



**STUDIJŲ KOKYBĖS VERTINIMO CENTRAS**

**VILNIAUS UNIVERSITETO TARPTAUTINIO VERSLO  
MOKYKLA  
VEIKLOS VERTINIMO IŠVADOS**

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**INSTITUTIONAL REVIEW REPORT  
INTERNATIONAL BUSINESS SCHOOL  
AT VILNIUS UNIVERSITY**

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## I. INTRODUCTION

### Purpose

1 The review of the **International Business School at Vilnius University (IBS at VU)** was commissioned by the Centre for Quality Assessment in Higher Education (SKVC), Lithuania, in its role as the Authorized Agency prescribed by Lithuanian law. The review was conducted in accordance with the prescribed methodology pursuant to the Procedure for External Reviews in Higher Education, approved by Government Resolution No. 1317 of 22 September, 2010.

2 The review was informed by the following prescribed principles:

- autonomy and accountability – account shall be taken of the balance between the autonomy and social responsibility of the institution of higher education;
- contextuality – account shall be taken of the qualities of the institution's mission, strategy and operating conditions;
- holistic approach – account shall be taken of the interaction and compatibility of the areas being reviewed;
- stakeholder involvement – representatives of the study system stakeholders (students, graduates, academics, employers and other social partners) shall be involved in the procedures of self-evaluation and evaluation;
- unity of internal and external quality assurance – the internal quality assurance system and the external review must be based on mutually harmonized principles and public criteria, which also lie at the basis of the quantitative and qualitative indicators set by the institution for itself;
- continuity – while conducting an institutional review of a higher education institution, account shall be taken of the previous evaluation and the follow-up performance.

3 In accordance with the requirements, the Review focused on examination of the following principal areas:

- strategic planning;
- academic studies and life-long learning;
- research and/or art (creative) activities\*;
- impact on regional and national development.

*(\* The formal rubric 'Research and Art' has been used throughout this report, in accordance with SKVC's prescribed review methodology. It should be noted that the term (creative) Art is not relevant in the context of IBS at VU)*

### Membership

4 The members of the Review Team were:

- Dr. Paul Hartley, (Director of PDH Higher Education Consulting Ltd.), UK, (Chair)
- Aušra Leonavičiūtė, (student of Public Communication), Vytautas Magnus University, Lithuania
- Paul Mitchell, (Director of Mega Mitchell Consulting Ltd.), UK, (Secretary)
- Saulius Olencevičius, Director of Prime Consulting, Lithuania
- Dr. Heinz-Ulrich Schmidt, Special Representative of the Foundation for International Business Administration Accreditation (FIBAA), Germany.
- Dr. Fuada Stanković, Professor of Entrepreneurial Studies at the University of Novi Sad, Serbia.

### Approach

5 The review was carried out using the process prescribed at national level. The Team sought to conduct the review in a professional, challenging and courteous manner. The review process as a

whole proceeded smoothly and during the site visit, the Team was met with unfailing courtesy and helpfulness, and was able to engage in discussion and exploration of key issues.

### **Procedure**

6 In fulfilling the purposes of the review the Team has:

- considered the broad national, regional and professional contexts within which IBS at VU operates;
- considered a self-evaluation document prepared by IBS at VU and a range of supporting documents submitted in advance of the site visit (Appendix 1);
- considered additional documentation relevant to the Team's lines of enquiry during the site visit;
- conducted a three-day visit to IBS at VU (26 – 28 June 2012);
- toured the facilities and learning resources available to IBS at VU;
- met a range of stakeholders representative of IBS at VU activities (Appendix 2), including:
  - Members of IBS at VU Council
  - Director and Deputy Directors
  - representatives of students and specifically of Student Representative Office (2 meetings)
  - Self-evaluation team members
  - Representatives of staff responsible for quality management
  - Representatives of support staff
  - Heads of support services
  - Group of academic staff
  - Group of research-active staff
  - Graduates
  - Business and social partners

### **Self-evaluation document**

7 The Team considered that the self-evaluation document could have been significantly strengthened. The SWOT analyses at the end of each section provided some insights for the Team, but the document would have been greatly enhanced, had it contained more evidence of a capacity for self-reflection and a more robust analysis of the forward strategy for IBS at VU. Although subjected to widespread consultation and comment, the document did not use the opportunity to evaluate and challenge IBS's own strategy and policy. Also a more focused and targeted approach to the provision of supporting evidence would have been welcomed.

**8 The Team recommends that IBS at VU should develop its capacity for critical self-reflection and analysis and become more targeted in providing sources of evidence**

## II. BACKGROUND INFORMATION ABOUT THE INSTITUTION

9 The current legal structure of IBS at VU is somewhat unusual. It was first established in 1989 as a department of Vilnius University (VU). In November, 2000, the Government of the Republic of Lithuania permitted the establishment by Vilnius University of the International Business School at Vilnius University, as a division with the rights of a legal entity. In December 2000, the Charter of the International Business School at Vilnius University was ratified by the Senate of Vilnius University and it was registered by the Department of Education, Science and Technology at the Ministry of Education. In June 2003, the Senate of Vilnius University adopted a resolution which further modified the legal form of IBS at VU, and which provides the basis for the current relationship. In October 2003, Vilnius University and IBS at VU signed a cooperation agreement. Vilnius University is the sole founding member of the School. IBS at VU is described as a public institution and a public legal entity with limited liability, established to serve public interests by engaging in educational, scientific, cultural, and other activities. (LR VŠĮ IX-1977). IBS at VU is co-located with VU and has service-level agreements with VU across a number of areas such as IT infrastructure and certain student services.

*(These relationships are discussed further in Paras. 24-25 below.)*

10 The governing body is the Council of IBS at VU, which monitors and is responsible for the institution's overall performance.

11 The senior academic and administrative officer of IBS at VU is the Director, who is supported by three Deputy Directors, each of whom has a designated portfolio and line management function (*Executive Education; Science, Innovation and Quality Management; Academic and International Affairs* respectively)

12 The Team was informed that the defining characteristic of IBS at VU is '**international entrepreneurship**'. The name *International Business School* relates to the international spirit and ethos of IBS, more than to the contents of programmes, although the move to teaching more programmes in the languages of business and commerce and increases in the numbers of international students and teachers is having an impact on that balance. Current activity and provision is driven by the Strategic Plan for 2006-2013 (adopted by resolution of the Board on December 6, 2006) The **vision** positions IBS at VU as **an academic competence centre of global business that develops competitive professionals and provides services of scientific innovation and training**.

13 The **mission** of IBS at VU is to nurture motivated students to become responsible leaders by bestowing on them the spirit of entrepreneurship through innovative study programs and training that meet the demands of the marketplace. The **Strategic Plan** seeks to implement the vision and the mission through enhancement of the visibility of the School in Lithuania and abroad by attracting the best students, professors, and partners. It seeks to nurture motivated students by deployment of innovative student incentive programmes, by providing practical training in the workplace and by maintaining close ties with alumni. It envisages development of innovative study and training programmes that meet the demands of the marketplace by strengthening academic staffing and by energizing scientific research. Its **values** are:

- Professionalism;
- Democracy;
- Partnership;
- Continuity of university traditions.

14 The current profile of IBS at VU is thus that of a business school providing both university education through programmes of study at both bachelor's and master's degree level and also providing an extensive executive education programme in management for the business community.

15 The portfolio of study programmes has expanded over the period 2006 – 2011. Programmes are designed to focus on the preparation of specialists in international business with the appropriate basic knowledge and competencies in the selected field. Current provision comprises:

- four first-cycle Bachelor's Degree programmes in:
  - International Business
  - International Tourism Business
  - Business Finance
  - Business and Politics in Central and Eastern Europe
- five second-cycle Master's Degree programmes in :
  - International Marketing and Commerce
  - International Business and Law
  - International Business Finance
  - International Project Management
  - Creative Business

16 The current student population comprises some 1,360 undergraduate students and some 300 Master's degree students. The total student population for all degree level programmes of some 1,660 students represents since 2006 a significant percentage fall from numbers seen earlier in the planning period (a fall from some 2,100 / 2,200 students).

17 IBS at VU also offers an extensive continuing education programme of courses through its Centre for Executive Education This area of provision has experienced continuous demand and has grown rapidly in recent years. Over the five year period 2007 – 2011, a total of 158 training courses were delivered. Of these, 92 were run in 2011, involving 1,790 participants.

18 Student interests are formally represented by the Student Representative Office. There are three student members of the IBS at VU Council.

19 There are currently 173 members of academic staff, of whom 17 are permanent teachers and 156 are 'visiting' staff.

20 The current premises are rented from the University of Vilnius and were re-opened in May 2004, after an extensive refurbishment programme funded by IBS at VU. The building comprises 5400 sq. m., housing modern lecture theatres and seminar rooms, cafeterias, student service points, language laboratory facilities, computer clusters, and a library.

21 Access to the resources, facilities and services of VU, which is afforded to staff and students of IBS under the service level agreement, bring undoubted benefit to all IBS members.

22 In 2004, IBS at VU underwent external evaluation at programme level by a team of international experts. At that time its study programmes were accredited and a number of broader recommendations made, including:

- IBS should carefully reconsider its complex relation with Vilnius University (see Paras 24-25 below).

- IBS should start a strategic planning process in cooperation with alumni and business and develop a truly international profile in research and education (see Paras 26 and 56-57 below)
- IBS should develop a long run research planning and staff development, including establishing a PhD programme (see Paras 38 and 57 below).
- IBS should continue efforts to expand the library, also electronically (see Para 40 below).
- The very valuable SPS programme should be reconsidered and repositioned (now revised and re-launched)
- IBS should introduce procedures for systematic quality assessment (see Paras 33-35 below)
- IBS should increase the proportion of full-time staff relatively to part-time teachers (see Para 38 below)

IBS at VU has responded to these recommendations, as detailed later in this report.

### III. STRATEGIC MANAGEMENT

23 The review team explored the strategic management of IBS at VU with reference to the criteria set out in the Methodology and considered the strategic plan's fitness for purpose, arrangements for the plan's publicity and its availability to stakeholders and the public at large, guarantees for its implementation, and management effectiveness.

24 Governance arrangements at IBS at VU are set out within a statutory framework as described in Para 9 above. The current IBS at VU Council was appointed by the Rector of VU in January 2012; it comprises 17 members, including 9 senior VU staff, 3 students and 5 lay members. There is a clear advantage to IBS in the 'branding' and access to shared facilities and services afforded to it through its formal association with VU; this was confirmed by students, alumni and employers alike. Nevertheless, it seemed to the Team that there remained ambiguities in the relationship with VU (in whose name IBS at VU makes its awards) and that this relationship could with advantage be addressed and clarified by the two parties.

A lack of clarity could be observed at a strategic level in three main areas:

- The extent of the independence of the IBS at VU Council in fulfilling its role in relation to strategic planning and performance monitoring of IBS at VU and the extent to which this role could be fully exercised
- the extent to which pending changes both to Statute and in senior personnel at VU are creating a planning blight on IBS strategic planning beyond 2013.
- the extent to which any new working arrangements could be devised so as to underpin a greater degree of independence and self-confidence in the IBS senior management team in devising and delivering the forward strategy for IBS

**25 The Team recommends that:**

- **IBS at VU should carefully consider its relationship with Vilnius University in the context of further developing optimum structures for strategic planning and performance monitoring**
- **The role of the IBS at VU Council in strategic planning and performance monitoring should be further energized as part of the above review**
- **Revised arrangements should support a greater degree of self-reliance and independence for IBS's leadership team in strategic planning and in the subsequent implementation of that strategy**

26 In regard to the current strategic planning process, IBS at VU articulated in 2006 a strategic plan of action. In regard to **fitness for purpose**, the strategy for 2006 – 2013 essentially reflects the main Bologna process guidelines set out in the Bologna Declaration and subsequent communiqués; namely the two-cycle qualification system, mobility of students and teachers, student support, and the expansion of scientific research. The strategy was developed by taking into consideration the education strategies of IBS at VU and of VU, national needs, the needs of businesses and global trends, especially the development of business schools. The Plan was revisited in the spring of 2010 to take account of further changes both within the European Higher Education Area and within the Lithuanian educational system and a revised sub-set of Business Innovation Strategies was developed. The Team was presented with strategy documents which reflected national study and science policy priorities and which also reflected the expectations of the European Areas of Higher Education and Scientific Research. A new Strategic Plan for the period beyond 2013 is in preparation and the Team saw evidence of the overall structure of the proposed plan and some of the contributory policies, such as that relating to research development.



27 In regard to **publicity, accessibility and availability** of the strategic plan, it was clear that a range of staff and students from across the University and outside stakeholders had had an opportunity to contribute to the planning process. A series of meetings and consultations are currently underway in connection with the preparation of a new plan beyond 2013.

28 Information on progress with the implementation of the Strategy Plan is presented to the IBS at VU community in different forms. An annual report is prepared according to the law and is published on the website; the report is presented and discussed at quarterly community assemblies, weekly administration conferences, and quarterly meetings of the IBS at VU Council. Before the beginning of each academic year, the IBS at VU community gathers for strategy planning sessions, during which the achievements of the previous year are evaluated and operational plans for next year are confirmed. All groups of the IBS at VU community are represented in these strategy planning sessions. The Director's annual report to the IBS Council, which is made widely available to all stakeholders, provides an overview of:

- IBS mission and trends
- current projects
- student numbers data
- taught programmes data
- results of student satisfaction surveys
- student progress and achievement data
- alumni activity
- careers service activity and placement statistics
- student extra-curricular activity and achievement
- international relations (including activity of international students and of the Exchange Centre, Erasmus activity, and bilateral cooperation agreements)
- IBS membership of international associations.
- science and innovation activity (including statistics of scientific activity)
- external funding achieved for science and innovation activity.
- activities of Student Scientific Society
- activities of the Centre for Innovations and Competence
- staff attendance at conferences and various other events
- list of current scientific and applied research projects
- publications in scientific journals
- scientific events
- activities of the Centre for Executive Education (courses and income)
- statistics about teaching staff
- library activity
- IBS at VU profit and loss statement.

29 With respect to **guarantees for implementation**, IBS at VU is aware of past inconsistencies in the monitoring of the strategic plan's implementation. As reported above, operational plans for each year are submitted for approval to IBS at VU's Council; monitoring of the implementation of IBS at VU's Strategic Plan has therefore been carried out through annual strategy sessions, in which all groups of the community are represented and during which achievements of the previous year are evaluated and operational plans for next year are created. In order to achieve tighter monitoring, a series of 'Business Innovation Strategies' was created in 2010, and subsequently monitored through PHASIX, a portfolio mapping technique, which enabled IBS more easily to assess progress towards planned objectives and to set forward planning objectives. Strategic management procedures were further revised in 2011-2012 reflecting the outcomes of an ESF project 'Update and accreditation of IBS at VU quality management model'. The new schedule for strategy preparation, dissemination and

implementation monitoring should provide a new and smarter model for preparing and monitoring implementation of the strategic plan.

30 Preparation of **quantitative and qualitative indicators** for monitoring the strategic plan started in the 2007-2008 session. Quantitative indicators have been defined for all areas of operation, including study programmes, promotion of international links, quality management, marketing, public relations, competencies of employees, participation in EU projects and areas of administration. It seemed to the Team that current work could potentially run the risk of delivering an unwieldy set of data and it recommends that more selectivity needs to be applied in identifying and extracting those key data sets which are most relevant for monitoring the core aspects of institutional performance

**31 The Team recommends that further work be undertaken to identify selectively the core performance indicators which can support both senior managers and the IBS at VU Council more securely in their planning and monitoring roles**

**32 Decisions at IBS at VU are taken in a collegial manner.** Any member of the community can put forward proposals concerning improvement of IBS's activities. New proposals are discussed at the IBS management level (during weekly meetings) and agreed with the process owner. New proposals are usually made by the process owners, since they are the persons who identify opportunities for improvement during their everyday activities. Strategically important decisions which can affect the development of IBS at VU are discussed with the founder and at the Council of IBS at VU.

33 The Team has reviewed **the effectiveness of the developing internal QA system.** Over the last decade, IBS, in common with all Lithuanian HEIs, has had to respond to a large number of legal and regulatory changes, including adjustment to the concept of three cycle studies, adoption of ECTS in 2011, and compliance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area. IBS at VU procedures for the development of new and revision of existing programmes take into account the national and European qualification frameworks. Study programmes are reviewed on a regular basis by IBS Study Programme Committees which include in their membership representatives from the appropriate civil stakeholders; new and updated programmes are approved at the IBS Council and the Senate of Vilnius University. At the end of each year, QA activity is reported to the IBS Council. The Council takes decisions on programme approval, withdrawal or modification. Every three years, Study Programme Committees initiate a comprehensive internal assessment of study programmes according to the methodology developed by the Centre for Quality Assessment in Higher Education. As part of study programme quality assessment, student surveys are conducted at the end of each semester.

34 The institution is relatively small and has in the past been able to operate much of its QA activity on an informal basis. The Team was informed that following the external report of the 2004 programme evaluation, a new quality assurance plan was initiated, taking into account the experts' recommendations and the changes in higher education regulations. A member of the School leadership team was given responsibility for quality assurance (Deputy Director for Science, Innovations and Quality) and IBS at VU decided to implement ISO 9001:2008. In accordance with this Standard, it has produced a supporting Quality Manual which contains a description of the procedures designed to monitor quality management processes for all IBS activities. The Quality Manual provides information on the quality policy of IBS at VU and defines its vision, mission, values, and goals. IBS has audited itself against the Standards and Guidelines for Quality Assurance in the European Higher Education Area. The analysis showed a number of areas requiring attention. IBS at VU is currently implementing a project titled "Revision of the Quality Management Model of IBS at VU and International Accreditation", which is co-financed from EU Structural Funds. The project is aimed at closing any gaps

between the existing quality management framework and the European Standards and Guidelines. The revision of the quality management framework might also better position IBS at VU to meet the international accreditation requirements of EPAS, EQUIS and AACSB. It is therefore intended that by the beginning of the academic year 2012–2013, a comprehensive quality management model will be fully in place in conformity with the provisions of both Lithuanian and European strategic documents and international accreditations. **The Team observed that a basic (but adequate) QA structure is currently in place**, which now needs to be expanded as intended by IBS at VU to a full QA policy (with comprehensive policies and procedures) together with provision of sufficient administrative resource. This should include the more rigorous use of programme performance statistics relating to student progress and achievement.

**35 The Team recommends that the developing quality policy be fully rolled out, paying due regard to European Standards and Guidelines; in particular that more rigorous use be made of programme performance data relating to student cohort progress and achievement and that intended learning outcomes are fully and consistently articulated.**

**36 In regard to appropriateness of changes to the organisational structure**, IBS at VU has shown itself to be a responsive organization. Examples would include:

- the setting up of the Executive Education Centre in 2007 in response to perceived demand from the business community.
- an innovative approach to the management of research was implemented in 2010 with a range of measures, including the creation of the position of Deputy Director for Research. The previous more traditional research management structure had been ineffective as it had failed to ensure cooperation within the academic community. In 2010, the department-based traditional research organisation structure was abolished. Reflecting the vision of IBS at VU ‘to provide innovative research, training and company consultation services’, an Innovation and Competence Centre was established. This Centre engages in research and applied science activities through active research management including the formation of research groups and project activities.
- Reorganisation of the Study Department in 2010 to provide improved learning and employability support for students; a number of new centres were established: Student Admission and Communication Centre, Career Centre, and Students Information Centre.
- Processes and their management at IBS at VU are defined in ISO 9001:2008 quality management standard. 18 processes were identified during the introduction of this standard; through process re-engineering these have been reduced to 15.

**37 The framework for the management of human resources** is set out in a ‘Description of Personnel Management Procedure’ which reflects Lithuanian legislation, internal regulations, orders of the Director and conditions of employment for academic and administrative staff. An analysis of the required number of academic staff is conducted every semester in accordance with new or updated programmes and takes into account academic staff performance. Recommendations on the number of support staff are put forward by heads of units on the basis of need and available funding. **The Team agreed that fit for purpose staff recruitment processes are in place.**

**38** The external review of programmes in 2004 had recommended that IBS:

- develop a long run (research planning and) staff development, including establishing a PhD programme
- increase the proportion of full time staff relatively to part-time teachers

In response, IBS has sought to put measures in place to help teachers improve their performance. Staff training and development is provided. Professional development is driven through a needs

assessment via annual staff appraisal. Academic staff also attend thematic training, as well as training courses arranged by other organizations. They are encouraged to participate in scientific conferences and have the opportunity to enrol for doctoral study. During the reporting period, IBS at VU funded doctoral studies at Vilnius University for three teachers and has now concluded an agreement with Vilnius University for exemption from fees of IBS at VU employees enrolled in doctoral studies at Vilnius University. In a separate development, the Team heard that IBS at VU is currently in discussions with VU in connection with the possible granting of authority to award doctoral degrees.

In regard to the second recommendation from the external review, the Strategic Plan (2006–2013) of IBS at VU had envisaged having 20 staff teachers engaged in research activities. Most of the academic staff were envisaged as non-permanent teachers with practical experience of business subjects and in touch with practice; professional practice specialists who have necessary teaching skills; and well-recommended lecturers from abroad. The first staff teachers were employed in 2008. However, such recruitment was not effective and research activity did not increase. There are currently 17 permanent teachers. According to the self assessment, a permanent teacher at IBS at VU is a teacher who has at least a one-year contract and works at least 40 hours (of pedagogical work) per year, who has written at least one article on behalf of IBS at VU and takes an active part in the public activities of IBS at VU. The teachers are encouraged to play a full part in all activities, including research engagement in accordance with the ‘Vilnius Menu’ model, whereby payment is made for specific work performed.

**The Team concludes that the current staff base and staffing model is fit for purpose and is an appropriate step in responding to the particular staffing needs of the University.**

**39 The systematic management of change (process optimization)** is being supported through the introduction of the ISO 9001:2008 standard, whereby annual internal and external audits of processes were initiated in 2008. This work is organized by the Deputy Director for Quality. The procedures consist of inspection, discussion and improvement of the existing processes. All proposals put forward by process owners and auditors form the basis of the improvement plan for actions and procedures, which, upon its approval by the Director, becomes part of IBS activities. Risk management strategies are discussed during strategic planning sessions. This comprehensive review of all processes is designed not only to allow IBS to meet national legislation and the requirements of the European Standards and Guidelines for Quality Assurance in Higher Education, but also to position IBS for triple accreditation by EPAS, EQUIS and AACSB – which together represent key peer accreditation requirements for international business schools.

40 In regard to **learning resources**, the physical infrastructure of IBS at VU is well managed; IBS premises are in general well found and fit for purpose. The current building has a capacity of 2,300 working places; it also has a library, two cafes, a public events hall, and a parking area. Students of IBS at VU may also use VU facilities, such as the library, sports facilities, and dormitories. The IT system of IBS is a part of the IT system of Vilnius University. A number of classrooms in IBS at VU bear the names of social partners who have provided sponsorship. A sports infrastructure development plan in conjunction with Vilnius University is in gestation. There are plans to expand the estate, by the addition of two further floors to the current building. There is a pressure on the number of available computers and study spaces and this was confirmed by students met by the Team. However, the Team heard that discussions are well advanced for the above collaborative agreement with VU, relating to an enlarged and collaborative (merged) library provision with substantial increases in the number of available computers and study spaces. Plans are being prepared for the integration of the library of IBS at VU into a newly built “science communication and information centre.” This will significantly improve student learning conditions. Learning materials and scientific literature are available in the current library and in a separate server where teachers can upload their material in an

electronic format. Moodle has been adopted as the learning platform and students were accustomed to using it. Staff confirmed that they had received adequate training in its use, but it was not possible for the Team to determine precisely how many courses made intensive use of Moodle for delivery.

41 In regard to **rationality of the use of funds**, IBS, from its foundation in 1989, has been financed from private funding sources, without any allocations received either from the Government or from its founder, Vilnius University. However, from 2009, it has also been receiving State funds allocated through the student scholarship programme in addition to fees paid by the students for their studies at IBS at VU. Since 2010, IBS at VU has also been active in securing significant amounts from European Structural Funds. Cost-saving measures introduced in 2008 were effective and in subsequent years IBS has recorded financial surpluses. Under current arrangements annual budgets are set during planning sessions held in October and November and reflect institutional priorities. Impact of the use of funds is analyzed on a quarterly basis. A revised Financial Management Procedure reflecting the annual finance management cycle is currently being prepared as part of the revision of the internal quality management model, together with a strengthening of financial planning and monitoring procedures.

42 IBS at VU operates a clear **Ethics policy**. The Code of Ethics has been adapted over time from the Code of Academic Ethics of Vilnius University. The main provisions of ethical behaviour are set out in a number of internal regulations, such as the Employee's Code of Ethics, Students' Code of Ethics, Internal Rules of Procedure, and Regulation of the Administration. These are based on principles of mutual respect, truth, justice, integrity and responsibility (professional, scientific, civic). Students and staff who met the Team were aware of the Codes and had been properly inducted and introduced to them on first arrival. Students consulted by the Team were clear about the practical consequences of academic misconduct (with particular reference to plagiarism).

43 The Team has received and considered, as contextual information, the evaluation of IBS at VU's Learning Resources and Associated Infrastructure conducted by the Research and Higher Education Monitoring and Analysis Centre (MOSTA) under the auspices of the Ministry of Education and Science. This evaluation had concluded that the following indicators did not meet the prescribed thresholds and that IBS at VU should pay more attention to those indicators:

1. The number of students per teaching staff member
2. The number of students per study and research support staff member
3. The ratio of teaching staff members with advanced degrees to the total number of teaching staff (in FTE)
4. The ratio of the posts filled by adjunct members of teaching staff to the total number of teaching posts
5. The ratio of the number of administrative and other FTEs to the number of teaching and research FTEs
6. Ratio of the number of drop-outs due to academic failure to the total number of students by level of study
7. Ratio of the number of third cycle student number and second cycle student number with integrated studies student number

The senior team is actively reviewing this data, including the issue of drop-out rates. There was believed to be a problem with the accuracy of the staff data return.

It seemed to the Team that whilst the data was helpful in pinpointing possible issues, some of the criteria were not fully appropriate to Business Schools. In regard to item 7, IBS at VU did not currently have the power to award its own doctorates, although this is under discussion and consideration with Vilnius University.

## **The Team's judgement on the area of 'Strategic Management' is a positive evaluation**

### **IV. ACADEMIC STUDIES AND LIFE-LONG LEARNING**

44 The review team explored academic studies and life-long learning of IBS at VU with reference to the criteria set out in the Methodology and considered their compliance with the requirements for Lithuanian higher education and harmonization with the principles of the European Higher Education Area.

45 The team noted that overall the programmes and life-long learning provision offered were compliant with the University's mission and also contributed to meeting the needs of the national economy and Lithuania's social and cultural development. IBS programme provision is attuned and responsive to the local and national needs of Lithuania and it has made progress with meeting the core requirements of the ESG/EHEA. IBS at VU is moving towards full adoption of the European Standards and Guidelines for Quality Assurance. Programme design is carried out in accordance with the requirements of the EHEA degree Framework: EHEA specifications relating to adoption of student-oriented modes of study, of revised teaching and learning methodologies and of the European Credit Transfer and Accumulation System are also being implemented; learning outcomes and assessment criteria are formulated with the active participation of the social partners. Arrangements are in place for three 'double degree' schemes in collaboration with foreign partners,

46 Students who met the Team reported that they are well taught and well supported. They received good support from the central student support services. They felt well supported by their teachers and study coordinators and received timely feedback on their work and progress. They were aware of their 'rights', including how to complain/appeal. They had opportunities for feedback through interactions with their teachers and through annual surveys. Student feedback is sought via:

- In-course questionnaires and interviews undertaken by teaching staff;
- Participation of students in institutional governance, programme management and quality assurance activities.

Recent surveys report 90 % medium to high satisfaction from undergraduate students and 81% medium to high satisfaction from Masters' students. Whilst the results of student questionnaires are fully analysed and (as far as the Team could observe) acted upon by the administration, there is no formal reporting back process to the student body. Those students who are members of Degree Programme Committees see the feedback on the associated degree programmes, but there is no feedback to the student body in general on wider generic issues.

**47 The Team recommends adoption of a 'You said – we did' model (or similar) for reporting back to the study body on generic issues arising from analysis of student questionnaires.**

48 Faced with a national demographic downturn and continuing youth emigration, IBS at VU has sought to refresh its programme portfolio in accordance with national and local need. The launch of any programme at the IBS at VU of either first or second cycle is closely linked to the needs of the national economy and social and cultural development of the state. For example in 2009, the introduction of Bachelor's Degree programme of International Tourism Business was triggered by the rapid development of the national tourism sector. In support of the requirement of the Statute of the IBS at VU that it shall organize study programmes for both residents of Lithuania and overseas students, the Bachelor's Degree programme of International Business in the English language was introduced in 2008. Similarly in 2011, a Bachelor's degree programme in Business and Politics in Central and Eastern Europe and a Master's degree programme in

International Marketing and Commerce delivered in the English language were introduced to reflect market demand.

The Team was impressed by the major growth over the last three years in non-award bearing courses tailored to the needs of business (some of which carry credit) through the Centre for Executive Education, in direct response to the training needs of business and the public sector. Provision has grown from 1 course offered to 2 participants in 2007, to 158 courses offered to 3,907 participants in 2011. Close cooperation with clients and market research provides feedback to support the planning of new study programmes aimed at the leaders of institutions and professionals in various fields. The Team would support the intention of IBS to extend the volume and range of this type of activity. The short course provision would benefit further from the development of a more systematic model for the attachment of credit to the courses, and a formal model for the transfer of that credit to subsequent programmes of study.

**49 The Team would support the intention of IBS to extend the volume and range of this activity and would recommend extension and development of the credit structure presently in place for Executive Education short course provision**

50 In regard to employability of graduates, in 2010 a Careers Centre was established at the IBS at VU, the aim of which is, in cooperation with business partners and business enterprises, to enhance the employability of graduates. The Careers Centre coordinates work placements, organises careers days, lectures/seminars and student meetings with business representatives, and assists with CV and covering letter writing, job or placement hunting and preparing for job interviews. It also coordinates the activities of the Alumni Club and Students' Club. A work placement programme, involving 216 undergraduates in 2012, continues to grow. The Team received feedback from both students and employers which confirmed the value and popularity of placement opportunities. The Team heard that the Alumni Club has recently been re-invigorated with support from IBS officers and is seeking to engage with both graduate and student stakeholders; it is intended that it will further develop its role as a key source of reference and advice for current students. This may lead to more systematic and formalized links with those external stakeholders represented by graduates.

51 IBS at VU collaborates with a number of **academic, social and business partners**. Regular cooperation with academic, social and business partners has a direct impact on the programme content and the quality of their organisation. Vilnius University is the primary **academic partner** of the IBS since the commencement of the cooperation agreement in 2003. Cooperation in programme delivery exists with the Faculty of Mathematics and Informatics and the Faculty of Law (Master's degree in International Business and Law); a joint study programme with the Institute of International Relations and Political Science and a new joint study programme with the Faculty of Philology (International Marketing and the Language of Business). More recently a cooperation agreement with the Lithuanian Academy of Music and Theatre has been signed. IBS at VU maintains close relations with the **business world**. It has conducted cooperation agreements with large business organizations representing the most enterprising and most successful business projects, e.g. Achema Group, VP Group, Lukoil Baltija, SEB Bank Group, and JSC Rivona. Agreements have also been signed with the Lithuanian Business Confederation | ICC Lietuva, the Lithuanian Tourism Association and with the Lithuanian Project Management Association. As members of study programme committees, employer representatives not only support the enhancement of study programmes, but also actively participate in the assessment process for student work. The Team felt that this participation could be further developed to the benefit of the provision.

52 The Team observed that **internationalisation** is a strategic objective of the IBS at VU. The importance of mobility for both students and staff is recognised by the IBS leadership team. A

number of Erasmus and 3 bi-lateral schemes are available on a competitive basis for students. In 2012, IBS at VU has 58 Erasmus programme institutional partners in 16 countries. The number of outgoing students of the IBS at VU on Erasmus programme and bilateral exchange agreements has shown a constant upward trend. In the academic year 2011-2012, this figure rose to 59. Also it is planned that this year 12 students of the IBS at VU will attend intensive courses abroad. The number of students choosing work placements in foreign countries also shows an upward trend – 17 were placed abroad in 2009 – 2010. IBS at VU also hosts an increasing number of incoming exchange students. In the academic year 2011-2012, 208 students from foreign countries are attending courses at the IBS at VU.

Outward mobility of IBS at VU staff is less well established. Staff are financially supported by IBS to attend international conferences and appropriate international attachments. Incoming lecturers from foreign countries delivered 15 courses in the academic year of 2011-2012. Currently 23 bilateral cooperation agreements have been with institutions in Malaysia, the USA, Brazil, South Korea, Kazakhstan, and Russia. The IBS at VU takes an active part in the activities of international organizations. Currently the IBS at VU is a member of 6 international organizations, which is a key indicator as IBS at VU seeks to raise its international profile.

**The Team welcomes the implementation of IBS's internationalisation policy and would encourage it to expand further the opportunities for international staff mobility.**

53 The Team has detected some concerns about the levels of foreign language competence achieved by graduates following some recent reduction in the length of individual foreign language study pathways. **However, in discussions with local business representatives who employed IBS at VU graduates, the comments on the language competence of the graduates were very positive. Notwithstanding this, the Team recommends that an opportunity should be taken to review the policy for foreign language provision, with a view to giving students the opportunity to study one language throughout their programme so as to exit with an even higher level of competence. The opportunity to study a second foreign language concurrently should ideally also be retained.**

**The team's judgement on the area of Academic Studies and Life-Long Learning is a positive evaluation.**



## V. RESEARCH AND ART\*

54 The review team explored research and art activities in IBS at VU with reference to the criteria set out in the Methodology and considered the relevance, international links and harmonisation of research/art activities in the University with the provisions of the European Research Area.

55 The Team noted that for 2011 external funding achieved for science and innovation activity amounted to 308,419 Lt (€ 89,324). The Team reviewed an analysis of the way in which IBS at VU science and innovation activities complied both with the strategic priorities of IBS at VU and with Lithuania's strategic priorities.

The Team noted that these activities were fully consonant:

- firstly with institutional strategy for the provision of “Innovative science, training and business consulting services” and with the ambition of IBS at VU “to become a competence centre for global business”
- secondly with the following legal requirements of Lithuania
  - Preamble to the Law of Science and Education of the Republic of Lithuania (2009).
  - Article 8 of the Law of Science and Higher Education of the Republic of Lithuania (2009)
  - General Programme of National Research and Science, and Business Cooperation (2008)
  - Lithuanian Innovation Strategy for 2010 - 2020 (2010)
- thirdly with
  - ERA (European Research Area) strategic priorities

56 The Team heard that the research infrastructure at IBS at VU has undergone major reorganisation. By the end of 2009, IBS at VU had determined that its traditional management structure for scientific activity had not succeeded in optimizing academic research. Preparation of research publications was fragmented and the structure was insufficiently robust to ensure the proper coordination of research-oriented activities. In 2010 the traditional (department-based) research structure was abandoned in favour of a new structure designed to enhance its research capacity and quality.

57 A policy document entitled *science and innovation process* was articulated in 2011.

Key features of the policy include:

- recognition of the need to increase the impact of IBS at VU scientific publications on the international academic/scientific community
- a strategy for implementing the achievement of enhanced quality and increased impact
- appointment of a Deputy Director for Science, Innovation and Quality to the leadership team
- introduction of an innovation process management model “Vilnius Menu”, which incentivises staff to contribute to the research agenda
- more robust management and reporting mechanisms for research activity
- appointment of a Science and Innovation Committee (five high-level scientists from Lithuania and abroad, and four social partners)
- establishment of the IBS at VU Innovation and Entrepreneurship Centre
  - (to carry out activities which will contribute to the increase of Lithuania's business international competitiveness, innovation and long-term economic growth and the mobilization of researchers)

for scientific research and experimental development performance, that correspond to the economy (market) and society needs).

- creation of a scientific journal 'International Business: Innovation, psychology, economics', first published by IBS at VU in 2010
- more robust pricing and costing mechanisms
- student participation in scientific activities, through a newly formed Scientific Society of Students (SSS)
- further plans to set up institutes, inter-institutional (inter-departmental / inter-university) research centres, laboratories or other units.

58 During the period 2006 - 2011, publication rates increased and research and innovation activities were developed in collaboration with six academic partners, six social partners and one business partner; five international scientific meetings were convened. Currently, decisions on scientific research outputs (i.e. monographs, textbooks and other publications) are taken by the Director of IBS at VU together with the Deputy Director for Science, Innovations and Quality, taking into account reviews prepared by independent scientists. Reviewers for scientific results are appointed by the already existing Study Programme Committees. External assistance has been sought to develop capacity in knowledge and technology transfer. Similarly external experts are assisting with the newly developed financial management process which will include a full pricing and costing system. This system will help manage the risks related to identification of actual operating costs, develop a systematic approach to performance analysis and pricing, ensure more efficient use of internal resources and will inform strategic decision making.

## **59 Compliance of IBS at VU's strategic documents relating to research activities with the priorities of the European Research Area.**

ERA priorities highlight the development of research, education and innovation systems and the free movement of researchers, knowledge and technology. These priorities are reflected in IBS at VU's core policy documents and in particular in the 'Science and Innovation Activities Description' The new research management model responds to ERA expectations relating to the promotion of the proper management of knowledge, through adequately recording knowledge, and organising its dissemination via the publication of textbooks, general review articles and manuals.

**60 In regard to the international mobility of researchers and the impact of visiting researchers on research activities,** the Team notes that IBS at VU encourages mobility of their researchers by allocating 3,000 LTL for each of them annually, to support attendance at international conferences to deliver scientific papers. Since 2007, IBS AT VU funded 13 trips to scientific conferences. During the review period IBS at VU has hosted a range of visiting researchers, including collaborators from the USA, UK, Australia and Cyprus. The impact of scientific mobility on IBS at VU science activities is diverse, including the establishment of new research collaborations and joint publications. Some visitors have gone on to become IBS at VU visiting lecturers.

**61 The Team notes** the substantial impact of social and business partners on the research activities of the institution, but would also commend the reverse interactive social impact of IBS at VU on, for example, the dynamics of entrepreneurship in Lithuania. This mutual and reciprocal impact is fostered by the more applications-oriented research profile of IBS at VU.

## **62 In summary the Team welcomed in particular:**

Studijų kokybės vertinimo centras

- the articulation in 2011 of an integrated research policy and plan
- the energy with which more recently the developing strategy is being pursued and monitored, including a quarterly reporting protocol
- the increase in the number of research-active staff and the arrangements put in place to support them
- the establishment of the ‘Vilnius menu’ as an incentive scheme to energise staff to engage in research activity
- the recently reinforced commitment both to develop applied research capacity and to enhance research quality.

**The team’s judgement on the area Research and Art is a positive evaluation.**

## **VI. IMPACT ON REGIONAL AND NATIONAL DEVELOPMENT**

63 The review team explored the impact of IBS at VU on regional and national development with reference to the criteria set out in the Methodology and considered the effectiveness and relevance of its contribution and impact on the economic, cultural, social and environmental development.

64 IBS at VU is perceived by stakeholder social partners as an important resource for meeting the needs of the Region and for supporting the national agenda. IBS at VU's approach to internationalisation was similarly of importance to the region and its economy. IBS at VU is a major direct provider of business education to its region. Some 57% of all degree level students are enrolled from Vilnius County. The Team noted from its meetings with social partners, graduates and students of IBS that all were fully supportive of IBS at VU and expressed satisfaction with its programmes and services. The Team noted in particular the impressive growth in short course delivery for business/executive education through the Centre for Executive Education. Degree programmes offered are appropriate to, and supportive of Vilnius, the region and its people. The Team heard that the institution's degree level programmes had a natural impact on regional and national development. For example, the study programme "International Tourism Business" had been launched as a result of cooperation with the representatives of the Tourism industry (Lithuanian Tourism Association). The role of IBS at VU in promoting scientific research impacting on regional and national development is discussed in the previous section. A number of research projects are directly related to national need such as the eight country joint project on 'E-government services for small and medium-sized enterprises in rural areas of the Baltic Sea region'.

65 The Team noted the operation of the expanding placement scheme (90 placements in 2011) and its importance in maintaining good relations with local companies. The Team heard from employers of their confidence in recruiting to their businesses graduates from IBS. Employers were uniformly positive about the quality of graduates they had employed. Since 2007 IBS at VU had reported the lowest annual graduate unemployment rate as compared with its seven accepted comparator universities. Employers felt well-connected to IBS at VU, which was in turn highly responsive to their needs for trained manpower and applied research. 61 % of this year's graduates had found immediate local employment, which compared well to the position in other Regions.

66 In 2011 the number of students with special needs was relatively low, comprising 7 students with physical disability. With a view to further improving the study environment for students with special needs, IBS at VU has secured project funding to support increased accessibility on campus.

67 IBS at VU actively engages with schools, including for example a special information event for school principals and representatives of Professional Information Centres in Lithuania; a second similar event is planned for 2012. It is routinely represented at Study Fairs. In 2011, 15 towns in Lithuania were visited, where IBS at VU representatives shared experience with local schoolchildren on how to choose the right vocation. Through project work offered through its Academy of Entrepreneurship, IBS at VU has sought to interact with secondary schools and to raise aspirations for higher level study. IBS links with business/community are further underpinned by the representation of local and regional employers on the Council.

68 The Team noted evidence of the involvement of staff and students in voluntary service activity. Twelve people are members of international organizations; six are members of

Lithuanian business organizations; eleven are members of associations of other areas. nine people have won public recognition, received awards and acknowledgments; three of them received prestigious prizes and awards.

Since 2006, the activity of the Students' Representative Office of IBS at VU has also gathered momentum. It has established relationships with student representative offices of other universities, with the Rotary Club and has started to expand its network of social activities.

In meetings with students and their representatives, the Team noted that students regarded themselves as students not just of IBS at VU, but also as part of the wider VU community of students, with access to its student support and representative structures. The Team was informed that under current arrangements, there was no minimum threshold for the number of votes cast in appointing student officers; it was therefore possible for an officer to be appointed on the basis of a very small turn-out of voters. This may be something the Students' Representative Office may wish to consider.

The Team was also informed of various staff and student initiatives firstly to make the campus more environmentally friendly through a number of recycling initiatives and secondly to promote healthy lifestyles.

**The team's judgement on the area Impact on Regional and National Development is a positive evaluation**

## **VII. GOOD PRACTICE AND ENHANCEMENT RECOMMENDATIONS**

69 The team considers the following to be examples of best practice:

- The potentially powerful relationship with the University of Vilnius, in terms of branding and shared services
- The responsiveness of IBS at VU to its social partners, with an agile and timely approach to delivering local training, research and cultural needs;
- Flexible study programmes and impressive growth in Executive Education short course provision, consistent with the needs of the state and the region;
- Business partners are involved in the development of new programmes. Through membership of Study Programme Committees they are also involved in the continuous updating of the currency of programmes
- IBS's role in providing graduates who are well prepared for the world of commerce and make a positive contribution to regional and national development
- The (recent) more focused approach to research which is well geared to the needs of local business

70 The following is a summary of the team's recommendations:

- The Team recommends that IBS at VU should develop its capacity for critical self-reflection and analysis and become more targeted in providing sources of evidence (para 8)
- IBS at VU should carefully consider its relationship with Vilnius University in the context of further developing optimum structures for strategic planning and performance monitoring (para 25)
- The role of the IBS at VU Council in strategic planning and performance monitoring should be further energized as part of the above review (para 25)
- Revised arrangements should support a greater degree of self reliance and independence for IBS's leadership team in strategic planning and in the subsequent implementation of that strategy (para 25)
- The Team recommends that further work be undertaken to identify selectively the core performance indicators which can support both senior managers and the IBS at VU Council more securely in their planning and monitoring roles (para 31)
- The Team recommends that the developing quality policy be fully rolled out, paying due regard to European Standards and Guidelines; in particular that more rigorous use be made of programme performance data relating to student cohort progress and achievement and that intended learning outcomes are fully and consistently articulated (para 35)
- The Team recommends adoption of a 'You said – we did' model (or similar) for feeding back to the study body on generic issues arising from analysis of student questionnaires (para 47)
- The Team would support the intention of IBS to extend the volume and range of Executive Education short course provision and would recommend extension and development of the credit structure presently in place for this activity (para 49)
- The Team welcomes the implementation of IBS's internationalisation policy and would encourage it to expand further the opportunities for international staff mobility (para 52)
- The Team recommends that an opportunity should be taken to review the policy for foreign language provision, with a view to giving students the opportunity to study one language throughout their programme so as to exit with an even higher level of

competence. The opportunity to study a second foreign language concurrently should ideally also be retained (para 53)

- In regard to management of research, the Team welcomed in particular:
  - the articulation in 2011 of an integrated research policy and plan
  - the energy with which more recently the developing strategy is being pursued and monitored, including a quarterly reporting protocol
  - the increase in the number of research-active staff and the arrangements put in place to support them
  - the establishment of the ‘Vilnius menu’ as an incentive scheme to energise staff to engage in research activity
  - the recently reinforced commitment both to develop applied research capacity and to enhance research quality (para 62).

### **71 Recommendations for the Ministry of Education**

1 The Team notes that HEIs in Lithuania do not currently have the legal authority to offer the degree of MBA. This qualification has wide currency around the world and is normally part of the life blood of any business school operating at a global level. The team encourages the Ministry to review this issue.

2 As part of this review the Team has considered MOSTA data. It seemed to the Team that some of the chosen indicators were not necessarily helpful in reviewing Business Schools, which tended to have rather unique staffing structures and programme offerings. The team encourages the Ministry to review this issue.

The panel/team concluded, on the basis of the evidence available at the time of the review, and the discussions with staff, students and other stakeholders, that the criteria in each of the above four categories were met. The overall judgement of the panel/team is that the outcome of the review is positive.

## VIII. JUDGEMENT

International Business School at Vilnius University is given a positive evaluation.

### Signature

**Grupės vadovas:  
Team leader:**

**Dr. Paul Hartley**

**Grupės nariai:  
Team members:**

**Aušra Leonavičiūtė**

**Saulius Olencevičius**

**Dr. Heinz-Ulrich Schmidt**

**Dr. Fuada Stanković**

**Vertinimo sekretorius:  
Review secretary:**

**Paul Mitchell**



## **APPENDIX 1**

### **Documentation**

#### Self Assessment report

#### Main Appendices to Self Assessment report

1. IBS at VU structure
2. Strategic Plan
3. Income and expenditure 2006-2011
4. Quality Policy
5. List of Study Programmes
6. Number of students by programme
7. Main topics of publications
8. staffing statistics 2006-2011
9. The most significant scientific research projects and other activities

#### Supplementary advance documents

10. Compliance of action plans with the provisions of the strategic documents
11. Phasix portfolio of strategic options for action
12. Statement of reviewed business processes
13. Structure of Faculty
14. Structure of Income
15. Compatibility of study programmes with the State's national economy and its social and cultural development
16. Aptitude of study programmes
17. Student and staff statistics for the years 2006 – 2011
18. Employment of placement trainees to permanent positions
19. Publications production over the last 6 years
20. Cooperation with researchers from other institutions in preparing scientific publications:
21. Dynamics of students' participation in SSS activities
22. Science and innovation activities in compliance with Lithuania's and the ERA's strategic priorities.
23. The number of University graduates and registered graduates in employment 2008 - 2011
24. Summary of training courses delivered by Executive Education Centre in 2008 – 2011
25. Activities of Student Association
26. Thematic analysis of graduate papers of 2006 – 2011
27. Social involvement and recognition of the teaching staff
28. Statute of the Public Institution 'International Business School at Vilnius University', 2006

#### Additional documents made available on site

29. Examples of programme approval and programme monitoring activity
30. Experts' report on Management and Business Administration study programmes 2005
31. Description of the organization of the research and innovation process
32. Policy paper on enhancing the entrepreneurship capacity of students and teaching staff
33. Description of internal quality assurance system
34. Internal presentation on developing the research strategy
35. Director's Annual reports to IBS Council
36. Quality Manual
37. Outline structure for new strategic plan from 2013.
38. Institutional 'MOSTA' data
39. Instrument of appointment of members to the IBS at VU Council

## APPENDIX 2

### TIMETABLE FOR THE VISIT

<b>Tuesday 26 June 2012</b>	
08.30 – 09.35	Meeting with IBS team responsible for preparation of the self-evaluation
10.00 – 11.00	Meeting with management team (Director and Deputy Directors, Head of HR)
11.30 – 12.30	Meeting with representatives of support staff
13.30 – 14.30	Meeting about research activities (administrative staff, deans and heads of units, teaching staff and researchers)
15.00 – 16.00	Meeting with students
16.15 – 17.15	Meeting with staff responsible for quality management
<b>Wednesday 27 June 2012</b>	
08.30 – 09.30	Meeting with IBS at VU Council members
09.30 – 9.45	Meeting with Vice – Rector, University of Vilnius
10.00 – 11.00	Meeting with representatives of divisions
11.30 – 12.30	Meeting with academic staff
14.00 – 15.00	Tour/review of facilities and learning resources
15.30 – 16.30	Discussion of results of Evaluation of Learning Resources (MOSTA)
<b>Thursday 28 June 2012</b>	
08.30 – 09.30	Meeting with Alumni and graduates
10.00 – 11.00	Meeting with the Student Representative Office
11.30 – 12.30	Meeting with business and social partners
14.00 – 15.00	Final meeting with IBS team responsible for preparation of the self-evaluation
16.00 – 16.30	Preliminary (oral) feedback to the institution

ANNEX. INTERNATIONAL BUSINESS SCHOOL AT VILNIUS  
UNIVERSITY RESPONSE TO REVIEW REPORT

Attention of  
Prof. Artūras Grebliauskas  
Director of Centre for Quality Assessment in Higher Education  
A. Goštauto str. 12,  
LT – 01108 Vilnius

REGARDING DRAFT INSTITUTIONAL REVIEW REPORT FOR INTERNATIONAL  
BUSINESS SCHOOL AT VILNIUS UNIVERSITY

In reply to your e-mail dated 3 August 2012 regarding preliminary institutional review report and in accordance with Article 14 of the Methodology for Higher Education Institutional Review approved by the Order No 1-01-135 of 25 October 2010 by the Director of Centre for Quality Assessment in Higher Education the School hereby declares that it has no significant remarks with respect to the draft *Institutional Review Report for International Business School at Vilnius University*.

Sincerely,  
Diana Ilevičienė  
Deputy Director at IBS at VU