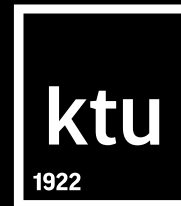




## 2022 EUROPEAN QUALITY ASSURANCE FORUM



# University Portfolio Management Model: Achieving Participation-Focused Results Through Shared Decision Making

The case of Kaunas University of Technology

**Lina Gaižiūnienė**, Phd in Educational Sciences  
Projects Manager of Quality Assurance  
Kaunas University of Technology, Lithuania

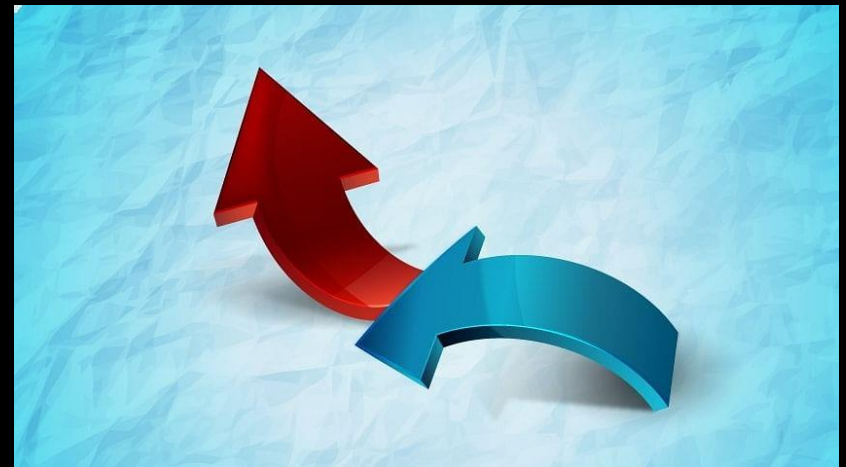
18<sup>th</sup> November, 2022

## Context

The 2022 EQAF entitled “Shaping or sharing? QA in a value-driven EHEA”

KTU Study Programmes Portfolio Management Model:

- Department of Academics Affair initiative
- Aim – to achieve participation-focused results through shared decision making



Faculty committees



University experts' group

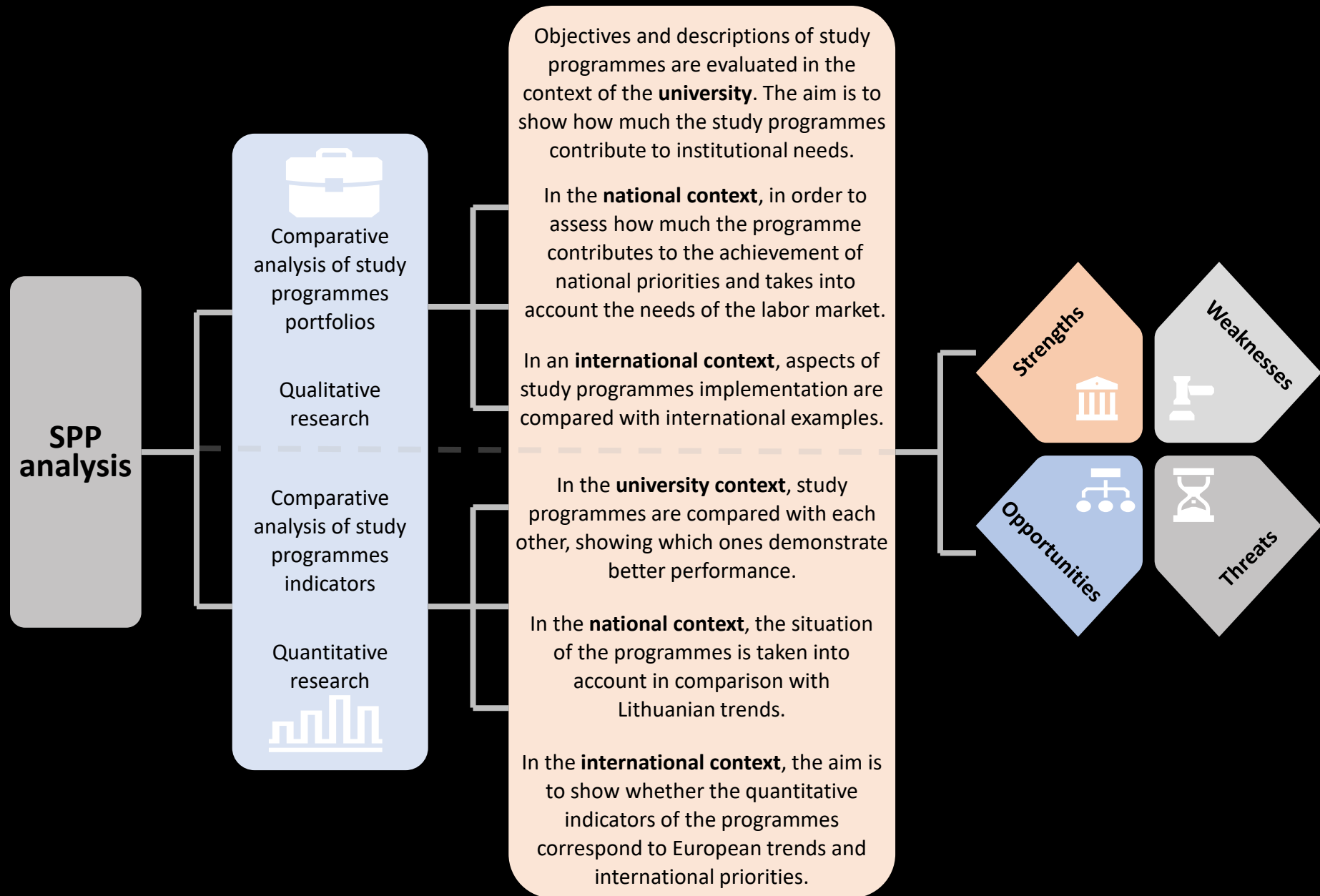
Consists of:

- Dean and / or Vice-dean for studies
- Fields' study programme committees (including students and employees)

Consists of:

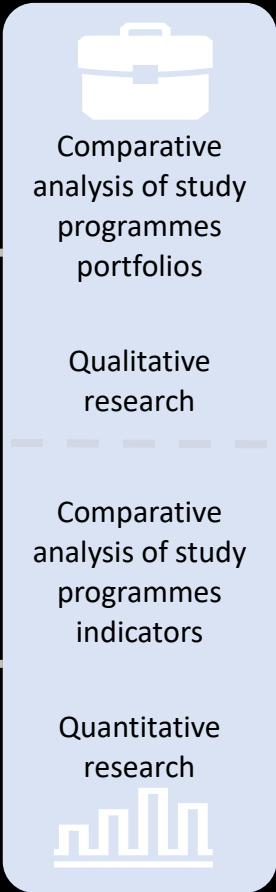
- Members from University Senate
- Rector and / or Vice Rector for studies
- Department of Academic Affairs
- Experts from Faculties
- Members of Student Union

# Stages



# Stages

## SPP analysis



Objectives and descriptions of study programmes are evaluated in the context of the **university**. The aim is to show how much the study programmes contribute to institutional needs.

In the **national context**, in order to assess how much the programme contributes to the achievement of national priorities and takes into account the needs of the labor market.

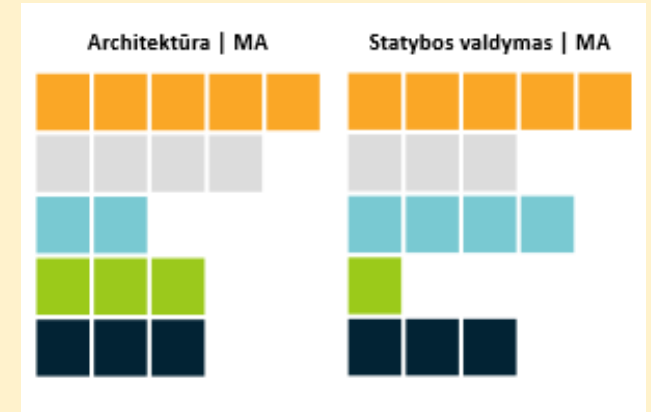
In an **international context**, aspects of study programmes implementation are compared with international examples.

In the **university context**, study programmes are compared with each other, showing which ones demonstrate better performance.

In the **national context**, the situation of the programmes is taken into account in comparison with Lithuanian trends.

In the **international context**, the aim is to show whether the quantitative indicators of the programmes correspond to European trends and international priorities.

### Example:



# Stages

## SPP analysis

Comparative analysis of study programmes portfolios

Qualitative research

Comparative analysis of study programmes indicators

Quantitative research



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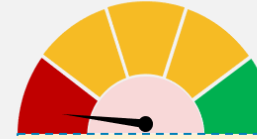
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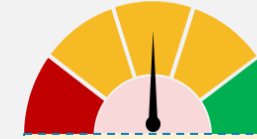
### Results of the programmes in the national context



The total value of the indicators is 3-4 points

**In Lithuania, the program is weak**

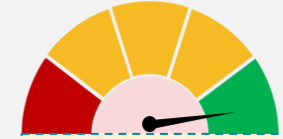
Compared to other Lithuanian universities it is difficult to attract a significant number of students; graduates of the program do not show good employment results.



The total value of the indicators is 5-7 points

**A unique program in Lithuania**

The program in the context of Lithuania shows results similar to general trends; able to attract applicants of a comparable level and a sufficient number of applicants; employment of graduates follows general trends.



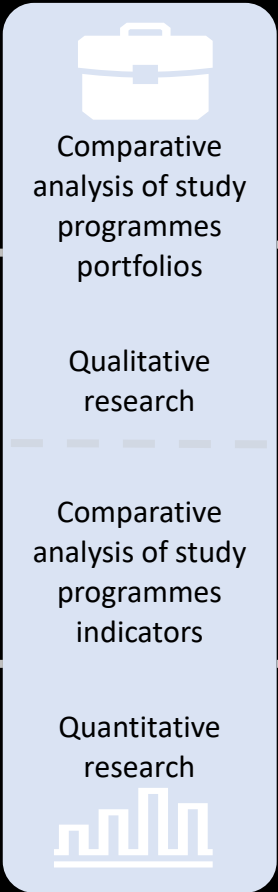
The total value of the indicators is 8-9 points

**The leading program in Lithuania**

The program occupies a unique position in the context of Lithuania; attracts some of the best applicants and exceeds overall enrollment trends; graduates are very welcome in the labor market.

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### Example:

ikiamas ipsnis	Programos trukmė (metai)	Programos kaina	Sutampantys studijų programų elementai / bruožai (tikslas, rezultatai, sandara, veiklos, vertinimas ir kt.)	Skirtingi studijų programų elementai / bruožai (vertinimas)
3,5		Neskelbiama	<ol style="list-style-type: none"> <li>1. Studijų programa turi specializacijas. Sutampanti specializacijos - pastatų konstrukcijos, pastatų inžinerinės sistemos.</li> <li>2. Į studijų programą įtraukta inžinerinė praktika paskutiniuose semestrais.</li> <li>3. Studijos suteikia teisę kandidatuoti į antros pakopos studijas.</li> <li>4. Akcentuojamas komandinis darbas</li> </ol>	<ol style="list-style-type: none"> <li>1. Studijos trumpesnės vienu semestru.</li> <li>2. Studijų programoje yra platesnis spektras: tiltai, hidrostacija ir kiti infrastruktūros objektai</li> <li>3. Pateikiama platesnis karjeros galimybių ap pavyzdžių.</li> <li>4. Studijų programa grindžiama į problemų spn</li> <li>5. Akcentuojama mokslu grįstos studijos ir dėst</li> <li>6. Pabrėžiama, kad semestro projektų tematik studentai glaudžiai komunikuoja su verslu.</li> <li>7. Pusė semestro skiriama modulių studijoms, i darbu sprendžiant realią verslo pateiktą proble</li> <li>8. Nuo pirmojo semestro studijos orientuotos į i [trauktas modulis "Introduction to Technical Re</li> <li>9. Akcentuojama, kad mokoma praktinio mate</li> <li>10. Kiekvienas semestras studijų pradžioje skir 1) bendram suvokimui ko reikia, kad būtų suku 3) infrastruktūra ir vandentvarka; 4) pastato sta studijų pusėje gilinamas į specializacijas: pasta klimatas ir energija, vanduo ir aplinka, keliai ir</li> </ol>
3		Neskelbiama	<ol style="list-style-type: none"> <li>1. Bendruosius dalykus kaip ir KTU sudaro baziniai kursai: matematika, fizika, chemija.</li> <li>2. Krypties dalykuose taip pat yra BIM, konstrukcijos, architektūra, technologijos, urbanistika, medžiagos.</li> </ol>	<ol style="list-style-type: none"> <li>1. Krypties dalykuose yra tokie moduliai: pasta darnumas ir gyvavimo ciklo analizė.</li> <li>2. Pasirenkami dalykai siūlomi iš visų univer: rinktis programos rekomenduojamus krypties i</li> <li>3. Pateikiama studijų stojimų statistika, bei kor</li> </ol>

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## SPP analysis



Comparative analysis of study programmes portfolios

Qualitative research

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### Example:

Example screenshot of the KADEMINĖ INFORMACINĖ SISTEMA (AKIS) website showing a dashboard for 'Vidinė stebėseną' (Internal Monitoring).

The dashboard includes a navigation menu with options: Pradžia, Krypties vertinimas, Kasmetinė stebėseną, Vidinė stebėseną (selected), Rodiklių aprašai, and Ataskaitos.

The main content area is titled 'Vidinė stebėseną' and includes filters for 'Pasirinkti programas +' and 'Pasirinkti rodiklius +'. Below the filters, there are sections for 'Pasirinkti reikšmių atvaizdavimą' (Selected value visualization) and 'Spalvų reikšmės' (Color meanings).

The 'Pasirinkti reikšmių atvaizdavimą' section shows radio buttons for:
 

- Skaitinė reikšmė
- Skaitinė reikšmė ir pokytis
- Skaitinė reikšmė ir spalva
- Spalva

The 'Spalvų reikšmės' section shows a legend:
 

- Puikiai
- Gerai
- Patenkinamai
- Nepatenkinamai

The 'Pokyčio reikšmės' section shows a legend:
 

- ↑ Didėjo
- Nekito
- ↓ Mažėjo

The main table displays the following data for the program '6211EX003 Aplinkosaugos inžinerija':

Programa	Studentų priėmimas	Tarptautiškumas	Tarptautinių studentų dalis, proc.	Atvykusių dalinių studijų studentų dalis, proc.	Realiai vykdytų modulių anglų kalba dalis, proc.	Tarptautinių dėstytojų dalis, proc.
6211EX003 Aplinkosaugos inžinerija	↑ 10	↓ 10	→ 0	↑ 100	→ 0	



# Stages

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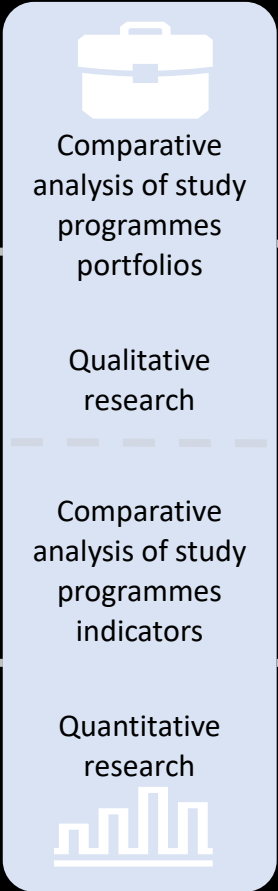
## Example:

*Lietuvos dirbtinio intelekto strategija*  
udijų programos: *Igdžių ir kompetencijų, reikalingų ateičiai su dirbtiniu intelektu, vystymas nacionaliniame lygmenyje, Pagrindiniai etiniai ir t*

Studijų kryptis	Priemonė 1
<p>Ekonomika (I pakopa - Ekonomika; II pakopa - Ekonomika, Verslo ekonomika)</p>	<p>• Prie šios strategijos įgyvendinimo prisideda šie ekonomikos bakalauro programos moduliai: S114B254 verslo teisė, S180B427 Ekonominė statistika; S189B141 Socialinių tyrimų metodai; S180B003 Ekonometrija; P170B103 Veiklos analitika ir duomenų tyryba; S283B010 Kognityvinio (pažintinio) neuromokslo pagrindai; S180B142 Duomenų analitika; Produkto vystymo projektas; S190M158 Projektų valdymas; S183M164 Darnaus vystymosi ekonomika), skatinantys atsakingą ir veiksmingą požiūrį duomenis bei socialinius ir teisinius klausimus dėl dirbtinio intelekto kūrimo ir naudojimo, technologijų ir verslo poreikių išmanymą.</p> <p>• Įgyvendinant prioritetus, susijusius su atsakingu požiūriu į duomenis gebėjimus ir semestro metu įgytas žinias studentai demonstruoja moduluose " Magistro baigiamasis projektas", kur atlieka tiriamuosius darbus . Mokslinių tyrimų gilinamieji moduliai yra "Mokslinių tyrimų dizainas"; "Tiriamasis projektas 2" ir " Magistro baigiamasis projektas". Tiriamiesiems darbamams ir projektams atlikti studentams yra pateikiamos inovatyvios ir verslui aktualios tematikos. Ekonomikos studijų programose modulių turinys atliepia dirbtinio intelekto sistemų integravimo į visus ekonomikos sektorius klausimus, DI mokslinių tyrimų ir eksperimentinės plėtros augimo skatinimą, atsakingą požiūrį duomenis bei etinius ir teisinius</p>

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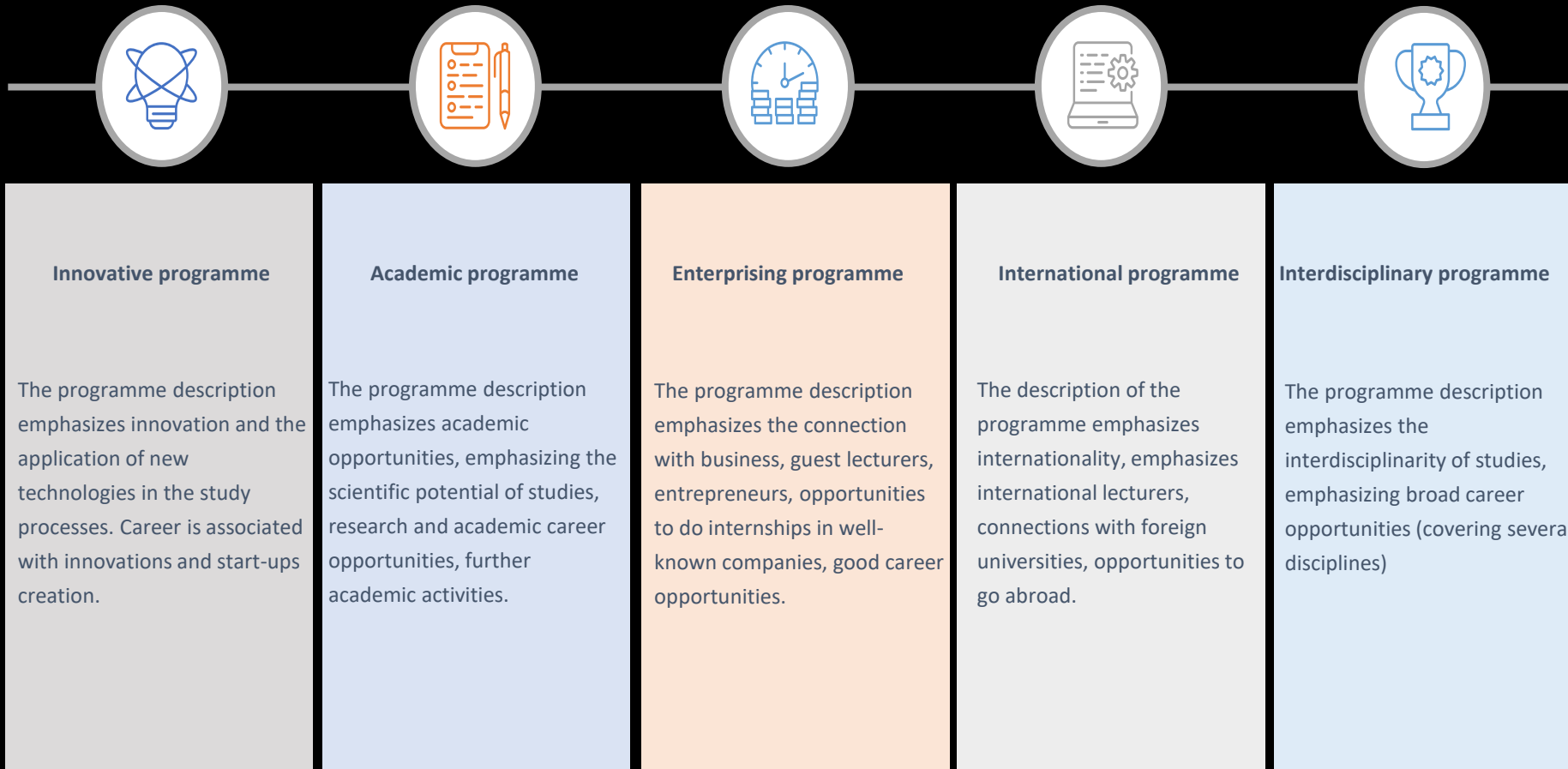
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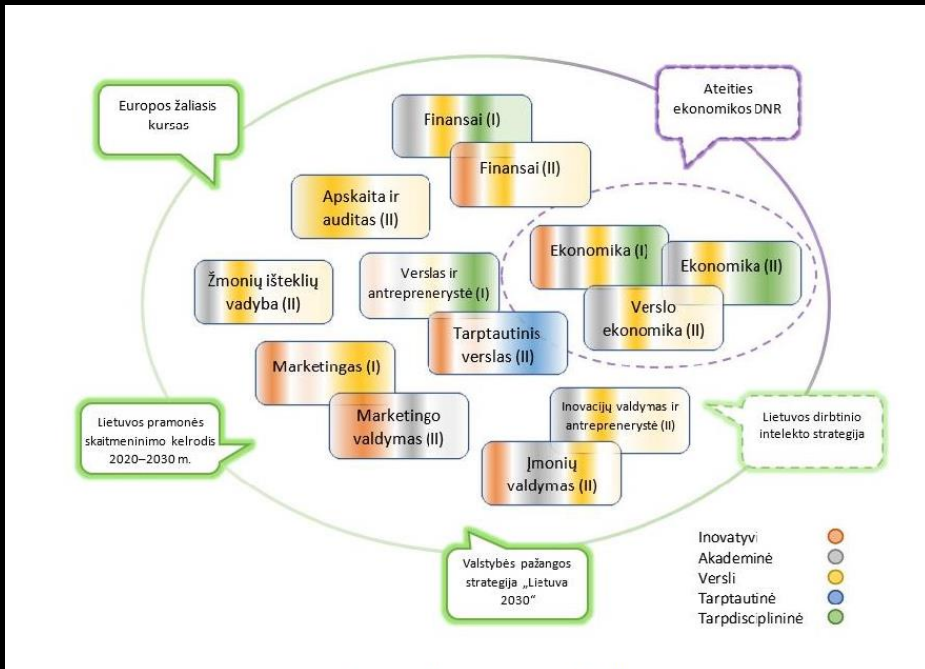
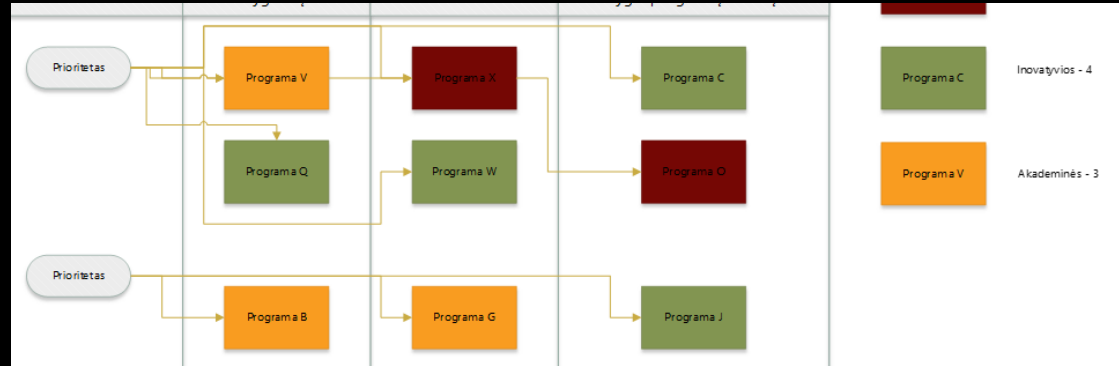
### Example:

International trends in higher education admission and graduates EU27	Eurostat (Education and training outcomes - Graduates by education level, programme orientation, sex and field of education)	The indicator compares EU27 admission and graduate trends with KTU data.	Likert scale where: 3 - In the analyzed period, the average annual change of graduates was 2% higher than the EU27 average. 2 - In the analyzed period, the average annual change of graduates was between 1% and -1% compared to the EU27 average. 1 - In the analyzed period, the average annual change of graduates was lower than -1% compared to the EU27 average.
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# Study programmes profiles



# Study programmes maps with profiles



Nr.	Strateginiai prioritetai	BA					MA					
		I	Q	I	IS	MT	PS	I	ISI	IT S	NMT	PSI
1	Sumani specializacija. Informacinės ir ryšių technologijos;											
	18.6.1. dirbtinis intelektas, didieji ir paskirzytieji duomenys;											
	18.6.2. daktų internetas;											
	18.6.3. įvairiarūšė analizė, apdorojimas ir diegimas;											
	18.6.4. kibernetinis saugumas;											
	18.6.5. finansinės technologijos ir blokų grandinės.											
2	Sumani specializacija. Įtrauki ir kūrybinga visuomenė;											
	18.7.1. modernios ugdymosi technologijos ir procesai;											
	18.7.2. dizaino ir audiovizualinių medijų technologijos ir produktai;											
3	Lietuvos pramonės skaitmeninimo kelrodis 2019-2030. Technologijų plėtros kryptys;											
	Internet of Things (IoT)											
	Cyber Security (CS)											
	Cloud Manufacturing (CMfg)											
	Artificial Intelligence (AI)											
	Augmented Reality (AR)											
	Business Management Systems (BMS)											
4	Lietuvos dirbtinio intelekto strategija											
5	Europos aukštojo mokslo erdvės (EHEA) kokybės užtikrinimo nuostatai											

Legend:

- Inovatyvi SP (Green)
- Akademine SP (Orange)
- Versli SP (Yellow)
- Tarpdisciplininė SP (Blue)
- Tarpdisciplininė (Light Blue)
- ženkliai prisideda (Dark Blue)
- ženkliai prisideda (Light Blue)
- prisideda (Medium Blue)
- prisideda (Light Blue)

## What results can be achieved?

1. One step in building a Culture of Inclusive Collaboration (teams can see how different they are, but at the same time what good result they can achieve)
2. Teams had to operate in a way that seeks out authenticity, contribution, free exchange of ideas, and respectful debate (it's not enough for diverse members to have a seat at the table, they also need to have a voice).
3. Discussions and good practice sharing leads to learning from each other, helps to deal with agreements in smoother way.



## Collaboration and inclusion

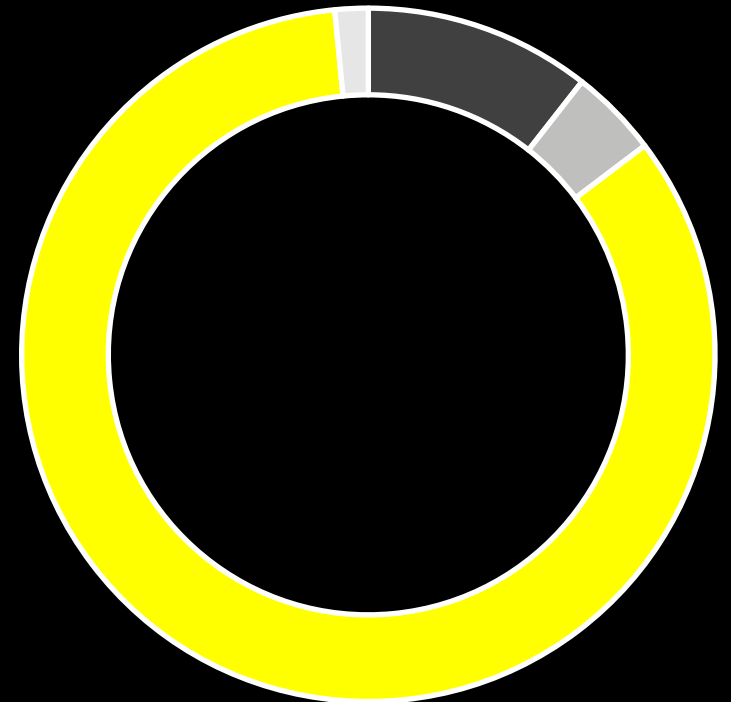
1. When community has goals that are aligned with the organizational strategy, both personal and university goals are easier to reach.
2. To improve cooperation, the focus should be on dividing work into clear roles and responsibilities, communicating effectively, and sharing knowledge freely.
3. When team members show compassion towards one another, they help create strong team connections.
4. Fairness means there is a willingness to address bias, paired with a mindset that differences within a group are not obstacles but assets.

# Feedback

„...it seemed difficult at first, but once we got involved in all the activities and shared the tasks, it seemed very valuable to evaluate ourselves and compare with other programmes... „

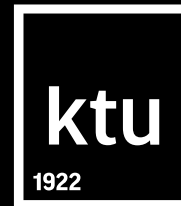
„The analysis is very valuable and necessary because its results are used not only in planning the portfolio of study programmes, but also evaluating the faculty's strategy, allocated funding and areas for improvement...“

„...what is most valuable is the involvement of all parties and a common assessment of the whole situation.“





# 2022 EUROPEAN QUALITY ASSURANCE FORUM



Thank you!

**Q&A**

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