in addition to affirming the individual efforts of faculty.
4.	Plans for the future institutional recognition of the importance of research by ensuring faculty receive adequate time in which to be research active	<p>LCC has upgraded policies related to research – including:</p> <ul style="list-style-type: none"> ● Faculty Ranking and Promotion Policy ● Teaching, Research, Reading Group Grants Policy ● Promotion Track Sabbatical Leave Policy ● Faculty Professional Review Committee Policy ● Research Productivity Related Data Management Policy <p>As an example of the result of policy development and implementation: Ten faculty were given some form of release time in 2022-23 for scholarly work.</p>
5.	Plans for the institution to realise that philanthropic funding for teaching needs to be complemented to some extent by the funding of research and researchers and that this may also contribute to the mission of the University	<p>The development of a Research Center directly tied to LCC's identity as an international Christian university provides both motive and opportunity for LCC to pursue philanthropic funding of research activity at LCC.</p> <p>LCC has begun to collaborate with other HEIs, to seek funding for research initiatives. This area for growth continues.</p>
6.	Builds relationships of a deeper nature with Lithuanian HEIs and other regional HEIs.	Several faculty have collaborated with other EU scholars. LCC needs to continue to cultivate more institutional collaboration.
7.	Where resources allow increases access to journals such as JSTOR	Faculty now have wide access to JSTOR.

Impact on Regional and National Development

	Recommendation	Action

1.	Establishes a consultative forum through which local social and businesses partners can participate in idea sharing and generation	A business/university collaborative initiative was begun in September 2019 – with a business symposium hosted in conjunction with the LCC Board of Directors meetings. The mutual dialog – about goals for the city/region/university and need for the potential international workforce that LCC produces generated multiple follow-up initiatives. LCC began continued conversations with local companies, including strategic conversations with LCC board members. The pandemic moved everything online, but more significantly reduced the need for common spaces (as the “idea of work” changed during the pandemic). This changed the trajectory of the conversations between business and LCC. These are now being renewed, but a new focus is needed.
2.	Establishes a formal alumni association with local chapters in different countries	After consulting with a representative group of alumni, the decision was NOT to establish a formal alumni association, but rather to function with an informal advisory board. Class reps were identified from each graduating class. This was developed prior to the pandemic. The LCC President visited several countries, and hosted alumni gatherings, as part of this new concerted effort to engage alumni. Then the pandemic – during which time F2F visits were not permitted, but LCC hosted between 15-20 Alumni Zoom Events, featuring key alumni in various countries. In addition, the Admissions team included alumni in their program-specific Zoom events. Now in Fall 2023, a new Alumni Ambassador program is being developed, in which alumni will be encouraged and trained to work together with the Admissions team in their regional visits. In addition, LCC has had an alum on the Board of Directors for over 15 years. By Fall 2023 there will be 2 alumni on the Board of Directors.