STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

Klaipėdos universitetas

STUDIJŲ PROGRAMOS UOSTO STATINIAI *(valstybinis kodas – 621H20004)* VERTINIMO IŠVADOS

EVALUATION REPORT OF *PORT CONSTRUCTIONS* (*state code -621H20004*) STUDY PROGRAMME

at Klaipėda University

Experts' team:

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Evaluation coordinator -

Ms. Gintarė Petrulytė

Išvados parengtos anglų kalba
Report language – English

Vilnius
2016

DUOMENYS APIE ĮVERTINTĄ PROGRAMĄ

Studijų programos pavadinimas	***Uosto statiniai***
Valstybinis kodas	621H20004
Studijų sritis	Technologijos mokslų
Studijų kryptis	Statybos inžinerija
Studijų programos rūšis	Universitetinės studijos
Studijų pakopa	Antroji studijų pakopa
Studijų forma (trukmė metais)	Nuolatinės -2m
Studijų programos apimtis kreditais	120 ECTS
Suteikiamas laipsnis ir (ar) profesinė kvalifikacija	Statybos inžinerijos magistro laipsnis
Studijų programos įregistravimo data	2007-10-12

INFORMATION ON EVALUATED STUDY PROGRAMME

Title of the study programme	***Port constructions***
State code	621H20004
Study area	Technological Sciences
Study field	Civil Engineering
Type of the study programme	University studies
Study cycle	Second cycle studies
Study mode (length in years)	Full time (2)
Volume of the study programme in credits	120 ECTS
Degree and (or) professional qualifications awarded	Master of Sciences of Civil Engineering
Date of registration of the study programme	2007-10-12

CONTENTS

I. INTRODUCTION

1.1. Background of the evaluation process

The evaluation of on-going study programmes is based on the **Methodology for evaluation of Higher Education study programmes,** approved by Order No 1-01-162 of 20 December 2010 of the Director of the Centre for Quality Assessment in Higher Education (hereafter – SKVC).

The evaluation is intended to help higher education institutions to constantly improve their study programmes and to inform the public about the quality of studies.

The evaluation process consists of the main following stages: *1) self-evaluation and self-evaluation report prepared by Higher Education Institution (hereafter – HEI); 2) visit of the review team at the higher education institution; 3) production of the evaluation report by the review team and its publication; 4) follow-up activities.*

On the basis of external evaluation report of the study programme SKVC takes a decision to accredit study programme either for 6 years or for 3 years. If the programme evaluation is negative such a programme is not accredited.

The programme is **accredited for 6 years** if all evaluation areas are evaluated as "very good" (4 points) or "good" (3 points).

The programme is **accredited for 3 years** if none of the areas was evaluated as "unsatisfactory" (1 point) and at least one evaluation area was evaluated as "satisfactory" (2 points).

The programme **is not accredited** if at least one of evaluation areas was evaluated as "unsatisfactory" (1 point).

1.2. General

The Application documentation submitted by the HEI follows the outline recommended by the SKVC.

1.3. Background on the HEI/Faculty/Study field/Additional information

Klaipéda University (KU) was established in 1991 and started with three faculties: Marine Engineering, Pedagogy, Humanities and Natural Sciences. It currently implements over 100 study programmes at the bachelor's master's and doctoral levels. The fact that Klaipéda port is the biggest port in Lithuania and a major economic agent in the region explains the pivotal role of marine engineering in KU.

After a recent reorganisation process, the former Faculty of Marine Engineering is nowadays a department within the broader Faculty of Marine Technology and Natural Sciences. This Department of Marine Engineering offers two related master's programmes: Port

Constructions and Port Management. The study programme Port Constructions, under consideration here, was evaluated in 2011, given a positive evaluation and accredited for 6 years.

1.4. The Review Team

The review team was completed according *Description of experts' recruitment*, approved by order No. 1-01-151 of Acting Director of the Centre for Quality Assessment in Higher Education. The Review Visit to HEI was conducted by the team on Tuesday 25 October 2016.

1. **Prof. Antonio Rodríguez-Ferran (team leader)** *Professor of the Civil Engineering School, UPC-BarcelonaTech, Spain*
2. **Prof. Robert Jankowski,** *Professor of Gdansk University of Technology, Poland*
3. **Mr. Thibaut Skrzypek,** *Civil servant of the French Ministry of Environment, Energy and Sea, France*
4. **Mr. Liudvikas Vytautas Furmonavičius,** *"Geotechnika", director, Lithuania*
5. **Ms. Milena Medineckienė,** *student of KTH Royal Institute of Technology. Sweden.*

II. PROGRAMME ANALYSIS

2.1. Programme aims and learning outcomes

Clarity of programme aims and learning outcomes

The programme aims and learning outcomes are clear and defined in the precise way. The students of the programme get the relevant information concerning the aims and learning outcomes of the programme through booklets. However, it appears that there is no information about the programme on the website in English language of Klaipeda University (http://www.ku.lt/studies/english-degree-studies/).

Connection to the academic and/or professional requirements and the needs of the labour market

The programme aims and learning outcomes are based on requirements from the national port industry and are consistent with the requirements of the labour market. The specificities of port structures are well taken into account in the definition of the programme. The programme is targeting the future enlargement of the Klaipeda port (European Union project with a possible funding of €244M) to ensure its graduates' employability. The importance of the Faculty of Marine Technology and Natural Sciences of the Klaipeda University ensures the ability of the programme to provide a global approach of the port sector to its students. The Klaipeda Seaport Authority was associated in order to update the expected learning outcomes. The small number of students and the fact that they all work besides allows the programme to be constantly challenged by the professional requirements.

Consistency with the type and level of studies and the level of qualifications offered

The learning outcomes are appropriate for the level of the master degree programmes. The study programme complies with legal and reference documents both at national and international (European) scales. The programme was compared to the existing offer in Northern European higher education institutions (Gdansk, Hamburg) in order to strengthen its position and its relevance on the market. The programme benefited from a recent update (2015) to ensure that students get the required comprehensive knowledge and skills. The social partners witnessed that they need graduates able to think in an innovative way, which is the major argument of a master level program.

Compatibility of name, learning outcomes, contents and qualifications of the programme

The relevance of the programme in the described specialization is clear. The name of the programme, its learning outcomes, contents and the qualifications offered are compatible with each other. A matrix approach allows the programme management to have a relevant overview of satisfactory fulfilment of the requirements.

Conclusion

It should be underlined that this is the only master programme in Lithuania related to the area of port constructions offered at the university level. From this point of view it is quite unique and can be attractive for students. The programme gives a lot of chances to gain an employment after finishing the studies, especially as the number of graduates each year is rather low.

2.2. Curriculum design

Compliance with legal requirements

The curriculum design complies with the current legal requirements. The length of this master programme is 120 ECTS credits (legal requirement: 90-120 ECTS), that is, 2 years for full-time students, with 90 ECTS credits of study field courses (i.e. no less than 60 ECTS credits), of which 11 ECTS are elective courses (i.e. no more than 30 ECTS credits). The master's final theses has the minimum admissible duration of 30 ECTS, which is very reasonable for a 120 ECTS study programme.

Layout of study programme

The layout of the study programme is reasonable. The contents of the subjects are well defined and give a comprehensive overview of the different aspects related with port constructions, without unnecessary repetitions.

The main question is whether "Port constructions" is too narrow a field for a master programme, especially if one takes into account the low number of students. Klaipeda University offers 10 master programmes in Technological Studies, of which 5 are related to the sea. The meetings

with the various agents and the visit of the facilities (see item 2.4 below) gave the impression that there is a rather thin line separating the Master Programme of Port Constructions and the Master Programme of Port Management. The new administrative organisation (i.e. one big Faculty of Marine Technology and Natural Sciences) provides the adequate framework to rethink the current offer of study programmes. The feasibility of merging Port Constructions and Port Management into a single master programme could be explored.

Consistency with level of studies

The list of the study subject modules (Annex I of self-evaluation report) is quite complete. The subjects are of the level expected in an engineering master's degree. The course papers and final theses inspected during the visit to the HEI are also consistent with the level of studies. Two positive aspects worth mentioning: i) the course papers are thoroughly revised, so students receive appropriate feedback of their work; ii) many of the references of the final master theses are in English.

Consistency with intended learning outcomes

The contents of the subjects are consistent with the intended learning outcomes of this study programme described in details in the self-evaluation report (knowledge and competences, engineering analysis, engineering design, fundamental and applied research, engineering practice, personal and social skills). These learning outcomes can be considered as typical for the MSc programmes related to the field of civil engineering around the world.

Currency of programme content

The currency of the programme content is only partially guaranteed. On the one hand, the close contact between the HEI and the local companies is an effective means to ensure that, from a professional / technological / applied point of view, the programme content is up-to-date.

On the other hand, the limited research activity of the teaching staff implies that, from an academic / scientific / research point of view, the currency of the programme content may be compromised. This aspect is especially relevant for a study programme at the master level.

2.3. Teaching staff

Compliance with legal requirements

The study programme of *Port Constructions* is provided by teaching staff that meets the legal requirements defined for MSc programmes. The compulsory courses and the elective special training courses are taught by 5 professors, 3 associate professors, and 4 doctors employed as lecturers. Thus, the professors teaching in the study programme accounted for 42%, associate professors for 25% and lecturers for 33%.

Qualifications of the teaching staff

The teaching team is made of experienced staff with some years of experience in teaching. It is prepared to conduct lectures/tutorials in the areas related to port constructions. The staff has appropriate scientific position (12 persons hold a PhD degree and there are 5 professors and 3 associate professors among them). However, the scientific activities of only part of them are directly related to different aspects of port constructions.

Number, turnover and mobility of the teaching staff

The total number of the staff members involved in the programme is equal to 15 (5 Professors, 3 Associate Professors, 6 Lecturers and 1 Assistant). This number is satisfactory to ensure learning outcomes of the programme of Port Constructions as an MSc programme. Teaching staff turnover is able to ensure an adequate provision of the programme. The mobility of the staff members (mainly within ERASMUS programme) can be considered as satisfactory, although there is still room for improvement in this matter. It is believed that this activity can be intensified and more visits to different partners can be conducted. Some new ERASMUS exchange agreements can also be signed so as to increase the possible directions for the staff members.

Research activities of the teaching staff

The members of the teaching staff are involved in research. Their scientific achievements include also some papers published in renowned journals (cited in Web of Science) and presented during well-established international conferences. However, considering the fact that the program under evaluation is MSc programme, the number of such papers is low (i.e. only 7 in 2015, only 5 in 2016). Moreover, high-level research concerns only a few individuals and quite often it is not directly related to the various aspects of port constructions.

Conditions for the development of the teaching staff created by the institution

The higher education institution creates some conditions for the professional development of the teaching staff. The institution helps the staff members to develop their skills and attend the seminars/conferences necessary for the provision of the MSc programme of Port Constructions. There is also a system to motivate the teaching staff to be involved in the research and to write scientific papers. However, the system does not work satisfactorily since the scientific outcome is low.

2.4. Facilities and learning resources

Premises for studies

The number and sizes of teaching rooms is appropriate to conduct classes. However, the quality of premises is not really high, since the building of the university itself is quite old and it needs some renovation.

Teaching and learning equipment

Most of teaching rooms are adequately equipped with educational aids (i.e. computers, multimedia projectors, blackboards, etc.). There are a number of laboratories freely accessible to students. However, considering the fact that the programme under evaluation is an MSc programme, the equipment of these laboratories is quite old and/or relatively weak in some cases, i.e. the poorly equipped Geotechnical Laboratory. A very good impression makes the Marine Laboratory, with the simulator of ships moving in the port, but it cannot be considered as an important laboratory for students of MSc programme of Port Constructions.

Students' practice

Not applicable. There are no formal practical training internships as a part of the programme and there is no need to organize them for this MSc programme, especially given that most of the students work.

Teaching materials

There is a library and teaching materials (textbooks, books, periodical publications, databases) are adequate and accessible. There are a number of foreign books and journals (mainly in English) available for students in the printed version as well as in the electronic form. The library equipment and its contents are satisfactory for the purposes of MSc programme.

2.5. Study process and students' performance assessment

Admission requirements

All the information about the admission procedure can be found on the webpage of the university and personally in office, or asking information at admission committee. Information on the web page is well organised, but is not available in English. According to the self-evaluation team, there is no need for information in English, because the department does not have a programme in English and it is assumed that foreign students are not interested in this study programme in this particular region.

There is no examination for the admitted students, but there is a competition score, evaluated by the settled formula.

The amount of admitted students in the last years is very low.

Anyway, the admission requirements are appropriate for the MSc programme, the admission procedure is satisfactorily arranged and described.

Organisation of the study process

After the meetings with students and teaching staff, it is clear that students have the possibility to organise a flexible schedule for their studies, in order to be able to keep working in companies; the majority work and study. The examination schedule is also decided in agreement with students at the start of the study year or semester.

It is praiseworthy that the department has a strong relationship with social partners, which gives an opportunity for the students to get necessary data for their master theses. Social partners participate in the thesis defence committees and are being practical consultants for students' research. Additionally, they provide site excursions and lecture about their companies and businesses.

Participation in research, artistic and applied research activities

It is very commendable that students' work activities are associated with their scientific activities. The laboratories of the department are easy to access for the students and the staff can provide the information needed for the research work. However, there were no respondents who could confirm the students' participation in science projects of the department. The only exception was a science project (implemented in a private company), which has been offered to a student during his studies in the department.

The university allots grants for one semester in accordance with the academic, research, and social activity results of the previous study year.

Participation in student mobility programmes

The students are encouraged to participate in Erasmus+ students' mobility. However, the number of students who would like to participate in the exchange programme is very low. This is caused by the lack of time of the students, who work at companies. Students would prefer the option of a shorter period of the scholarship, so they could agree about the mobility in their workplaces.

At this time most of the mobility examples are funded by the projects or in collaboration with the foreign companies.

Academic and social support

The changes in innovation of the study programme are spread to the students and graduates of the department through communication in several ways: by sending a newsletter to the graduates and by inviting them to collaborate in the monthly meetings. Moreover, the students take a big part and play a big role in the department council (20 % of the committee) and the university senate.

Students have the possibility to get all the necessary information about the studies and study process by using the cloud system, where teachers share all the data about the courses and their schedule.

At the end of the study year, students are asked to give feedback about the studies and teachers by filling the questionnaire, in order to improve the study process.

KU has a Students' Service Centre, with information about career possibilities, as well as Psychological Help Centre, a Language Consulting Point and an Art Centre.

Assessment system of students' performance

The assessment system of students' performance is clearly and adequately explained to the students; they are familiar with the evaluation system of each course. The information about the assessment and the results is usually available in a cloud system or personally. Since the number of students is low, the teachers usually provide individual feedback about what was wrong in exams.

Professional activities of the graduates

According to the self-evaluation report, over 80 % of the graduates of this study programme are employed in accordance with the acquired qualification. The information shows the sufficient need of this study programme and that the professional activity meets the programme expectations. Most of the graduates who participated in the meeting work in the area of civil engineering, but not exactly related to the port construction profession.

2.6. Programme management

This study programme on Port Constructions is included in the Statutes of Klaipeda University. After the internal reorganisation of the departments of the university, the study programme is monitored by the head of the Department of Marine Engineering and programme coordinator.

The Faculty Study Programme Committee, which includes students and social partners, together with procedures for regular and inclusive departmental meetings are rational tools for the management of the study programme. It assesses the programme every semester, and submits proposals for its improvement to the Rectorate and Senate for approval. The internal quality assurance measures are effective and efficient. The quality of the study subject programme is systematically assessed.

This study programme was accredited in 2012 by an international panel assembled by SKVC (Centre for Quality Assessment in Higher Education).

The process of study programme administration and quality assurance is located in the electronic information system of KU. Information about results of the study programme quality assessment is open and is available to all concerned parties: students, lecturers and social partners.

Social partners such as Klaipeda State Sea Port Administration, JSC "Klasco" and many others of Western Lithuania industrial region participate in the study process by giving facilities for training and practice for students. These social partners also help in identifying the market needs and the requirements for the learning outcomes.

The management of the program meets the minimum requirements but it needs some improvements (see suggestions of improvements in Section III RECOMMENDATIONS below).

III. RECOMMENDATIONS

1. The number of students enrolled in the programme is too low. It is crucial to find new ways to attract students from related bachelor degrees. Due to the specificity of the programme, one goal could be to try to attract students coming from other regions of Lithuania or from other countries.
2. The recent merge of previous departments into one Faculty of Marine Technology and Natural Sciences is an opportunity for the programme to rethink itself, as well as to improve its management and enrich its "business" approach while keeping its scientific and technical high requirements. It should be also an opportunity to increase its abilities to communicate at a larger scale with social partners and to enrol more students.
3. This "redefinition process" of the management of the programme could be part of a more global move to redesign the offer of master programmes at Klaipeda University. One possibility could be to merge this Master Programme in Port Constructions and the companion Master Programme in Port Management into one Master Programme in Port Engineering (including the business aspects mentioned in point 2 above).
4. The system to motivate staff members to be more involved in research should be improved. The current research activity is low, especially for an MSc programme, and, according to indicators (number of ISI Web of Science papers, conference presentations) is concentrated in a few individuals.
5. Exchange of students (i.e. within ERASMUS+ programme) should be increased.
6. The quality of premises are recommended to be improved, the equipment of some laboratories (especially Geotechnical Laboratory) should be improved.

IV. SUMMARY

The assessment of the study programme "Master of Port Constructions" is summarised here in the form of a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats).

Strengths

- The faculty has very good connections with local companies. This benefits the programme in a number of ways: the social partners provide job offers, suggest topics for master theses and help in keeping the programme up-to-date with new technologies.
- The teaching staff have a remarkable flexibility and accessibility. This refers to the schedule of classes and examinations, and to the availability for consultation via different channels. These features are very relevant, because the majority of students are working and studying at the same time.
- The laboratories are very accessible to students to carry out work for the various courses and their final theses.
- Last but not least: this study programme has highly motivated, very mature students.

Weaknesses

- A major weakness of this master programme is the low number of students. Although this facilitates teacher-student interaction, it also questions the future viability of the programme.
- The low number of students is caused, at least partially, by the low number of state-funded positions, which, in turn, is linked to the low research activity of the teaching staff.
- This low research activity has other negative effects of the study programme. For instance, it limits the exposure of students to high-level research.
- The quality of premises is not really high the equipment of some laboratories is quite old and/or relatively weak in some cases, i.e. the poorly equipped Geotechnical Laboratory.
- The programme management is somehow weak and needs improving.

Opportunities

- The uniqueness of this programme (it is the only master programme in port constructions in Lithuania) can be a factor to attract students.
- The fact that many students have a professional experience because they are studying and working at the same time is enriching for the study programme from a professional application point of view.

Threats

- Students and teaching staff have a limited exposure to international mobility. This is a threat to the quality of the programme, especially from the scientific and technological viewpoints.
- The fact that many students work is also a threat to the programme, because it means that studies are very demanding.

V. GENERAL ASSESSMENT

The study programme "Port Constructions" (state code – 621H20004) at Klaipeda University is given **positive** evaluation.

Study programme assessment in points by evaluation areas.

No.	Evaluation Area	Evaluation of an area in points*
1.	Programme aims and learning outcomes	4
2.	Curriculum design	3
3.	Teaching staff	2
4.	Facilities and learning resources	2
5.	Study process and students' performance assessment	3
6.	Programme management	3
	Total:	**17**

*1 (unsatisfactory) - there are essential shortcomings that must be eliminated;
2 (satisfactory) - meets the established minimum requirements, needs improvement;
3 (good) - the field develops systematically, has distinctive features;
4 (very good) - the field is exceptionally good.

Grupės vadovas: Team leader:	1. Prof. Antonio Rodríguez-Ferran
Grupės nariai: Team members:	2. Prof. Robert Jankowski
	3. Mr. Thibaut Skrzypek
	4. Mr. Liudvikas Vytautas Furmonavičius
	5. Ms. Milena Medineckienė

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V. APIBENDRINAMASIS ĮVERTINIMAS

Klaipėdos universiteto studijų programa *Uosto statiniai* (valstybinis kodas – 621H20004) vertinama teigiamai

Eil. Nr.	Vertinimo sritis	Srities įvertinimas, balais*
1.	Programos tikslai ir numatomi studijų rezultatai	4
2.	Programos sandara	3
3.	Personalas	2
4.	Materialieji ištekliai	2
5.	Studijų eiga ir jos vertinimas	3
6.	Programos vadyba	3
	Iš viso:	**17**

* 1 - Nepatenkinamai (yra esminių trūkumų, kuriuos būtina pašalinti)
2 - Patenkinamai (tenkina minimalius reikalavimus, reikia tobulinti)
3 - Gerai (sistemiškai plėtojama sritis, turi savitų bruožų)
4 - Labai gerai (sritis yra išskirtinė)

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IV. SANTRAUKA

Magistro studijų programos Uosto statiniai vertinimas apibendrinamas toliau pagal stiprybių, silpnybių, galimybių ir grėsmių (SWOT) analizę.

Stiprybės

- Fakulteto ryšiai su vietos bendrovėmis yra labai geri. Tai labai naudinga studijų programai keliais aspektais: socialiniai partneriai teikia darbo vietų pasiūlymus, siūlo magistro baigiamųjų darbų temas ir padeda užtikrinti, kad studijų programa neatsiliktų nuo naujausių technologijų.
- Dėstytojai yra labai lankstūs ir pasiekiami. Čia kalbama apie užsiėmimų ir egzaminų tvarkaraščius ir dėstytojų prieinamumą teikti konsultacijas įvairiais būdais. Šie bruožai labai svarbūs, nes dauguma studentų tuo pačiu metu dirba ir studijuoja.
- Laboratorijų prieinamumas studentams yra labai geras, jie gali ten dirbti ir ruoštis įvairiems užsiėmimas bei rengti baigiamuosius darbus.
- Paskutinis, bet ne mažiau svarbus dalykas, yra tai, kad šią studijų programą studijuoja labai motyvuoti ir brandūs studentai.

Silpnybės

- Pagrindinė šios studijų programos silpnybė – mažas studentų skaičius. Nors tai užtikrina gerą dėstytojų ir studentų bendravimą, tačiau šis klausimas susijęs su šios studijų programos gyvybiškumu.
- Mažą studentų skaičių lemia, bent jau iš dalies, mažas valstybės finansuojamų vietų skaičius, kuris savo ruožtu susijęs su mažu dėstytojų mokslinių tyrimų veiklos aktyvumu.
- Mažas tiriamosios veiklos aktyvumas turi ir kitų neigiamų pasekmių studijų programai. Pavyzdžiui, riboja studentų aukšto lygio mokslinių tyrimų veiklą.

- Patalpų kokybė nėra labai gera, įranga kai kuriose laboratorijose pasenusi ir (arba) kai kuriais atvejais santykinai silpna.
- Studijų programos vadyba silpna ir ją reikia gerinti.

Galimybės

- Šios studijų programos unikalumas gali pritraukti studentus (tai vienintelė magistro studijų programa uosto statinių tema Lietuvoje).
- Tai, kad daug studentų turi profesinę patirtį, nes jie tuo pačiu metu dirba ir studijuoja, pagerina studijų praktinį pritaikymą.

Grėsmės

- Studentų ir dėstytojų tarptautinio judumo galimybės menkos. Tai kelia grėsmę studijų programos kokybei, ypač moksliniu ir technologiniu aspektu.
- Daug studentų dirba, o tai kelia grėsmę studijų programai, nes reiškia, kad studijos reikalauja labai daug pastangų.

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III. REKOMENDACIJOS

1. Į studijų programą priimtų studentų skaičius pernelyg mažas. Labai svarbu ieškoti naujų būdų, kaip pritraukti studentus iš susijusių bakalauro studijų programų. Dėl studijų programos specifikos vienas iš tikslų galėtų būti bandyti pritraukti studentus iš kitų Lietuvos regionų ar kitų šalių
2. Katedrų sujungimas į vieną Jūros technologijų ir gamtos mokslų fakultetą suteikia galimybę šią studijų programą apsvarstyti iš naujo, taip pat pagerinti jos vadybą ir daugiau akcentuoti verslą, tačiau tuo pat metu išlaikyti aukštus mokslinius ir techninius reikalavimus. Tai taip pat turėtų būti galimybė padidinti platesnius komunikacinius gebėjimus su socialiniais partneriais ir studentais. Šis studijų programos vadybos pertvarkymo procesas gali tapti postūmiu pertvarkyti magistro studijų programų pasiūlą Klaipėdos universitete. Viena iš galimybių – šią magistro studijų programą *Uosto statiniai* sujungti su studijų programa *Jūrų uostų valdymas* ir sukurti vieną magistro studijų programą *Uostų inžinerija* (įtraukiant 2 punkte minėtą verslo aspektą).
3. Gerinti personalo narių motyvacijos sistemą, kuri skatintų aktyviau dalyvauti moksliniuose tyrimuose. Šiuo metu vykdoma mokslinių tyrimų veikla yra menka, ypač magistro studijų programos, ir remiantis rodikliais (*ISI Web of Science* duomenų bazėje publikuojamų straipsnių skaičiumi, pristatymais konferencijose) apsiriboja keliais asmenimis.
4. Didinti studentų mainus (t. y. pagal ERASMUS+ programą).
5. Gerinti patalpų kokybę, taip pat kai kurių laboratorijų įrangą.

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Paslaugos teikėjas patvirtina, jog yra susipažinęs su Lietuvos Respublikos baudžiamojo kodekso 235 straipsnio, numatančio atsakomybę už melagingą ar žinomai neteisingai atliktą vertimą, reikalavimais.

Vertėjos rekvizitai (vardas, pavardė, parašas)