



European Humanities University

EMPLOYEE COMPASS



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Introduction

The purpose of this document is to provide EHU employees and other stakeholders with information on how the university fulfills its mission and executes its strategy. The document reflects the set of university internal regulations and at the same time in a simplified and concise format allows each EHU employee, student or partner to understand how the following key processes are performed: quality assurance, strategic management, human resources development and financial planning and implementation.

Based on the EHU Statute, Strategy, and major internal regulations, the Compass is devised as a map of different operations, bodies, and procedures that simplifies a way to find answers to the main questions related to the EHU core activity area, provision of education services. Other activities and operations have also been included if they are compatible with the mission and aims of the university's mission and Strategy.

Thus, the Compass presents four areas of the university activity the quality assurance of education activity (Part 1), strategic management (Part 2), human resources development (Part 3), and financial planning and implementation (Part 4). Each reader may easily find an answer to practical questions related to the entire cycle of the study process. The information is presented in a format of answers to frequently asked questions.

PART 1. QUALITY ASSURANCE

Quality assurance system of European humanities university has been created taking into account the University Statute, the Strategy and its Implementation Plans, the European Quality Assurance Standards and Guidelines for Higher Education (ESG), the documents regulating higher education in Lithuania and the internal legislation of the University.

The internal quality system ensures the quality of studies by implementing the University's mission and achieving the goals set out in the Statute and the University's strategic documents.

EHU conducts a thorough review of its quality assurance system every three years. At the same time, the system is continuously improved based on the observed deviations of outcomes from the planned goals and feedback from university internal and external stakeholders.

The quality assurance system is defined in two main documents (*Quality assurance policy* and *Description of the internal quality assurance of studies*), and the quality assurance of individual fields of activity and study processes is regulated by separate internal legal acts of EHU.

1.1. Basic Principles of Quality Assurance and Management of Studies

To whom or what is it related or applied?	For all community of EHU
When or how is it initiated?	Initiated by the Academic departments, Administration units, Senate, Governing Board according to needs
Who is responsible?	Academic departments, Administration units, Senate, Rector, Governing Board
What does an internal quality assurance system include?	<p>Internal quality assurance of studies is an integral part of the University's quality management system, which covers all the processes of the university's activities and includes the following processes and procedures and is regulated by the following main internal legal acts:</p> <p>1. Procedures and processes for the approval, monitoring and evaluation of study programs and qualifications awarded (<i>Regulation of Organization of the Study Process, Regulations for Student Registration, Procedures for Preparation and Improvement of Study Programs, Procedures for the Digitalization and Implementation of Studies at a distance (Blended Mode), Procedure for Study according to an Individual Study Plan, Regulations of Study Program's Committees</i>);</p> <p>2. Preparation of methodological material (recommendations for the preparation and improvement of study subjects programs, methodological recommendations for the preparation of written works, recommendations for the development of the course for distance learning;</p> <p>3. Evaluation of student's study results (procedure for the evaluation of the results of student studies, procedure for recognition of the results of studies, procedure for issuing diplomas, procedure for the preparation, defense and storage of final thesis, the procedure for the digitization and implementation of studies in distance (blended)mode);</p> <p>4. The system for determining, improving and developing the competence of teachers (<i>Academic Staff Performance Assessment Regulations, Introductory Training of newly adopted academic staff, training of trainers' qualification improvement, methodological and technical support for the preparation of study subjects taught remotely</i>);</p> <p>5. Ensuring study resources and academic, cultural, financial, social support</p>

	<p>for students, support for academic staff: (<i>Informational and methodological support provided by the Academic Support Centre and the Centre for Strategic Planning and Development for study programs providers, lecturers, students, University Library support for teachers and students, Student Service support for students (social, cultural, social scholarships, dormitories, etc.);</i></p> <p>6. Organisation of feedback from participants of the study process (students, doctoral students, teachers, employers, social partners) according to the <i>procedures of the organisation of feedback</i> and dissemination of information about best practices for quality improvement;</p> <p>7. Inclusion of students in the processes of quality assurance of studies (<i>rules on the independence of written and creative works, Code of Academic Ethics, preparation of student mentors, organisation of the first-year students integration week; annual preparation of the Student's guide, etc.</i>).</p>
How does the quality of university studies is ensured and improved?	<p>1. Publicly announcing the results of the external study quality assessment by means of external study quality assessment tools (assessments by the Study Quality Assessment Center or other international quality assurance agencies included in the register of European quality assurance agencies).</p> <p>2. Using an internal study quality assessment tools:</p> <p>2.1. Regular updating of study programs (taking into account the conclusions of self-evaluation and external evaluations of study programs, fields of study and institutional evaluation).</p> <p>2.2. Regularly organising the collection of feedback data (the received information is analysed and, taking into account the received data, appropriate quality improvement decisions are made).</p> <p>2.3. Ensuring the material resources required for studies and their continuous renewal.</p> <p>2.3. Encouraging teachers to improve their qualifications and develop subject and educational competences.</p> <p>2.4. Monitoring and analysing the process of studies.</p> <p>2.5. Promoting the use of innovative teaching and knowledge assessment methods.</p>
What are the principles of internal quality assurance?	<p>1. Autonomy and accountability — the values of the University and the balance of autonomy and social responsibility are taken into account.</p> <p>2. Contextualism — the mission, strategy and international and national operating conditions of the University in Exile, as well as the special third mission of the University in Exile are taken into account.</p> <p>3. Systematicity — mutual interaction and harmony of the University's fields of activity are taken into account.</p> <p>4. Partnership and cooperation — aims for the participation of the University community and other social stakeholders in the formation and implementation of operational goals and objectives.</p>
Who approves the principals?	Rector, Senate and Governing Board
How is it communicated?	Publicly announcing the results of the external and internal study quality assessment.
Key dates	It is a continuous process of quality assurance, regulated by separate procedures and regulations.

1.2. Internal Studies Quality Assurance Levels, Participants and Their Functions

To whom or what is it related or applied?	For all EHU community and stakeholders
What is the basis for the distribution of responsibility for the quality of studies?	The internal quality assurance of studies is carried out by implementing the provisions of ESG quality standards and guidelines.
How is responsibility distributed by levels and who is involved?	<p>The internal quality assurance of studies is implemented across various levels within the university, including the overall university level (management bodies, administrative units), academic units (departments and branches), study program committees, teachers, students, and other relevant social stakeholders.</p> <p>The decision-making process regarding quality assurance follows the principle of subsidiarity, meaning that decisions are made at the level where the processes outlined in the decision can be most efficiently executed.</p>
What are the responsibilities by the levels?	<p>General University Level</p> <ol style="list-style-type: none"> 1. The General Assembly of Part-Owners and Governing Board approves the strategic documents of the University; decides on the development and improvement of studies, funding of studies, monitoring of quality. 2. The Rectorate, the Strategic Committee and the Governing Board analyse and approve the concepts and financial justifications of new study programs; adopt ordinances and documents regulating the processes of study implementation, administration, quality assurance; decide on issues of study financing and budgeting, administrative, material and technical provision and maintenance of the study process. 3. The Senate is closely involved in the process of the formation the study quality policy by analyzing and assessing the results of conducted research and the overall quality and level of scientific and artistic activities of the University and by preparing proposals regarding the internal study quality assurance system and improvement of the quality of studies and submitting them to the Rector. 4. Academic Support Center conducts the monitoring of the functioning of the quality assurance system; lays down the principles of the design, improvement and implementation of study programs, the procedures for study programs preparation, improvement and renewal; advises on the Departments' and Branches' decisions on the continuation or termination of the programs; approves new study programs; together with the Financial and Human Resources Management Units, establishes the qualification requirements for the positions of teachers, approves the procedure for the assessment of teachers' performance effectiveness and participate in the assessment procedures. 5. The Academic Support Centre forms the strategy and directions for improving the execution of the study process, ensures administrative support for the organisation of studies, provides informational and methodological assistance to academic departments in preparing and improving study programs, preparing self-analysis materials for internal and external evaluation, provides suggestions for improving the study process; analyses new programs, analyses and submits comments on

	<p>projects of internal legal acts related to the implementation of studies, provides academic support to study program committees regarding the formulation of study results, subject descriptions in the creation of new and accredited study programs, teachers in organising and conducting student-oriented training process and evaluation; initiates didactic innovations and integrates them into study programs according to the needs of academic departments; ensures the admission of students to study programs; carries out the recognition of applicants' previous academic qualifications, administers the study information system and registers students' study records and transfers them to external registers; performs accounting of teachers' workload.</p> <ol style="list-style-type: none"> 6. The Communication and Marketing Division coordinates, organises, carries out publicity of study programs, develops marketing strategies and plans, conducts information and consultation of applicants. 7. Project Management Office performs process and data analysis; plans, carries out and provides the results of quality audits, recommendations for the improvement of study-related processes; monitors the research/art activities of teachers and coordinates academic activities; prepares documents regulating these activities; monitors the careers of graduates; coordinates project activities, coordinates the academic mobility of teachers and students. <p>Academic department and branch level</p> <ol style="list-style-type: none"> 1. Academic departments and branches in cooperation with stakeholders initiate the preparation of new programs; make decisions on the improvement of existing programs; initiate decisions on the continuation or termination of the programs; analyses and approves modified or new study programs; analyses the quality of studies in the unit and makes proposals for its improvement; analyses the conclusions of the evaluation of study fields, annual indicators of monitoring of the study fields, student feedback data and prepares annual reports on the quality of the programs and proposals for the improvement of the programs; coordinates methodological, research/art and project activities in the academic departments; cooperates with business and social partners in the programs; initiates training for the improvement of pedagogical and subject qualification of teachers; analyses the results of a survey of students, teachers, social partners, data on the careers of graduates. 2. The Study fields Committees initiate the preparation of new programs and prepare their descriptions; make suggestions for the improvement of existing programs; prepare new study programs; analyses the quality monitoring data of the study programs and make proposals for its improvement; analyses the conclusions of the evaluation of study fields and programs, annual indicators of monitoring of study fields, student feedback data, and prepares self-analysis of study fields. 3. Lecturers, students, other stakeholders participate in the process of study quality management by initiating the development of new study programs; the lecturers are responsible for the quality of the study organisation activities at the level of their study subjects, for the quality of their research/art and project activities and for their consistency with the strategic objectives and mission of the University; students are
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	responsible for active and high-quality participation in the study process, providing feedback. Also, both lecturers, students and other social stakeholders, through their representatives, participate in the quality management of the university at various levels — the Senate and the Committees of study fields.
What are the expected outputs and outcomes?	The university creates manageable conditions for the creation, functioning, monitoring and improvement of the quality system involving the entire university community and stakeholders.
How is it communicated?	Via public and internal publicity channels (part of the information is public, part is for internal use only)
Key dates	It is a continuous process of quality assurance, regulated by separate procedures and regulations.

1.3. Quality Assurance Policy

What is the quality assurance policy of the university?	The quality assurance policy (QAP) in the university is a system of ideas, goals, principles, and strategies aimed at ensuring and maintaining a high level of education, research, and all university processes. It constitutes a part of the entire Quality Assurance System and shall be used for more coherent and effective interpretation of the process, operations and results within the EHU.
What is the goal of ensuring the quality policy in the university?	The goal of the quality assurance policy is to purposefully and consistently maintain a culture of quality at the University, systematically presenting the understanding of quality, principles, responsibilities, processes, and related regulatory documents. This document is intended for members of the EHU community and is published on the University's website. Moreover, the document, which serves as a tool for interpretation of the actual practice, is an "alive" instrument. and shall be adjusted to the university's development, national legislation, and social reality.
How has the continuity of the improvement of the educational quality been ensured in the Policy?	The Policy is based on the concept which includes constantly functioning and interconnected processes: planning, implementation, evaluation, and enhancement, together called as "the quality assurance and improvement cycle entail
What are the principles of internal quality assurance?	Autonomy and accountability. – The values of the University and the balance of autonomy and social responsibility are taken into account. Contextualism. – Mission, strategy and international and national operating conditions of the University in Exile, as well as the special third mission of the University in Exile are taken into account. Systematicity. – Mutual interaction and harmony of the University's fields of activity are taken into account. Partnership and cooperation. – Aims for the participation of the University community and other social stakeholders in the formation and implementation of operational goals and objectives.
What is the quality assurance policy based on?	The quality policy is based on the values of EHU, characterized by: commitment to European values, humanities and social sciences, the principles and provisions of Liberal Arts for students, as well as a rich life on campus and an alumni network. It is also guided by the ESG principles.

How is the quality assurance policy initiated?	The quality assurance policy has been put into practice a while ago by continuous monitoring and assessment of the research and study quality by management and the management bodies including Senate. Reflecting the need to put the policy on paper, it is initiated through the formation of working groups, primarily composed of members from the Center for Academic Support, the Senate, academic departments, students, and other relevant university units. The EHU Senate has analyzed the current state, studied the documents prepared by the executive bodies documents and prepared proposals recommended to the Rector. Approved by the Rector, the policy is started to be implemented and monitored through feedback, self-assessments, and accreditation.
How is the quality assurance policy implemented and what is it focused on?	Quality policy of EHU has been implemented within the framework of the university's quality management system. The quality policy reflects EHU's aspiration to become an internationally-oriented university, attracting civically-minded students from Belarus and the region, and offering them an international educational experience. The quality policy aims to facilitate the achievements of the goals of the EHU, its mission, including supporting the development of civil society and promoting the dissemination of humanities and liberal arts education
Who is responsible for the quality policy?	The responsibility for the quality policy lies with EHU as a whole, taking into account three levels: the University level, the Administrative Units level, and the Academic Units level.
Who is involved and in what role?	The QAP serves as a key document assisting all participants of the quality assurance policy, including EHU students, university staff members, community members, alumni, and other stakeholders to understand the course on the assurance of the quality education, its purpose, the goal and principles. Students play the role of active participants in the educational process and in work of managerial bodies via their representative in the latest case. The EHU faculty and its administrative personnel apply the Policy for matters of deeper understanding of the Quality Assurance system and its adherence to the Policy. Alumni and other stakeholders have the opportunity to provide feedback and support the further development of the University's via further adjustment of the Policy against current needs and challenges.
What are the main activities provided by the quality policy?	The main activities to ensure the quality policy include: - enhancing the management and marketing of university activities; - approving, monitoring, and evaluating educational programs and courses; - developing methodological materials and recommendations for improving the quality of scientific, creative, and educational activities; - assessing student learning outcomes; - developing the competencies of teachers; - ensuring necessary financial, technical, and technological resources for education and student support. These steps are carried out with active involvement of various university structures in accordance with the levels of educational process management and support.
What are the expected outputs and outcomes?	The outputs and outcomes of the quality assurance policy is to create conditions for functioning, monitoring and improvement of the quality system involving the entire community and stakeholders.

Who approves the quality policy management process?	<p>The process and provisions of the quality management policy, depending on the purpose and level of functioning of the quality system itself, is approved by the Rector with the approval of the Rectorate, the Senate and other interested administrative departments of the university. The academic community of the departments is involved in the preparation of documents on quality policy by the Senate.</p> <p>The management process and the provisions of the quality policy, depending on the purpose and level of functioning of the quality system itself, are approved by the rector in agreement with the Rectorate, the Senate and other interested administrative departments of the university.</p>
How is it communicated?	The quality policy is transmitted through the development and approval of procedures, processes, and regulatory acts that define the order and methods of ensuring the quality of education. They are made accessible to students, teachers, and other stakeholders through official university documents, most of which are posted on the university's official website and in the virtual spaces of the Senate, the Faculty, and other Units within the Moodle Learning Management System. Additionally, the academic community collaborates with the departmental leadership, the Academic Support Center, and other units to ensure effective dissemination of the quality policy.
Key dates	Key dates and processes related to the quality policy are determined in accordance with the mission and vision of EHU and are reflected in the existing internal Regulations and descriptions of EHU Procedures. Various university structures, including the Senate, the Rectorate, the Strategic Committee, the Academic Support Center, departments, and programs, in collaboration, if necessary, can clarify or modify these key dates.

1.4. Development and Approval of Study Programs

To whom or what is it related or applied?	<ul style="list-style-type: none"> - “Customers” (potential students, civil society and social partners); - Academic Departments; - Academic Support Center; - Center of Strategic Planning Development; - Finance Unit and Financial Director; - Communication and Marketing Unit; - Senate; - Rector
Regulation	Regulation on the procedure of a preparation and improvement of educational programs at European Humanities University
When or how is it initiated?	<ul style="list-style-type: none"> - <i>Subject</i>: Academic Departments; - <i>Reasons</i>: on demand of “customers” (potential students, civil society and social partners) defined: <ul style="list-style-type: none"> (a) by Academic Departments themselves; (b) on the basis of conjunctural analysis conducted by responsible University Units (Center of Strategic Planning and Development, Communication and Marketing Unit); (c) on the basis of stakeholders’ request (social partners, etc.); - <i>Conditionality</i>: University has the financial resources required to open and operate the Program.
Who is responsible?	- Academic Departments by specialized committees (in Department) or

	<p>(and) interdepartmental groups;</p> <ul style="list-style-type: none"> - Academic Support Center.
Who is involved and in what role?	<ul style="list-style-type: none"> - Initiating: Academic Departments in cooperation with (i) internal subjects (responsible/ interested University units, students; (ii) graduates, employers, social partners. - Development: Academic Departments in cooperation with Academic Support Center; - Expert evaluation: (i) Academic Support Center, Finance Unit, Financial Director and EHU legal services- on financial costs and legal component; (iii) Center of Strategic Planning and Development, Communication and Marketing Unit - on development and market prospects.
What are the main steps?	<p>(i) Academic Departments develop and approve the Concept of the Program.</p> <p>(ii) The Concept of the Program is evaluated and approved by:</p> <ul style="list-style-type: none"> - Academic Support Center - on the teaching and methodological component; - Finance Unit, Financial Director and legal services- on financial costs and legal component; (iii) Center of Strategic Planning and Development, Communication and Marketing Unit - on development and market prospects. <p>(iii) The Concept of the Program is approved by the Strategic Committee; the Rectorat; the Senate.</p> <p>(iv) The Head of Academic Support Center by his/ her order approves the Working Group for the preparation of the Description of the Program.</p> <p>(v) The Working Group prepares a Description of the Educational Program (Objectives and Intended Outcomes; Structure; Personnel; Material Resources; Learning process and rules of assessment; Management).</p> <p>(vi) The Description of the Program evaluated and approved by:</p> <ul style="list-style-type: none"> - Academic Support Center, Finance Unit; <p>and then</p> <ul style="list-style-type: none"> - Academic Department(s) and the Rectorat. <p>(vii) The Description of the Program signed by the Head of Academic Support Center and the Rector.</p> <p>(viii) The Description of the Program is submitted to the Center for Education Quality Assessment (SKVC) for accreditation and external evaluation (if any);</p> <p>(ix) The SCVC registers the accredited Program in the Register of Educational Programs, Training Programs and Qualifications (www.aikos.smm.lt);</p> <p>(x) Post-registration actions:</p> <ul style="list-style-type: none"> - Academic Support Center carries information about the accredited and registered Program in the University Information System; - Heads of the Study Committees and Program Curators prepare descriptions of the Program and its courses; - Communication and Marketing Unit public descriptions of the Program and its course at EHU web-site.
What are the expected outputs and outcomes?	Program registration and implementation
Who approves the process?	The Head of Academic Support Center and the Rector
How is it communicated?	Departmental meeting, the Senate Meeting, the Rectorate meeting, information on EHU web-site.
Key dates	Provided for in the plan of preparation of the Program on the basis of the Regulation

1.5. Student-Centered Learning, Teaching and Assessment

To whom or what is it related or applied?	Academic Departments, teachers, students.
When or how is it initiated?	<p>EHU Strategy 2019-2026 (Mission): The mission of the University as a student-centered University is to promote civil society development through Humanities and Liberal Arts for students from Belarus and the region by bringing them together, and offering international experience in study quality.</p> <p>In 2016, a system was implemented to enhance the competencies of teachers, with a primary emphasis on encouraging the use of innovative and student-centered teaching methods.</p> <ul style="list-style-type: none"> - Description of the Quality Assurance of Studies at European Humanities University; - Procedure For Assessing The Results Of Learning Students Of The European Humanitarian University; - EHU Procedure for Studies under an Individual Study Plan; - Regulation On Appeals of the European Humanitarian University.
Who is responsible?	Rectorate, Senate, Academic Departments, Academic Support Center
Who is involved and in what role?	<p>Academic Departments, teachers, students.</p> <p>As a student-centered institution committed to promoting civil society development, the university recognizes the importance of democratizing and inclusive decision-making processes.</p> <p>Therefore, the university culture strongly supports the EHU mission of involving all internal stakeholders in university management.</p>
What are the main steps?	<ul style="list-style-type: none"> - Appointment of permanent faculty and student representatives in collegiate bodies (study fields committees, Senate committees) and their involvement in the strategic retreat and meetings of GAPO and Governing Board; - Individualization of learning: EHU creates conditions for a flexible choice of forms and modes of study in connection with the needs of students. This includes the ability to select courses and options that cater to student interests and learning outcomes; - Organization and evaluation of student independent work: Teachers provide students with accurate and detailed information on the scope and nature of independent work, and evaluation procedures: self-assessment tasks, peer assessment, mid-term assignments, reports, exams, etc. - Development of interactive teaching methods: Teachers can use methods that encourage active participation of students in the learning process, such as group projects, discussions, seminars, practical exercises, etc. This helps students to be more active participants in the educational process; - Support for interaction and collaboration: The university encourages mutual respect and cooperation between students and faculty. This can be achieved through open dialogue, student participation in discussions and collaboration in group projects; - Feedback and consultations. Students evaluate the work of teachers in courses. Teachers pay attention to inclusive education. Students have extensive advice and support from teachers to resolve issues and

	<p>clarify materials;</p> <ul style="list-style-type: none"> - Student appeal procedures: Appeal procedures have been established to ensure their right to a fair and objective investigation of problems or disagreements that arise.
What are the expected outputs and outcomes?	An academic environment that is free of ideological constraints, student-centered, and fosters democratic relationships between staff and students. Students' autonomy and responsibility, students' involvement in the active learning process, partnership between teachers and students, student empowerment to actively develop the necessary skills, being co-creators of the study process, choosing, through elective study subjects, knowledge and skills to be developed that correspond to the students' individual goals.
Who approves the process?	Rectorate, Senate, Academic Departments, Academic Support Center
How is it communicated?	Via public and internal publicity channels (Moodle, email, etc.)
Key dates	<ul style="list-style-type: none"> - Application for an individual plan: no later than 15 days before the beginning of the academic year. - Students are introduced to the evaluation strategy provided in the descriptions of all subjects at the beginning of each subject. - The deadlines for filing appeals are detailed in the document "Regulation on Appeals of the European Humanities University".

1.6. Student Admission, Progression, Recognition and Certification, Awards of Diplomas

To whom or what is it related or applied?	Prospective students, students, teachers, academic staff, administrative staff
When or how is it initiated?	<p>Student Admission, Progression, Recognition and Certification, Awards of Diplomas procedures and related processes are regulated by separate external and internal legal acts and rules. Some rules and procedures are updated every year (e.g. Admission rules and Financial rules), some are updated when the content of study programs changes, processes are improved, external legal regulation changes, etc.)</p> <p>Regulation implementation, change, additions are initiated at various levels of quality assurance.</p>
Who is responsible?	<p>Areas of responsibility:</p> <p>Student Admission: Academic support center, Marketing and communication division, Academic departments and branches</p> <p>Student Progression: Academic departments and branches, teachers, technical support on the side of Academic support center</p> <p>Recognition of prior formal, non-formal, informal learning: Staff of Academic Support center and Academic departments and branches.</p> <p>Certification:</p> <ul style="list-style-type: none"> - <i>Academic support center for technical preparation of certification and diplomas award (i.e. for students who have successfully completed their studies at the University are issued educational documents confirming the completion of their studies, the form and content of which are determined by the Ministry of Education, Science and Sports of the Republic of Lithuania, and the issuing procedure is regulated by the university's internal legal act, for Lifelong learning system participants),</i>

	- <i>Students Affairs Unit</i> for organising of Graduation ceremony.
What are the expected outputs and outcomes?	University consistently applies pre-defined and publicly and internally available rules covering the entire cycle of study, such as admission of students, organisation of study, recognition of study results and previous academic qualifications, award of diplomas, etc.
Who approves the process?	General University Level approvement: General Assembly of Part Owners, Governing Board, Senate, Rectorate.
How is it communicated?	Via public and internal publicity channels (part of the information is public, part is for internal use only)
Key dates	Admission rules and financial rules for next year's admission are updated every year, other procedures (study procedure, regulation of students' study progress monitoring, procedure for recognition of study results, graduation requirements and procedure, etc.) are updated according to needs, by the observations regularly monitoring the suitability and efficiency of processes and procedures.

1.7. Teaching Staff

To whom or what is it related or applied?	Teaching staff, Academic departments and branches staff, Human Resources unit, Academic support center
What are the requirements and support for teaching staff?	<p>Regulation of requirements:</p> <ul style="list-style-type: none"> - The minimum qualification requirements for teachers and researchers working at EHU were set in 2021. Procedure for determining the qualification and attestation requirements of the European Humanitarian University for teachers and research workers announcing, organising and conducting tenders for the positions of teachers and research workers, and for the attestation of teachers and research workers (prepared on the basis of national legal acts). - In 2019 was approved the procedure which meets the requirements of the Lithuanian Science council and is linked to the Teaching Staff performance effectiveness evaluation procedure and criteria. - In 2020 the procedure for promotion, motivation and salary of teaching staff is approved and implemented. This is a staff management document that determines the remuneration rates for all categories of employees, other financial promotion instruments. It is also linked to the results of the evaluation of the effectiveness of teachers' activities. Incentives are provided for achieved and exceeded results in pedagogical, research/art, didactic, project and organisational activities. - The Senate in 2020 (updated in 2021) reviewed and approved the Procedure and criteria for evaluating the effectiveness of teaching staff. It is a balanced document with clearly defined main and additional activities/functions of a teacher, which objectively reveals the activity/efficiency of teachers' activities <p>Support for Teaching staff:</p> <ul style="list-style-type: none"> - In the 2019-2020 academic year, the Integrated Staff Management System was implemented. After implementing the staff management system, the staff processes and procedures were integrated with other university processes, the selection of teachers and clear criteria for the evaluation of the teachers' performance were

	<p>established. This allows transparent performance evaluation. The motivation of teachers in the financial and educational sense is linked to performance. This has a positive influence on the motivation of teachers involved in the study process and, accordingly, contributes to the quality of studies.</p> <ul style="list-style-type: none"> - The development of teaching staff competencies is one of the essential internal quality assurance activities of EHU, which consists of several components: <ul style="list-style-type: none"> - Transparently established the conditions for the recruitment of lecturers and the remuneration system, focusing on the quality of teaching and the achievement of study results in addition to the academic/scientific competences available to the lecturers. - Since 2016 a system for improving teachers' competencies has been implemented, focused on popularising the application of innovative teaching methods, student-oriented teaching methods, and the evaluation of study results in this system is the main part of the evaluation of the quality of study programs and their implementation. - Every year, the EHU's internal resource plan is approved and implemented for the improvement of the qualifications of the teaching staff. - A teaching staff information system was created to ensure information about free professional development events outside the university. - The established and effectively maintained academic mobility system of teaching staff contributes to a wider choice of skills development opportunities.
Who is responsible?	Academic departments and branches staff, Human Resources unit
Where data on teaching staff qualifications are collected, analyzed and evaluated?	Data on the qualification of teaching staff is collected, analysed and evaluated by the Finance and Human Resources Unit, Academic Support Centre, Strategic Planning and Development Centre, Academic Departments and Branches.
	<ul style="list-style-type: none"> - The university applies a clearly regulated, transparent and publicly announced procedure for the selection of teachers and their qualification requirements, - Regular procedure for evaluating the effectiveness of teachers' activities.
Who approves the process?	General University Level: General Assembly of Part Owners, Governing Board, Senate, Rectorate
How is it communicated?	Mainly via internal channels of communication except for the requirements for hiring and tenders for teachers' positions
Key dates	Annual evaluation of the effectiveness of teachers' activities

1.8. Learning Resources and Support for Students

To whom or what is it related or applied?	Related and applied to the students. These resources and support systems are designed to assist students in their learning journey, providing them with the necessary tools, materials, and assistance to enhance their educational experience.
Who is responsible?	General Part-Owners Assembly, Governing Board, Senate, Rectorate, Academic Support Centre, Student Affairs Service, Academic Departments and Branches and other administrative and academic staff.
How are students provided with learning resources?	<p>Provision of learning resources is an essential condition for quality of studies, therefore, in accordance with internal and external legal regulations, the university has established:</p> <ul style="list-style-type: none"> - Requirements for resources to ensure effective students learning; - Requirements for physical resources (libraries, study facilities, IT infrastructure, virtual learning environment, human support in the form of tutors, counselors and other advisers); - Rules of organisation of academic support services for students; - Procedure of digitalization of studies and provision studies in distance (blended) mode.
What kinds of support is available to students?	<p>The University provides students with a wide range of support and aims to ensure quality of study conditions. Support for the students consists of several directions: academic and administrative support; financial support; socio-organisational support, psychological legal and other support types:</p> <ol style="list-style-type: none"> 1. Academic and administrative support. The University provides academic and administrative support to students within the remit of the Academic Support Centre, Student Affairs Service, Academic Departments and Branches and other administrative and academic staff. The support consists of both direct counseling and support, as well as information on the University's website and virtual learning environment <i>Moodle</i>, via email. 2. Financial support. The following types of financial support are allocated to students: grant to cover the tuition fee or part of it, departmental scholarships, incentive scholarships, social scholarship, targeted allowances for students with special needs, emergency support scholarship, support for scientific events, support for research projects, the award of all scholarships are regulated by the <i>General Financial Rules for students</i>, which are updated annually. 3. Social-organisational support. Students are supported by the Student Affairs Service and the Student Representation. 4. Psychological, legal and other support types are provided by the University psychologist, the Student Affairs Service and other units. EHU also provides legal assistance, as the Law Clinic and the Centre for Constitutionalism operate at the University thanks to the initiatives of researchers in the field of law, and in exceptional cases, the university helps to compensate lawyers' expenses. Another type of student support is visa support. It is also part of the University's student support portfolio. EHU mediates students in obtaining study visas, in some cases humanitarian visas.
What are the expected outputs and outcomes?	The University has adequate funding for study activities and to ensure adequate and easily accessible use of study resources for students and support for

	students in the study process
Who approves the regulations?	General University Level: Governing Board, Rectorate, Strategic Committee, Level of administrative units: Academic Support Center, Students Affairs Office Level of Academic Units: Departments and branches, study fields committees, lecturers, administrative staff of departments and branches
How is it communicated?	Students can find out about study resources and the types of support available in several ways: - Study resources are largely digital and available in the virtual learning environment Moodle, virtual library access points, as well as in the physical library. - Information about possible types of support for students is provided through various communication channels - emails, in the virtual learning environment in Moodle dedicated sections, during face-to-face meetings with programs curators and Academic support centre, Students Affairs Unit and other staff.

1.9. Information Management

To whom or what is it related or applied?	To administrative and Teaching staff, researchers
What kind of information is collected?	EHU systematically collects, systematises and analyses the following information for the purposes of quality management of study processes and other activities: <ol style="list-style-type: none"> 1. Indicators of student achievement and progress; 2. Employment rates of graduates; 3. Students' views on the quality of teaching and study programs and data on study satisfaction; 4. Teacher qualification data; 5. Data on study resources and student support; 6. Survey data from various other interested groups; 7. The results of the University's performance.
Where information is collected?	Data related to study processes are collected in the study information system "IS Studijos", virtual learning environment Moodle, staff management system subsystems, financial accounting management system, data are provided to external databases (Students' Register, Teachers' Register, eLaba, research and study monitoring systems) The collection, use, storage period and destruction of personal data are governed by the rules governing the processing of personal data of the University
Who is responsible?	Administrative staff
Who is involved and in what role?	Teaching and Research staff - responsible for providing personal research and activities data, Moodle data. students. Administrative staff - responsible for proper collecting, analysing and management of all types of information and data.
What are the expected outputs and outcomes?	Relevant information is collected, analysed and used to help manage study programs and other activities effectively and improve their quality
Who approves the process?	General University Level: General Assembly of Part Owners, Governing Board, Senate, Rectorate
How is it communicated?	All members of the community are informed about the methods of information collection and the nature of the information collected, if it is related to personal data, already when signing contracts with them (both with students and with

	employees). Members of the community are informed about the collection of other types of information and the purposes of collection separately as needed, or it is regulated by internal and external legal acts, for example, what data is required about study programs is defined in the external evaluation methodologies of study programs and study fields. Or student numbers, student population dynamics, drop-out, etc. those statistical data are needed for general reports, situation monitoring, etc.
Key dates	It is a continuous process of quality assurance, regulated by separate procedures and regulations.

1.10. Public Information

To whom or what is it related or applied?	<p>Institutional communication of EHU covers both internal and external target audiences. For successful communication, it is essential to assess the target communication groups, their specificity and anticipations with a regular supervision and assessment of the priorly conducted expressed assumptions.</p> <p>Prospective students and their families University faculty, staff and students Alumni community EHU partners and donors community Institutional and programmatic counterparts Governmental and regulatory authorities Media: digital, print, radio and TV Belarusian civil society</p>
When or how is it initiated?	Daily
Who is responsible?	Communication and Marketing Unit
Who is involved and in what role?	<p>Given the institutional set-up and culture of internal subordination, University's representatives for external stakeholders and media are: Rector and Head of Communication and Marketing Unit.</p> <p>Communication and Marketing Unit is subordinate to Rector's disposal in relation to fulfilling communication assignments. Communication and Marketing Unit maintains primary responsibility for conducting communications in all areas of University operations. Vice Rector for Academic Affairs (in relation to academics and research) and Chancellor (in relation to legal and administrative portfolio) by virtue of their positions shall be ad hoc appointed by the University Rector to execute respective internal and external communication assignments in cooperation with the Communication and Marketing Unit.</p> <p>In its communication with EHU partners and donors community, University utilizes the potential of the established networks of influence, namely Ministry of Foreign Affairs of Lithuania, Central Project Management Agency, EHU Trust fund, Friends of EHU Inc., Honorary Doctors of EHU and others.</p> <p>Communication and Marketing Unit collaborates with all divisions of University in order to obtain and to promote knowledge about the ongoing activities, current academic achievements, topicalities and events organized by faculty, staff and students.</p>

	<p>Communication and Marketing Unit is in charge of preparing and disseminating messages through the official University communication channels. It maintains proactive relationships with local and international media representatives.</p> <p>Communication and Marketing Unit holds responsibility for communication with prospective students during the student recruitment campaign.</p>
What are the expected outputs and outcomes?	<p>Communication and Marketing Unit seeks engagement on behalf of University community members to achieve the following objectives:</p> <ul style="list-style-type: none"> ● To continuously enhance the reputation of the University ● To achieve freshmen students enrollment targets ● To raise additional awareness among University donors and to attract new financiers of EHU ● To broaden the network of University's institutional and programmatic partners ● To optimize EHU's institutional brand as higher education reformer with an outstanding performance of academic freedom, shared governance, and overall excellence ● To support and to promote University's Strategy
Who approves the process?	<p>EHU Communication Strategy shall be primarily managed and implemented by EHU Communication and Marketing Unit with respect to insights and suggestions provided by the Rector, Governing Board, Senate.</p> <p>EHU academic community shall be familiarized with the Communication Strategy during the Senate meeting. The text of EHU Communication Strategy will be disseminated and will be available online to the members of EHU academic community to verify if certain actions are aligned with the provisions of the Communication Strategy.</p> <p>To evaluate the success of the EHU Communication Strategy several parameters can be analyzed:</p> <ul style="list-style-type: none"> ● Enrollment metrics ● University rankings ● Event attendance ● Media coverage ● Alumni success stories ● Favorable feedback from University stakeholders <p>Any proposals for the revision or dismissal of the following Communication Strategy, including its action lines, performance indicators, and verifiable deliverables, are subject for presentation and official decision of the University Rectorate meeting.</p>
How is it communicated?	<p>The communication strategy should be accessible for EHU's stakeholders on the ehu.lt web page in the key documents section.</p>
Key dates	<p>The communication strategy for 2023 - 2026 should be approved in September 2023.</p>

1.11. On-going Monitoring And Periodic Review of Study Programs

The goal of the cyclical review of academic programs is to (1) verify their alignment with university mission and strategy; (2) improve their quality; (3) analyze which courses of the program can become part of the OSUN network.

To whom or what is it related or applied?	Cyclical review applied to all EHU academic programs, bachelor, master, certificate, LLL, dual degree and joint degree.
When or how is it initiated?	Regular cyclical academic program review takes place once a year in June. It is initiated by the head of the program committee. There is also a possibility of an ad hoc program review in response to external (e.g. changes in political situation in Belarus) or internal events (e.g. series of student complaints, very negative student evaluation of teaching, complaints from social partners). It can be initiated by the university senior management (head of department, vice rector, chancellor, rector). Comprehensive program review is conducted once every four years. A strategic review of all EHU programs is planned for October-November 2023.
Who is responsible?	The program review is lead by the head of the program committee.
Who is involved and in what role?	Program review is conducted by a program committee that consists of: committee head, appointed faculty members, student representative(s), social partners, appointed member of the Academic Support Center, OSUN coordinator. At least once every four years or upon request of the university management there is also an external expert of high academic reputation specializing in the field.
What are the main steps?	The steps include but are not limited to the following. A comprehensive program review must include all steps listed below, a cyclical annual review may include a subset of these steps, to be proposed decided by the program committee and approved by the head of the department. <ul style="list-style-type: none"> - verification how the previous year recommendations were implemented - benchmarking to similar programs offered by universities with high academic reputation and or university mission aligned with that of EHU - review of all courses' syllabi - review of student evaluation of teaching (SET) - review of class visits reports, if conducted - review of grading practices and whether they allow for verifying whether the program learning outcomes have been achieved - analysis of student progress and retention data - analysis of student diploma theses, projects and dissertations, what is their academic level and how they are aligned with the EHU mission and strategy - analysis of program graduates' employability data - obtaining and analysis of feedback from social partners and program alumni - analyzing whether courses in the program can be offered in the OSUN network, or whether OSUN online or collaborative courses can be used in the program
What are the expected outputs and outcomes?	The key output is a document called "program review report" that contains the program assessment and recommendations for improvement. Another output is the lessons learned document that includes methodological recommendations on how to improve the program review process. The key outcome is a process of program improvement that involves an implementation of all recommendations in the program review report.
Who approves the	Program review report is discussed at the Senate academic committee and is

process?	approved by the Senate, as related to academic content. The report is approved by the rector, as related to the program alignment with the university mission and strategy. The implementation of the program review report is monitored by the vice-rector for academic affairs.
How is it communicated?	From 2024 program review report will published on the university website, and briefly announced in the university newsletter. Head of the department under vice-rector academic affairs discusses the report with all faculty teaching in the program and with the staff, and allocates tasks related to report recommendations.
Key dates	<ul style="list-style-type: none"> - June of year Y: program review and the review report - July-September of year Y: implementation of the review report recommendations - September-October of year Y: communication of the program changes to students, faculty and EHU social and international partners. - June of year Y+1: analysis of the implementation of the previous year recommendations.

1.12. Cyclical External Quality Assurance

To whom or what is it related or applied?	To all academic community
When or how is it initiated?	By the Ministry of Education and Studies, Ministry of Foreign Affairs, the Centre for Quality Assessment of Studies
Who is responsible?	Academic departments and branches, Administrative units and centers, Rector
Who is involved and in what role?	Academic departments and branches, Administrative units and centers, Rector
What are the main steps?	<ul style="list-style-type: none"> - Preparation of self evaluation report (of institutional evaluation, new study programs evaluation, study fields evaluation, impact on the country of origin evaluation); - External experts' visits and assessments; - Preparation of plans for the improvement of subsequent activities; - Implementation of the plans of activities improvement.
What are the expected outputs and outcomes?	The University regularly participates in the institutional evaluation processes initiated by the Ministry of Education and Studies, Ministry of Foreign Affairs, the Centre for Quality Assessment of Studies, the planned study programs and study areas.
Who approves the process?	<p>General University Level: General Assembly of Part Owners, Governing Board, Senate, Rectorate</p> <p>Level of administrative units: Academic Support Centre, Centre for Strategic Planning and Development, Communication and Marketing Unit</p> <p>Level of Academic Units: Departments and branches, lecturers, administrative staff of departments and branches, students, social partners and other interested parties.</p>
How is it communicated?	Information about external study quality assessment (study programs, study areas, institutional) is published publicly on the university's website, as well as on the Study Quality Assessment website.
Key dates	Regular participation in the external quality assessment process regulated by national Lithuanian legislation.

PART 2. STRATEGIC MANAGEMENT

Strategic management refers to actions that meet two conditions: (1) are initiated and approved by the EHU organs regulated by the EHU Statute: GAPO, Governing Board, Rector, Vice-rector and Senate; (2) have important implications for the EHU community.

For example, preparing the Annual Working Plan is part of strategic management, but initiating and conducting a project under EPM methodology is not. All strategic actions related to financial planning and monitoring are discussed in detail in part 4 Financial planning.

The following actions are discussed in this part:

- Strategy preparation, update and evaluation: main strategy and topical strategies (research and art, internationalization, communication, fundraising)
- Annual working plan ((AWP): preparation and monitoring
- Cascading strategic/annual KPIs to units
- Project management
- Key personnel hiring and dismissal

2.1. Strategy preparation, update and evaluation: main strategy and topical strategies (research and art, internationalization communication, fundraising strategy)

2.1.1. EHU main strategy

To whom or what is it related or applied?	EHU strategy guides actions of all university employees
When or how is it initiated?	EHU Strategy preparation or update is initiated by the Rector or at the request of GAPO or Governing Board or key EHU donors.
Who is responsible?	Rector organizes and monitors the process of strategy preparation.
Who is involved and in what role?	All EHU internal stakeholders participate in strategy preparation: staff, faculty and students. Feedback is provided by EHU social partners, alumni and donors.
What are the main steps and dates?	<p>EHU strategy created or updated in year n is prepared for a period (n, n+4). For example, in May 2024 the university will update its strategy for the period 2024-2028. Strategy update takes place at least once every three years.</p> <ul style="list-style-type: none">- Rector initiates the strategy preparation or update – March/April- Strategy preparation initiation during the Rectorate meeting – March/April- First document is prepared by the Rector's office, it has two parts: (1) <u>progress report on the strategy execution to date</u> and (2) <u>the updated strategy draft</u> – April- EHU units, Senate and Student Council provide their feedback to the Rector's office – April- Rector's office creates the second document – April/May- Second document discussion during the Rectorate and Senate (joint meeting) – April/May- Updated second document is sent for feedback to EHU social partners, alumni and donors – May- Rector's office creates the third document taking into account the received feedback – May- The third document is approved by the Rectorate – May- The third document is discussed with GAPO and Governing Board – May/June- The final document reflecting GAPO/Governing Board feedback is approved by

	the Governing Board – May/June
What are the expected outputs and outcomes?	EHU strategy is in the form of a PDF document. Strategic KPIs are used to define KPIs in the AWP. These documents are elaborated and discussed among all university stakeholders, who “own” the strategy.
Who approves the process?	EHU strategy is approved by the Governing Board
How is it communicated?	EHU strategy is in the form of a PDF document. It is sent by email to all staff, faculty, students and donors and is placed on the EHU website. The final document is presented by the Rector at the EHU Senate meeting and during the donors assembly.

2.1.2. EHU research and art strategy

To whom or what is it related or applied?	EHU Research and Art Strategy guides actions of academic departments, research centers, individual faculty and researchers activity within the field of academic research and professional art
When or how is it initiated?	EHU Research and Art Strategy preparation or update is initiated by the Rector in association with the adoption of new institutional strategy or because of any kind of changes within the key strategic documents that requires rearrangement of key priorities within the research and art activities. The research and art strategy is prepared and reviewed in the same time frame as the main strategy.
Who is responsible?	The Vice-Rector, together with the Senate organizes and monitors the process of strategy preparation.
Who is involved and in what role?	All EHU internal stakeholders participate in strategy preparation: <ol style="list-style-type: none"> 1) Vice-Rector 2) Senate and Senate Committee on Research and Art activity; 3) Heads of academic departments and research centers; 4) Administrative supportive staff associated with institutional management of the research (art) activities. 5) Student representatives

What are the main steps and dates?	<p>EHU Research and Art Strategy created or updated for a period lasting 5 years, which is in direct association with the international research activity quality evaluation procedure, conducted by the Research Council of Lithuania each 5 years.</p> <p>Strategy update takes place at least once every two years or when the new study (research art) fields are opened at the EHU.</p> <ol style="list-style-type: none"> 1. Rector initiates the strategy preparation or update – March/April 2. Strategy preparation initiation during the Rectorate meeting – March/April 3. The working group responsible to the Vice-Rector is created and approved by the rector's order – March/April 4. First document is prepared by the Vice-Rector, Heads of academic departments and research centers and administrative supportive staff. It consists of two elements: 1) Narrative part; 2) Set of KPI's – April 5. Senate, Senate Committee on Research and Art activity and Student Council provide their feedback to Vice-Rector – April/May 6. Vice-Rector with the help of administrative supportive staff makes editions according to comments – May; 7. Second document version discussed during the Rectorate meeting – Second half of May; 8. Document version approved by the rectorate is presented by the Vice-Rector during the open Senate meeting – May/June; <p>At the meeting:</p> <ol style="list-style-type: none"> 1) Document is approved by voting of Senate - June; 2) Document receives key remarks and process repeats steps 4-8 until document is built on general agreement; <p>The final document of Research and Art Strategy is approved by the Senate no later than by mid-July..</p>
What are the expected outputs and outcomes?	EHU Research and Art Strategy is in the form of a PDF document. Strategic KPIs are used to set objectives and tasks for each academic year and to define KPIs in the AWP.
Who approves the process?	EHU Research and Art Strategy is approved by the Senate of the EHU
How is it communicated?	<p>EHU strategy is in the form of a PDF document. It is sent by email to all staff, faculty, students and is placed on the EHU website.</p> <p>The final document is presented by the Vice-Rector at the EHU Senate meeting.</p>

2.1.3. EHU internationalization strategy

To whom or what is it related or applied?	EHU internationalization strategy guides actions of academic and non-academic departments, research centers, individual faculty and researchers activity within the field of internationalization in the field of research, studies, projects and institutional networks
When or how is it initiated?	EHU internationalization strategy preparation or update is initiated by the Rector in association with the adoption of new institutional strategy or in the case if institutional operations in the internationalization field are to be specifically reoriented. The internalization strategy is prepared and reviewed in the same time frame as the main strategy.
Who is responsible?	The Vice-Rector organizes and monitors the process of strategy preparation.

Who is involved and in what role?	<p>All EHU internal stakeholders participate in strategy preparation:</p> <ol style="list-style-type: none"> 1) Vice-Rector 2) Senate; 3) Heads of academic departments and research centers; 4) Administrative units which activity has the element of operations oriented towards international context 5) Student representatives <p>The working group responsible to the Vice-Rector is create and approved by the rector's order</p>
What are the main steps and dates?	<p>EHU internationalization strategy created or updated for a period lasting 3 years, which is in direct association with the lasting period of the main strategy of the EHU.</p> <ol style="list-style-type: none"> 1. Rector initiates the internationalization strategy preparation or update – March/April 2. Strategy preparation initiation during the Rectorate meeting – March/April 3. First document is prepared by the Vice-Rector, Heads of academic departments and research centers and administrative units. It consists of two elements: 1) Narrative part; 2) Set of KPI's – April 4. EHU units, Senate and Student Council provide their feedback to the team of the Vice-Rector – April 5. Vice-Rector and working group creates the second document – November 6. Second document discussion during the Rectorate and Senate (joint meeting) – April/May 7. Updated second document is sent for feedback to EHU social partners, alumni and donors – May 8. Vice-Rector and working group creates the third document taking into account the received feedback – May 9. The third document is approved by the Rectorate – May 10. The third document is discussed with GAPO and Governing Board – May/June 11. The final document reflecting GAPO/Governing Board feedback is approved by the Governing Board – June
What are the expected outputs and outcomes?	<p>EHU internationalization strategy is in the form of a PDF document. Strategic KPIs are used to set objectives and tasks for each academic year and to define KPIs in the AWP. KPI's for the internationalization strategy are divided into the following blocks:</p> <ol style="list-style-type: none"> 1. University management and administration 2. Teaching and learning 3. Research and arts 4. Third mission
Who approves the process?	EHU internationalization strategy is approved by the GAPO and Governing Board
How is it communicated?	<p>EHU internationalization strategy is in the form of a PDF document. It is sent by email to all staff, faculty, students and is placed on the EHU website.</p> <p>The final document is presented by the Vice-Rector at the EHU Senate meeting.</p>

2.1.4. EHU communication strategy

To whom or what is it related or applied?	<p>Communication Strategy promotes the culture of transparent communication, and shared responsibility of the EHU community in fulfilling University's mission, as well as creating an appealing image in order to assure the dissemination of the University's values.</p> <p>This Communication Strategy alongside with other steering regulations of the University constitutes a framework for managing and coordinating all aspects of the external and internal communication at the EHU, and thus subordinates every faculty and staff member of the University.</p>
When or how is it initiated?	EHU Communication Strategy shall be primarily managed and implemented by EHU Communications and Marketing Unit with respect to insights and suggestions provided by the Rector, Governing Board, Senate.
Who is responsible?	Communication and Marketing Unit
Who is involved and in what role?	EHU Communication Strategy's objectives are aligned with the principles and provisions of the University Strategy. Communication and Marketing Unit is University's core division, responsible for the fulfilment of the communication portfolio.
What are the main steps and dates?	<p>EHU communication strategy created or updated in year n is prepared for a period (n, n+4).</p> <p>For example, in September 2024 the Communications and Marketing Unit will update it for the period 2024-2028. Strategy update takes place at least once every three years.</p> <p>EHU academic community shall be familiarized with the Communication Strategy during the Senate meeting. The text of EHU Communication Strategy will be disseminated and will be available online to the members of EHU academic community to verify if certain actions are aligned with the provisions of these Communication Strategy.</p>
What are the expected outputs and outcomes?	<ul style="list-style-type: none"> - To continuously enhance the reputation of the University - To achieve freshmen students' enrollment targets - To raise additional awareness among University donors and to attract new financiers of EHU - To broaden the network of University's institutional and programmatic partners - To optimize EHU's institutional brand as higher education reformer with an outstanding performance of academic freedom, shared governance, and overall excellence - To support and to promote University's Strategy
Who approves the process?	Communication and Development Unit is subordinate to Rector's disposal in relation to fulfilling communication assignments. Communication and Development Unit maintains primary responsibility for conducting communications in all areas of University operations. Vice Rector for Academic Affairs (in relation to academics and research) and Chancellor (in relation to legal and administrative portfolio) by virtue of their positions shall be ad hoc appointed by the University Rector to execute respective internal and external communication assignments in cooperation with the Communication and Development Unit.

How is it communicated?	<p>EHU diversifies types of strategies to raise the awareness about University activities, and to promote an appealing public perception of the University among aforementioned target audiences. In addition to a variety of promotional events, online communication has become an increasingly important part of EHU communications. Digital media constitutes the core means of internal communication, and social media have proved its efficiency in outreaching broader potential audiences of the University.</p> <p>However, University recognizes its smallness as bedrock for limitation of potential narratives promoted per target audience per time unit. Thus broader and consistent communication lines stand for the scope of external spectators, counterparts and partners.</p> <p>Channels</p> <p><u>Image promotion-aimed activities:</u></p> <ul style="list-style-type: none"> • Educational fairs • Outreach at high schools in Belarus and beyond • Flagship recruitment events (Open Doors, EHU Days) • Local and online recruitment events (public lectures, workshops, online courses) • Alumni homecoming and get-togethers in Belarus • Press conferences <p><u>Online communication channels</u></p> <ul style="list-style-type: none"> • University website • Newsletters (for internal and external needs of various frequency: from weekly to quarterly) • Social media (Facebook, Vk, Instagram, YouTube etc.) • Interviews • Press-releases • Learning Management System “Moodle” • Direct emails • Online marketing campaigns • Cooperation with Belarusian printed and online media • Surveys • Alumni mentorship program
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2.1.5. EHU fundraising strategy

In September 2023 the EHU funding from the existing donor base has been secured for a period of two and half years, providing for medium-term financial sustainability. The main donor is the European Union, and majority of donors are European governments and state funds or agencies. The EHU fundraising objective is to secure EHU long-term financial sustainability.

EHU fundraising strategy is based on several key factors:

- Advancing university quality by implementing necessary reforms, including ones required by donors (e.g. adopting new financial model)
- Increasing the number of students and tuition revenue
- Creating new revenue streams (e.g. from LLL and certificate-based courses)
- Increasing project-based funding

- Extending and diversifying the donor base (new European donors, US-based state and private donors, EHU alumni).

The fundraising efforts will be supported by the CPMA that manages the EHU Trust Fund. The Fund receives a majority of EHU donor funding.

While the EHU receives continues financial support from the European Union and European governments, currently the United States state and private donors provide only very limited support in comparison with the past experience. Therefore, while EHU will continue its efforts to retain the existing and attract new European donors, a range on new activities is planned to raise funds in the United States from both, state and private sources. The first steps have already been done with the project-based funding from United States embassy in Vilnius (Mission Belarus) and with a declaration by US AID to contribute to the EHU Trust Fund from 2023/2024 academic year.

In this section we describe the EHU fundraising plan in the United States.

Objective

To obtain significant financial support for the European Humanities University from sources in the United States – both government and private. Renew USAID and State Department financing through joint projects, such as an American Center located at EHU; for specific initiatives, such as an American Studies program and student scholarships; and, if possible, secure core funding. Raise funds from private sources by cultivating US foundations with international programs, including previous donors such as MacArthur Foundation, Open Society Foundations, and others; identify and cultivate high-net-worth Americans of Belarusian heritage for gift opportunities; and reactivate the American Friends of EHU.

Approach

Renewing financial support from the US government and securing private funding from American institutions and individuals requires two separate approaches – with differing research tasks, information packaging, and cultivation processes. Much of the US government cultivation can be done in Vilnius with the US missions located there, plus targeted meetings in Washington, DC for EHU senior staff, trustees, and, ideally, EHU students. Potential private sources will be located throughout the US and will require in-person meetings, again involving senior staff, trustees, and, if possible, students. Additionally, meetings with Vilnius-based country directors of IRI, NDI and Freedom House should be planned.

The US visits should be prepared with a close cooperation with the Lithuanian Ministry of Foreign Affairs. Most importantly, the presence of the Lithuanian ambassador at the meetings in Washington DC will secure the presence of senior US officials and improve the fundraising efficiency.

US Government: Staff have begun discussions with US representatives in Vilnius regarding an American Center at EHU. This is a promising start. Through these discussions and other research, EHU needs to determine:

- Level of funding available for Belarus projects in the current fiscal year (ending September 30)
- Level of funding expected to be available in FY2024
- Funding priorities this and next fiscal year – initiatives, themes, beneficiaries
- Which funding channels are under the authority of USAID and which are controlled by the State Department
- Where the funding decisions principally are made – in the mission or in Washington

Similar exploration should be done via desk research and in meetings in Washington, DC with:

- Office of the Coordinator of US Assistance to Europe and Eurasia at State
- Bureau for Democracy, Human Rights, and Labor at State
- Bureau for Europe and Eurasia at USAID

- NED
- Senate Free Belarus Caucus
- House Baltic Caucus
- Helsinki Commission

Other US government offices may also be consulted.

With support from US trustees and, possibly, a US-based consultant familiar with EHU, the Rector should plan to visit Washington, DC this October. While mission contacts in Vilnius should be able to provide most of the funding information sought and will likely be the primary decisionmakers regarding funding allocation, their colleagues in DC may have additional information and will likely need to confirm any funding decision made in the field. Ideally, an EHU student (or two) would be in the US on other business and available to join certain meetings with the Rector in Washington, DC. There are EHU exchange students based at Bard College in Annandale-on-Hudson, NY.

Private Sources: In the past, EHU received a majority of its financing from US foundations, principally the MacArthur Foundation, Carnegie Corporation of New York, Eurasia Foundation, the Open Society Foundations, the Ford Foundation, and a few others. Around the time of EHU's move from Minsk to Vilnius, European sources, including the Nordic Council of Ministers, the government of Sweden, and the EU, became the primary donors and US donations gradually diminished or ceased entirely.

EHU should search its records to identify all US foundations that previously funded the university (including dates and amounts awarded) and re-establish contact with those donors, that still support initiatives in Eastern Europe. EHU should also identify other US foundations that may be in a position to support the university and approach them. Likewise, through staff desk research, and possibly utilizing commercial services, EHU should identify high-net-worth Americans of Belarusian heritage and formulate cultivation plans for potential donors. Approaches could include opportunities for:

- Underwriting a particular program or initiative
- Service on an advisory council
- Naming rights of EHU premises or faculty chair
- Planned giving
- Gift opportunities

Several years ago, a legal entity was registered in the US to facilitate gifts from Americans to EHU. The American Friends of EHU exists in name but is dormant and its registration as a US 501(c)3 might have lapsed. EHU should consult with American Friends of EHU President, identify all current and past members of the group, and determine whether it is in a position to become active and assist in the cultivation of individual US donors and facilitate tax-deductible contributions.

With support from US trustees and a US-based consultant familiar with EHU, the Rector should plan to visit potential US donors early this fall – preferably in conjunction with a trip to Washington, DC. After online outreach to several foundations and potential individual donors, the Rector, possibly accompanied by an EHU student or two, should visit the most promising institutional and individual prospects identified.

2.2. Annual working plan (AWP): preparation and monitoring

To whom or what it is related or applied?	Annual working plan (AWP) is prepared annually and guides actions of all EHU employees in the period: October year n – September year n+1
When or how it is initiated?	AWP preparation is initiated by the Rector
Who is responsible?	EHU Chancellor organizes and monitors the process of AWP preparation.
Who is involved and in what role?	All EHU internal stakeholders participate in AWP preparation: staff, faculty and students.
What are the main steps and dates?	<p>AWP preparation takes place every year*.</p> <ul style="list-style-type: none"> - Rector initiates the AWP preparation – May - AWP preparation initiation during the Rectorate meeting – May - First document is prepared by the PMO, it has two parts: (1) progress report on the previous AWP execution to date and (2) the updated AWP – May - EHU units, Senate and Student Council provide their feedback to the Chancellor – May - PMO creates the second document – May/June - Second document discussion during the Rectorate and Senate (joint meeting) – May/June - The second document is approved by the Rectorate – May/June - Chancellor initiates and supervises the AWP monitoring process, necessary corrections are implemented and discussed at the Rectorate and Senate (joint meeting) – November/December
What are the expected outputs and outcomes?	AWP is in the form of a PDF document. AWP KPIs are used to define KPIs for the EHU units and for the key personnel.
Who approves the process?	AWP is approved by the Rectorate. AWP changes during the year are also approved by the Rector.
How is it communicated?	<p>AWP is in a form of a PDF document. It is sent by email to all staff, faculty and students and is placed on the EHU website.</p> <p>The final document is presented by the Chancellor at the EHU Senate meeting.</p>

* In a transitory year 2023 AWP for 2023/2024 will be prepared in September 2023.

2.3. Cascading strategic/annual KPIs to units

A description of individual KPI creation and evaluation is described in part 3 Human resources. This section describes only the creation of KPIs for the head of EHU units. In cascading of the AWP KPIs to the heads of units' KPIs the following principles apply and they are monitored by the Chancellor. A major review of the KPI system is planned for October 2023.

- Every AWP KPI is reflected in at least one EHU unit's KPI (there are no orphaned KPIs in the AWP)
- EHU unit KPIs are the same as the KPIs of the unit's head
- EHU unit head cascades her or his KPIs to the unit employees
- Individual KPIs are SMART (Specific, Measurable, Achievable, Relevant and Time-Bound)

To whom or what it is related or applied?	It applies to all heads of the EHU units and permanent committees. If one person heads a unit and chairs a committee, this person's KPIs should reflect the person's key responsibilities in all roles.
When or how it is initiated?	The Chancellor with the assistance of the HR Director initiates and monitors the process of KPI definition, monitoring and evaluation.
Who is responsible?	The supervisor (Rector, Vice-rector, heads of academic departments, heads of schools) of each EHU unit's head is responsible for defining the KPIs for this employee. This responsibility can be delegated to the Chancellor with the exception of EHU schools.
Who is involved and in what role?	The Chancellor with the assistance of the HR Director and heads of units prepare the first proposals. Rector and Vice-rector together with the heads of units work together on refining these proposals.
What are the main steps and dates?	<p>KPI cascading takes place after the AWP is established*.</p> <ul style="list-style-type: none"> - Chancellor with the assistance of HR Director creates the first distribution of AWP KPIs into units – June - Heads of units with their supervisor hold a meeting (or a series of meetings) to work on the first KPI proposal, and develop a second proposal – June - Chancellor with the assistance of HR Director analyze the second proposals, and make necessary adjustment to align the individual KPIs with the AWP KPIs, creating a third proposal – June - KPI sheets that were modified are negotiated with heads of units and supervisors until they are agreed – June - all KPI sheets are signed by heads of units and supervisors – June/July - KPI sheets can be modified during the year if circumstances change, for example important projects are launched. The KPI modification process is supervised by Chancellor with the assistance of HR Director. The KPI change is agreed between the EHU unit head and the supervisor. - Annual bonuses are paid after the KPI evaluation, as described in part 3 Human resources.
What are the expected outputs and outcomes?	Each KPI sheet is an Excel file printed as PDF and signed by the head of unit and his/her supervisor. KPI evaluation is a basis for the annual bonus payment. HR Director conducts quarterly or semi-annual monitoring of KPI performance.
Who approves the process?	Heads of units' KPIs are approved by their supervisors (Rector or Vice-rector).
How is it communicated?	HR Director collects all signed KPI sheets, sends by email to supervisor and the supervised person on need-to-know basis, and makes a summary presentation at the Rectorate or Senate meeting. Each KPIs' sheet can be viewed by any EHU employee, this is facilitated by the HR Director or the designated HR unit employee.

* in the transitory year 2023 the KPIs are decided in September/October 2023.

2.4. Project management

All important EHU projects are managed according to the EHU Project Management methodology (EPM). The EPM documentation is located [here](#). Project managers (PMs) are accountable for their projects through a proper KPIs. Details are described in part 3 Human Resources.

The head of PMO under the Chancellor supervision monitors all EPM projects according to EPM methodology. At the end of each quarter the PMO head presents a review of the project portfolio at the Rectorate meeting. The review of project portfolio is based on the information provided by the project managers that has to be sent to the head of PMO not later than 7 working days before the end of each quarter.

To whom or what it is related or applied?	External projects with budget over 5000 EUR; Internal projects with workload over 5 month duration; Mixed projects with sum of 1000 EUR and workload over 5 month duration
When or how it is initiated?	<p>Project Initiator submits to the Head of PMO and Finance Department Director the following information about emerging initiative:</p> <ul style="list-style-type: none"> - Proposed Short Id and name of the initiative - Suggestion: Short Id should be used as a prefix of all documents developed in this initiative/project. - Objective of the initiative - Initiator (Name, EHU Organizational Unit) - Type: Internal/external - Donor (if exists) - Date for completing the proposal. <p>If emerging initiative receives a <i>preliminary acceptance</i>, Initiator prepares components of the Project Charter required for proposal evaluation:</p> <ul style="list-style-type: none"> - Introduction - Context and Business Goals - Main Effects - Approach to Implementation - Major Risks <p>Uploading it to \Management folder Inviting the PMO Expert and Finance Expert to review and comment. Final decision on project initiation is made by the Rector after evaluation meeting (Invited Group, the Head of PMO, Finance Department Director). After the final decision the remaining parts of the Project Charter have to be completed.</p>
Who is responsible?	Initiator/Project manager, The Rector, Finance Department Director, Head of PMO, PMO expert.
Who is involved and in what role?	<p>The Rector makes a final decision of project initiation, makes the decision on change request, makes the decision concerning project closing.</p> <p>Director of Finance office : makes preliminary evaluation of project initiative; evaluates financial operations and providing required data in the closing procedure.</p> <p>Head of PMO - makes preliminary evaluation of project initiative, supervises projects' monitoring and closing stages.</p> <p>The project manager is responsible for planning and executing the project plan. The person who oversees the manager's work is called Sponsor. Her/his task is to provide resources for the project, control the progress of work,</p>

	<p>remove problems that cannot be solved by the project manager and make key decisions regarding the project - e.g. on starting or ending the work.</p> <p>The work of the Sponsor is supported by other people who together with him/her form a body named Steering Committee. Usually, representatives of project beneficiaries and funding organizations are members of this body.</p> <p>All the projects are subordinated to heads of organizational units and ultimately to the Rectorate.</p> <p>The PMO maintains a register of project initiatives. PMO Expert after its designation is responsible for the record of given initiative, especially for maintaining information on its status.</p> <p>PMO expert is responsible for creating a project repository.</p>
What are the main steps and dates?	<p>Each project has several steps: Initiation, Change (if necessary), Monitoring and control, Closing, Evaluation.</p> <p>Project Initiation (please see the section above - When or how it is initiated?)</p> <p>Change procedure(optional). The Change procedure must be initiated when expected or actual deviation achieve or exceed the managerial tolerance limits defined by the Sponsor and documented in the Project Charter.</p> <p>Monitoring and control stage takes place monthly on the basis of regular monthly reporting: the first Monday of the month following the reported month.</p> <p>Closing of a project is initiating when completing the work or killing the project.</p> <p>Evaluation of project (optional). The evaluation may be performed several times for one project as specific effects may have different deadlines for achieving them. The goal of the Evaluation step is to evaluate a change that occurred as the result of exploiting project products.</p>
What are the expected outputs and outcomes?	<p>Expected outputs are prepared as a set of documents of each project that are contained in a project repository: Project Charter, Change request (if necessary) Progress Report, Final Report, Evaluation report (optional)</p>
Who approves the process?	<p>Final decision on project initiation, changes and closing stages is made by Rector</p>
How is it communicated?	<p>Each project will have its repository in Google Drive. The repository must have three folders:</p> <ul style="list-style-type: none"> - Sources - Management - Here, all the documents described by EPM should be placed - Products <p>There are two common EPM files storing:</p> <ul style="list-style-type: none"> - Project Data - Staff Assignment <p>They are MS Excel files. The owner of these files is a PMO Expert who is responsible for full maintenance.</p> <p>Updating data in Project Data and Staff Assignment Data is performed in the steps:</p> <ol style="list-style-type: none"> 1. Project Manager prepares one record with required content and structure

	2. It is submitted to PMO Expert who includes this record to the whole-EHU file.
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2.5. Key personnel appointment

A description of the EHU employees hiring, evaluation and dismissal is provided in part 3 Human resources. Key personnel appointment principles are described in this section.

To whom or what it is related or applied?	Principles described in this section apply to heads of EHU units.
When or how it is initiated?	Rector appointment is managed by the Governing Board with the participation of GAPO and invited donors. Appointment of all other EHU unit heads of committee and commission heads is initiated and managed by the Rector. It can be delegated to the Vice-rector or Chancellor. The Senate chairperson is elected by the academic community.
Who is responsible?	The appointment process is managed by the HR Director under the appropriate supervision, as stated above. In the case of the Rector appointment the Governing Board establishes a recruitment committee (and optionally invites external advisors) that recommends a decision to the Board. In the case of Vice-rector, Chancellor, Finance Director and HR Director appointment the Rector invites EHU employees and (optionally) external advisors to advise on the selection.
Who is involved and in what role?	As a principle, each recruitment committee should include at least one representative of the faculty and the Student Council.
What are the main steps and dates?	The Governing Board in the case of the Rector appointment and the Rector with the assistance of the HR Director in all other cases prepares the job description and the appointment rules. The Rector term is five years. In all other cases the contract is permanent.
What are the expected outputs and outcomes?	Key persons are hired according to the position requirements. The recruitment process is fair, competitive and transparent. The EHU applies the equal opportunity principles in all recruitment processes and strictly adheres to no discrimination rules.
Who approves the process?	In the case of a Rector appointment the decision is taken by the Governing Board. In all other cases the decision is taken by the Rector and can be delegated to Vice-rector or Chancellor.
How is it communicated?	Information about the appointment of Rector and Vice-rector is placed on the EHU website and sent by email to all EHU employees and students. Information about the appointment of all other key personnel is sent by email to all EHU employees. Information about the appointment of the head of student services unit is sent by email to all students.

PART 3. HUMAN RESOURCES DEVELOPMENT AND FINANCIAL SUPPORT

Human resources are the key university assets and a decisive factor determining the quality of education. Detailed procedures and processes were developed to ensure that EHU is able to hire, develop and retain high performing staff and faculty. This section describes the following processes: faculty selection, faculty assessment, faculty development and training, staff assessment based on KPI, staff development and training, how wages and bonuses are set and what financial support is available for faculty, staff and students.

3.1. Faculty selection

To whom or what is it related or applied?	Faculty and researchers (excluding visiting ones) will be hired through open competition for 5 years. Visiting faculty and researchers, following specific rules outlined in the Law on Science and Studies, can work on fixed-term contracts for up to 2 years. The university takes an active role in shaping its teaching staff by formulating its own qualification requirements, announcing job openings, and conducting competitions for both internal and external candidates interested in joining EHU.
When or how is it initiated?	A set of organizational measures and actions is performed, when the employment contract is signed with the faculty or researcher who has won the competition. If there is a need to recruit a faculty or researcher for a specific position, at least six months before the end of the first term of office of the faculty or researcher holding the position, a public competition for that position shall be announced
Who is responsible?	The decision to announce a competition for the position of a faculty or researcher shall be made by the Rector of the University
Who is involved and in what role?	The documents are submitted to the University HR Unit. The HR Unit shall compile a list of candidates and shall forward documents to the Head of the department. Department and responsible person from the Project Management Office submits recommendations to the Admission Committee on evaluation and suitability for the position. The number of members of the Admission Committee may not be less than 5 and not more than 15. At least 2/3 of the members must be researchers who meet the minimum qualification requirements for the positions of professor (chief researcher) or associate professor (senior researcher). At least 1/3 shall be researchers delegated from other research and study institutions. One member of the Admission Committee is delegated by the Senate and one by the Students' Union. When assessing candidates for the positions of professors and chief researchers at least one of the researchers of other research and study institutions must be an international expert.
What are the main steps?	The organization of the competition includes the announcement of the competition, the formation of the Admission Committee, the acceptance of the applicants' documents, the selection of the applicants and the announcement of the results. When selecting a candidate for the position of a faculty and researcher, the Admission Committee shall assess his or her compliance with the minimum qualification requirements for specific positions established in this Procedure, taking into account the recommendations of the heads of departments. The Admission Committee also shall evaluate the candidates' results of studies, research and applied and

	educational activities, performance indicators (if a teacher or researcher working at the University participates in the competition), professional experience, creativity, compliance with academic ethics and subject qualities. If certain skills are required for a specific position (according to the job description, normative or local legal act), the Admission Committee also checks and assesses the adequacy of these skills.
What are the expected outputs and outcomes?	The Admission Committee shall make a decision on the winner of the competition within 30 calendar days from the end of the last selection stage - interviews with the applicants. The decision of the Admission Committee regarding the determination of the winner shall be formalized in a protocol signed by the Chairperson and the Secretary of the Admission Committee
Who approves the process?	The protocol decision of the Admission Commission on the determination of the winner shall be submitted to the HR Unit and the Rector within one working day at the latest. Based on the results of the competition, the Rector shall, within one month from the adoption of the decision on determining the winner, adopt an order regarding the appointment of a faculty or researcher and the signing of an employment contract with him / her.
How is it communicated?	The notice of the competition for the position of a faculty and researcher shall be published on the websites of the University and the Lithuanian Research Council, and may also be published in national and, if appropriate, international media and other sources. Applicants shall be informed of the results of the competition by signature or e-mail no later than within one working day from the decision on the winner and publication. A Rector's order regarding the appointment of a faculty or researcher and the signing of an employment contract with him / her; a copy of the order will be sent to the successful applicant by email on the same day.
Key dates	April of the year: announcement of the competition June of the year: conducting competitions procedures August of the year: signing of an employment contract September of the year: appointment of the Visiting faculty and researchers

3.2. Faculty assessment

To whom or what is it related or applied?	The Regulations apply to faculty and researchers working in the range from 0.25 to 1.5 of the full time equivalent (FTE)
When or how is it initiated?	Evaluation of the performance of the academic staff is carried out every two years, certification - after five years. The date of the evaluation of the performance and the composition of the Commission are approved by order of the Rector
Who is responsible?	The faculty, Project Management Office (PMO), Academic support Center, HR Unit
Who is involved and in what role?	The faculty and researchers fill in an individual progress report on the scientific and/or artistic, pedagogical and organizational activities and professional development of the corresponding academic year. The PMO and Academic support center calculate the points in accordance with the indicators and criteria for evaluation. The Commission approves the results of the evaluation of the performance of each Faculty and researcher. Manager of the HR Unit is appointed as secretary
What are the main steps?	The faculty and researchers, whose performance is being evaluated, is

	personally responsible for submission of complete, detailed, consistent and supporting information, if necessary, about their activities as required for the evaluation procedure. The set of electronic documents for the evaluation of his/her work performance are submitted to the Strategic planning and development center and Academic support center for calculation of points for each type of activity no later than 10 (ten) working days before the date of this evaluation by the Commission. The final result of the performance in points of all faculty and researchers is calculated depending on the level of evaluation of each type of activity, as well as on the weight of each type of activity in accordance with his/her position.
What are the expected outputs and outcomes?	The Commission approves the results of the evaluation of the performance of each Faculty and researcher. The faculty and researchers, whose performance was evaluated as “very good”, in accordance with the procedure established in the EHU Employee Remuneration System, may apply for additional funding. For faculty and researchers, whose performance has been evaluated as “unsatisfactory” based on the relevant order of the Rector, a plan for improving the performance results shall be prepared in order to meet the criteria for passing the evaluation at the end of his/her tenure. The faculty and researchers shall prepare the plan and submit it for agreement to the head of the Academic Department within a period not later than two months.
Who approves the process?	The general results of the evaluation are approved by the order of the Rector.
How is it communicated?	The Head of the academic department is responsible for introducing individual assessment results. Evaluation documents and materials prepared and collected during the evaluation process are considered confidential. They can be accessed by the faculty, researcher, his/her immediate supervisor, members of the Commission, the Rector, as well as an employee of the Human Resources Unit.
Key dates	April of corresponding year: announcement of the evaluation procedure May of corresponding year: conducting evaluation procedures, introducing individual assessment results July of the corresponding year: preparation of the plan for improving the performance results

3.3. Faculty development and training

To whom or what is it related or applied?	To the Academic staff
When or how is it initiated?	Every year, the University allocates a budget to academic departments for the purpose of academic staff competence development. The EHU Development Fund was established to promote the development of the university's potential in science and arts activities. The principle of individual research packages, finances for each faculty member's professional activities were allocated.
Who is responsible?	The faculty and researcher, the Head of academic department, PMO, The Academic Support Center, HR Unit

Who is involved and in what role?	Taking into account his/her evaluation results, the faculty and researcher sets annual goals for scientific (research), as well as organizational and pedagogical activities, and he/she can apply for the support by addressing the academic department. Strategic planning and development center responsible for individual research packages evaluation.
What are the main possibilities /steps?	<p>During individual faculty and researchers activity planning and efficiency evaluation, a teacher and the Head of the academic department discuss the need for development in the scientific (research) or professional activities, and the results achieved.</p> <p>At EHU exist different possibilities to develop their competence participating in:</p> <p><i>Internal:</i> English and Lithuanian languages' courses; Moodle introduction courses for new teachers; development of digital competences; the formation of educational skills of the teacher based on modern technologies; information about the criteria, methodologies and accreditation procedures of internal and external evaluation of studies, new legal acts regulating studies; different university internal projects as well aimed to develop teachers' competencies; professional competences improvement seminars by guest lecturers are organized at the University.</p> <p><i>External courses and programs:</i> international the Erasmus+ and other academic mobility programs, events and visits; scientific conferences; educational and subject competencies development courses, internships, by including students in their scientific-research activities; participation in the activities organized by the strategic university partner - OSUN network.</p>
What are the expected outputs and outcomes?	Participation in academic mobility programs and events is scored in the individual plans and reports on the scientific and creative activities of faculty. The faculty and researchers, whose performance was evaluated as "very good", in accordance with the procedure established in the EHU Employee Remuneration System, may apply for additional funding.
Who approves the process?	The Head of academic department/Strategic planning and development Center/OSUN mobility coordinator.
How is it communicated?	The university has a system to inform academic staff about qualification improvement events that take place both inside and outside the university (emails, newsletters).
Key dates	<p>May of the year: the University allocates a budget to academic departments for the purpose of academic staff competence development and participating in research events;</p> <p>every semester: Moodle introduction courses for new teachers;</p> <p>every year:</p> <p>During academic year: members of the academic community can apply for support from Development Fund</p>

3.4. Staff assessment based on KPI

This section describes the functioning of the KPI system at the EHU as in September 2023. A major review of the KPI system is planned in October 2023.

To whom or what is it related or applied?	It is related to all employees working under employment contracts (the Teaching and Administrative Staff and the Executive Staff) of the EHU.
When or how is it initiated?	Staff assessment based on KPI is initiated by direct supervisors in October. Academic and Administrative Staff members agree with the direct supervisor on the annual targets, which are then included in the target setting form for the current year. Evaluation of the executive's performance, and assessment of annual targets (indicators) achievement of the previous financial year (or of the shorter period actually worked) takes place during the Annual Interview with the Rector.
Who is responsible?	Executive Employees (head of department or unit, vice rector, chancellor, rector)
Who is involved and in what role?	Executive Employees have Annual Interviews with the Rector. After, Executive Employees agree with each member of their team on their annual targets. Targets are included in the target setting form for the current year, and hand it over signed to the Head of the Human Resources Unit, who keeps the files.
What are the main steps?	<p>Direct supervisor initiates the Annual interview with the members of his/her team.</p> <p>Academic and Administrative Staff members agree with the direct supervisor on the annual targets, which are then included in the target setting form for the current year, and hand it over signed to the Head of the Human Resources Unit, who keeps them by the 30 October of the current year.</p> <p>The value of VSC (Variable Salary Component) (in percent) and targets (indicators) are set for each current year. The targets (indicators) set for the Academic and Administrative Staff are differentiated as follows:</p> <ul style="list-style-type: none"> - University targets (consolidated evaluation of achievement of all indicators); - Individual targets (of the functional area) stemming from the University and unit targets; - Performance of basic work functions. <p>A newly recruited employee reconciles the annual targets for the remainder of the Term with the direct supervisor at the end of the probation period.</p> <p>Academic and Administrative Staff members fill in the performance evaluation form for the previous year/period, specifying the performance targets set to him/her, as an employee, for the previous year/period, as well as the deadlines, result, and the target percentage weight. In the "Comments" column, the employee indicates how he/she has achieved or failed to achieve a particular target. The employee fills in the column "Target Achievement (%)" during the interview, after he/she has agreed with the direct supervisor on the specific results that the executive has achieved and the specific percentage value.</p> <p>Upon evaluation of the performance results of the previous year/period, the VSC share is calculated based on the target achievement level (%). The VSC is calculated from the employee's FSC value for the period actually worked.</p>

What are the expected outputs and outcomes?	The key output is regulation of the principles of setting targets (performance indicators) as well as the terms and conditions for calculating and allocating salary bonuses (variable salary component), taking into account the achieved results. Variable Salary Component paid for performance results, i.e. for achieving targets or indicators set for an employee.
Who approves the process?	The process is guided by Remuneration system of European Humanities University employees, Description of the public institution “European Humanities University”, teaching and administrative staff performance evaluation and encouragement procedure (VSC description 2), Description of the public institution “European Humanities University”, Executive staff performance evaluation and encouragement procedure (VSC description 1) approved by the Rector.
How is it communicated?	Descriptions of the process are published on the internal EHU website. The University’s annual targets (indicators) are monitored on a regular basis, and the information on the achievement status of the set targets shall be submitted to the University Strategic Committee.
Key dates	University academic and financial year period, beginning on the 1 October of each calendar year and ending on the 30 September. The Annual Interviews with the Administration Staff and Executive Employees take place annually from the 1 October (following the approval of the next year’s budget) until the 15 October.

3.5. Staff development and training

To whom or what is it related or applied?	To the Administrative staff
When or how is it initiated?	During the annual performance evaluation procedure
Who is responsible?	The employee/ the Head of the Unit/HR Unit
Who is involved and in what role?	The employee discuss the professional development needs with direct superior/ ask HR Unit to provide such possibilities
What are the main possibilities/steps?	Two distinct variations exist within the Staff Learning and Development process: a broad-based knowledge initiative scheduled annually for all administrative staff prepared by the HR unit, and personalized learning and development plans crafted by employees in alignment with their immediate supervisors, subsequently gaining approval from the HR unit. Delivery methods: Internal : English and Lithuanian languages’ courses, development of digital competences, participation in guest lecturer’s seminars; External courses and programs: international mobility programs, events and visits; profesional subject competencies development courses.
What are the expected outputs and outcomes?	Improvement of the professional qualification, incresing personal and team efficiency reflected in annual KPIs
Who approves the process?	the Head of the Unit/HR Unit
How is it communicated?	by emails, newsletters
Key dates	September/October every year: after performance evaluation, on the request

3.6. Wages and bonuses

This section describes how wages and bonuses are determined at the EHU. Additionally, some EHU staff and faculty members receive remuneration based on their project activity. Such projects should be conducted according to the EPM methodology and remuneration rules should be clearly described in the project charter and approved by the Rector.

To whom or what is it related or applied?	It is related to all employees, applicable to employees working under employment contracts at the EHU.
When or how is it initiated?	<p>The salaries and their payment conditions for the employees holding executive positions are individually discussed in the employment contracts or specified in the Rector's orders.</p> <p>Administrative Staff is paid a Basic Fixed Salary (FSC) provided for in the employment contract: an hourly wage or a monthly salary.</p> <p>The Basic Fixed Salary (FSC) may be revised and changed once a year, following an annual interview with the employee and taking into account the University's financial performance. Any possible salary changes shall be made prior to the approval of the University's annual budget for the following academic year.</p> <p>Rector's Order "Regarding the Norms for Calculating the Salary and Pedagogical Workload of the Teaching Staff" – an order issued by the Rector at the end of the current academic year that determines the norms for calculating the workload and the procedure for calculating the salaries of the pedagogical staff for the upcoming academic year. This document is an integral part of the Remuneration System.</p>
Who is responsible?	The process review is led by the heads of HR, Finances, Academic support Units.
Who is involved and in what role?	The Head of HR together with the Head of Finances Unit review the Remuneration system of EHU employees and its annexes annually. The Head of Academic support center reviews Rector's Order "Regarding the Norms for Calculating the Salary and Pedagogical Workload of the Teaching Staff". If there are any changes the order approved by the Rector is issued.
What are the main steps?	<p>Procedure for Determining the Basic Fixed Salary (FSC)</p> <p>The specific Basic Fixed Salary is specified in the employment contract (and annexes thereto), taking into account the particular employee's position, as well as his/her professional experience, qualification, scope of responsibility, efficiency, quality of work, professional qualities and personal qualities relevant to the quality of work (e.g. diligence, initiative, sense of responsibility).</p> <p>The Basic Fixed Salary is determined by applying the Basic Fixed Salary relative scales that define the thresholds of the minimum and maximum pay rates.</p> <p>The minimum pay rate refers to the initial level of the Basic Fixed Salary for the respective position, determined for the employee who meets the minimum qualification and professional requirements for the respective position.</p> <p>The maximum pay rate refers to the Basic Fixed Salary determined for the employee who not only meets the maximum qualification and professional requirements for the respective position, but also achieves work efficiency and quality indicators that are significantly higher than the targets set for the respective position.</p> <p>The pay rates defined in the Basic Fixed Salary scales for the groups of employees provided for in the System are only indicative ("from...to..."), specific Basic Fixed Salary rates are defined in the individual employment</p>

	<p>contract or annexes thereto.</p> <p>In certain cases, employees may receive one-time bonuses to encourage special qualifications, very high-quality and expeditious performance of their work assignments, University activities, as well as proposing and participating in initiatives that significantly improve the image of the University. Such bonus might not be awarded for the duration of six months after violation of work obligations established by labour law, local legal acts or the employment contract.</p> <p>Motivational Reward is paid for performance results, i.e. for achieving targets or indicators set for a given position or employee; it is calculated in terms of annual FSC percent. Specific University Employee Performance Evaluation and Encouragement Procedure is provided in VSC Description 1 and 2.</p> <p>For work involving deviations from normal working conditions, including increases in the employee's workload, the employee is paid an increased remuneration, as compared to remuneration paid for normal working conditions; the specific value of the increased remuneration shall be agreed by the parties in the employment contract or amendments thereto, or allocated by Rector's order, stating the reasons for the increase.</p> <p>The employee shall be paid twice the remuneration for work during a day off, which is not specified in the work (shift) schedule as a workday, for work during holidays, for overtime night work and for overtime work during a day off. Overtime and night work is paid at the rate of 1.5 the employee's remuneration.</p> <p>At the request of the employee, the hours of work during days off or public holidays, or overtime hours, multiplied by the respective value may be added to the annual leave period, if the request is submitted to the University Finance Unit by the end of the last working day of the month.</p>
What are the expected outputs and outcomes?	The Remuneration System guarantees equal/proportional conditions and principles of setting the remuneration and salary for employees who carry out the same or equivalent work, with equal or equivalent qualification and work experience at the University, as well as for part-time employees.
Who approves the process?	The Rector approves changes in the Remuneration system, employees contracts.
How is it communicated?	<p>Rector's Order "Regarding the Norms for Calculating the Salary and Pedagogical Workload of the Teaching Staff" – an order issued by the Rector at the end of the current academic year that determines the norms for calculating the workload and the procedure for calculating the salaries of the pedagogical staff for the upcoming academic year. This document is an integral part of the Remuneration System.</p> <p>Remuneration System, a description of the process is published on the internal EHU website. Rector's Order "Regarding the Norms for Calculating the Salary and Pedagogical Workload of the Teaching Staff " is sent to all staff members by email after changes are made.</p>
Key dates	Signing of the employment contract; prior to the approval of the University's annual budget for the following academic year.

3.7. Available financial aid for students, faculty and staff (who can apply, when, who decides), covering all types of financial support

To whom or what is it related or applied?	To students, faculty and staff
Who and for what can apply?	<p>Students: 1) for social scholarship, 2) for departmental scholarship, 2) for special financial support in case of political persecution, 3) for grants to cover study fee, 3) for named scholarships (Lobko, Furs, EHU friends, Alumni, etc.);</p> <p>Faculty: 1) for support for research, 2) for international teaching mobility (Erasmus, OSUN network)</p> <p>Staff: for international internship mobility (Erasmus, OSUN network)</p>
Where should applications be submitted??	<p>Students: applications are submitted according to the terms set in the "General financial rules for EHU students" and are announced to students through internal communication tools (via emails, via Moodle).</p> <p>Faculty: applications are submitted according to the deadlines set in the EHU legal acts regulating the provision of support for scientific research, international mobility.</p> <p>Staff: applications are submitted according to the deadlines set in the EHU legal acts regulating the provision of support for international mobility..</p>
Who decides on financial aid?	<p>Students: decisions on the distribution and provision of financial support to students are made by certain commissions supervised by various university departments (Commission for the award of social scholarships - supervised by the Office of Student Affairs, Commission for Financial Aid - supervised by the Rector's office, Commission for Departmental Scholarships, Subject Grants Awarding Commissions - supervised by academic departments, nominal scholarships commissions, etc.)</p> <p>Faculty and staff: decisions on the distribution and provision of financial support to faculty are made by certain commissions set in the EHU legal acts regulating the provision of certain type of financial support.</p>
How is it communicated?	Information on all types of possible financial support for students, faculty and staff is provided in the EHU legal acts regulating different types of financial support and information about applications submissions dates and other conditions for a certain specific period is provided through internal communication tools (emails, Moodle).

PART 4. FINANCIAL PLANNING, IMPLEMENTATION AND MONITORING

The purpose of this part is to outline a structured and strategic approach to managing the financial aspects of the EHU. This document serves as a roadmap that guides the entire financial life cycle of a venture, from the initial planning stages through to implementation and ongoing monitoring.

The following actions are discussed in this part:

- Long term financial planning and securing EHU financial sustainability
- Annual budgeting process
- Budget execution and monitoring
- Financial compliance and risk management

4.1. Long term financial planning and securing EHU financial sustainability

Long term financial planning involves setting of financial goals, projecting income and expenses for an extended period and it is an integrated part of EHU strategy.

Financial sustainability refers to the ability to maintain financial viability over the longer than one year term, capacity to generate sufficient revenue, manage expenses and allocate resources in a way that ensures its continued operations.

To whom or what is it related or applied?	Long term financial planning is part of EHU strategy that guides actions of all university employees.
When or how is it initiated?	Long term financial planning is initiated by the Rector or at the request of GAPO or Governing Board or key EHU donors.
Who is responsible?	Rector organizes and monitors the process as part of strategy preparation with the assistance of the Finance director.
Who is involved and in what role?	EHU internal stakeholders, i.e. Department/Unit Heads, Administrative staff, PMO, Academic support center participate in long term financial planning.
What are the main steps and dates?	<p>Long term financial plan created or updated in year n is prepared for a period (n, n+4). For example, in May 2024 the university will update its long term financial plan for the period 2024-2028. Long term financial plan update takes place at least once every three years.</p> <ul style="list-style-type: none"> - Finance director initiates the long term financial plan preparation or update – March/April - Long term financial plan initiation during the Rectorate meeting – March/April - Financial terms of the Strategy is prepared by the Finance unit in line with additional expenditure and investments dedicated to implementation of strategic goals and objectives – April - Document discussion and approval by the Rectorate – April/May - Document is discussed with GAPO and Governing Board – May/June - The final document reflecting GAPO/Governing Board feedback is approved by the Governing Board – May/June
What are the expected outputs and outcomes?	EHU long term financial plan is an integrated part of EHU strategy in the form of a PDF document.
Who approves the process?	EHU's long term plan is approved by the Governing Board.
How is it communicated?	<p>EHU long term financial plan is an integrated part of EHU strategy in the form of a PDF document. It is sent by email to all staff, faculty, students and donors and is placed on the EHU website.</p> <p>The final document is presented by the Rector at the EHU Senate meeting and during the donors' assembly.</p>

4.2. Annual budgeting process

To whom or what is it related or applied?	Annual budget is prepared to outline how EHU will allocate funds to support the mission and programs, to help to manage donations, grants and other sources of funding in the period October year n – September year n+1.*
When or how is it initiated?	Annual budget preparation is initiated by the Rector. Rector provides strategic direction, ensuring that the budget aligns with the EHU mission and goals.

Who is responsible?	The EHU Finance director is responsible for overseeing the entire budgeting process, i.e. gathering financial data, providing financial insights and ensuring that the budget is accurate , realistic and in compliance with financial regulations.
Who is involved and in what role?	<ul style="list-style-type: none"> - Department Heads. Provide input on the resources needed to support their programs, including staffing, materials and other costs. - Unit Heads. Provide input on the resources needed to support their activities, including staffing, materials and other costs. - Administrative staff. Provide information on operational expenses, such as office supply, utilities etc. - PMO. Provide information on projected revenues from different fundraising activities, grants and donations. - Academic support center. Provide information on estimated student and program number, workload for lectures. - - Governing Board. Approve annual budget.
What are the main steps and dates?	<p>Annual budget preparation takes place every year:</p> <ul style="list-style-type: none"> - Rector initiates annual budget preparation – May - Annual budget preparation initiation during the Rectorate meeting – May - Department Heads, Unit Heads, Administrative staff, PMO, Academic support center provide their feedback to the Finance director – May - Finance director summarize the information received from involved responsible staff – May/June - Summary document discussion and approval during the Rectorate – May/June - Approved by Rectorate Budget discussion and approval during the Governing Board meeting – May/June - Finance director initiates and supervises the annual budget monitoring process.
What are the expected outputs and outcomes?	<p>Annual budget is in a form of *xls document. Annual budget numbers are used for Annual Working Plan preparation and contains :</p> <ul style="list-style-type: none"> - Income projections - Expense forecasts.
Who approves the process?	Governing board reviews and approves the annual budget ensuring alignment with strategic objectives.
How is it communicated?	After Governing Board approval, annual EHU budget and respective Unit budget in a form of a *xls document is sent by email to responsible staff.

*** In a transitory year 2023 final annual budget for 2023/2024 will be prepared in September 2023.**

4.3 Budget execution and monitoring

- Budget execution and monitoring are essential components of effective financial management. They involve the ongoing tracking, assessment and management of EHU financial activities to ensure that they align with the budget that was initially planned.
- Budget execution refers to the actual implementation of the budgeted financial plan. It involves carrying out the activities and spending that were outlined in the budget.
- Budget monitoring involves the continuous oversight of financial activities to assess how closely they align with the budget. It helps identify deviations, trends, and potential issues early on, allowing for timely corrective actions.

To whom or what it is related or applied?	<p>Budget execution and monitoring are related and applied to all heads of the EHU units and departments to ensure effective financial management.</p> <ul style="list-style-type: none"> - The Finance unit including the Finance director plays a central role in overseeing budget execution and monitoring. They are responsible for ensuring that financial activities align with the budget, tracking expenses, and generating financial reports. - Department/Unit Heads are involved in executing and monitoring the budgets allocated to their respective areas. They ensure that spending aligns with the approved budget and make decisions to optimize resource allocation. - Project managers /Project accountants apply budget execution and monitoring to ensure that project spending remains within the allocated budget and that projects are completed successfully.
When or how it is initiated?	Rector with the assistance of the Finance Director initiates and monitors the budget execution.
Who is responsible?	Finance director holds a role in overseeing budget execution and monitoring. Finance director ensures that financial activities are aligned with the budget and provide financial insights to support decision making.
Who is involved and in what role?	The Finance Director provides a monthly budget implementation report to the Rector.
What are the main steps and dates?	<p>During the budget execution phase, the following key steps are taken:</p> <ul style="list-style-type: none"> - Expense tracking. Monitoring and recording all expenses and disbursements made by the organization in alignment with the budgeted amounts. - Revenue tracking. Keeping track of the actual revenue and comparing it to projections in the budget. - Cash management. Managing cash flow to ensure that there are enough funds available to cover expenses without facing liquidity issues. - Cost allocation. Distributing cost as planned across different departments, projects and activities. - Approval and authorization. Ensuring that all expenses are in accordance with established policies and are properly authorized. <p>• During the Budget monitoring phase, the following key steps are taken:</p> <ul style="list-style-type: none"> - Comparative analysis. Comparing actual financial performance with the budgeted amounts to identify discrepancies. On a monthly basis. - Variance analysis. Analysing variances between budgeted figures and actual figures and investigating the reason for these variances. On a monthly basis. - Timely reporting. Generating regular financial reports that provide an overview of EHU financial performance and variances from the budget. On a monthly basis. - Decision making. Using the information from budget monitoring to make decisions such as adjusting spending, reallocating resources or revising financial strategies. - Forecasting. Based on current trends and performance, forecasting the rest of the budget period and suggesting to adjust strategies accordingly. - Communication. Keeping Rector informed once per month. Keeping the Governing Board informed twice per year or upon the need.
What are the expected outputs and outcomes?	Monthly financial reports detailing actual income, expenses and variances from budget amounts.
Who approves the process?	The Rector and Finance director approve the budget execution and monitoring process.

How is it communicated?	Budget implementation status and report communicated to the Rector on a monthly basis. The Governing Board is informed at least twice per year.
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4.4 Financial compliance and risk management

Financial compliance refers to adherence to established financial laws, regulations and internal policies. It involves ensuring that financial operations, reporting and practices are in line with legal requirements.

Risk management involves identifying, assessing and mitigating potential risks that could negatively impact EHU financial health (ex. penalties, fine).

To whom or what is it related or applied?	EHU must manage finances responsibly to ensure that donor's funds are used effectively for their intended purposes, maintaining donors' trust and achieving their mission.
When or how is it initiated?	In order to establish and maintain a consistent, accurate and proper bookkeeping process, an Accounting Policy document has been developed. The Finance director takes the lead in both initiating and overseeing adherence to this policy. This encompasses ensuring compliance with local legislation and adhering to business accounting standards and principles. The document should be updated regularly as required to reflect any changes or developments.
Who is responsible?	The Finance director takes the lead to follow up the requirements and changes in the legislation, business accounting standards and their proper incorporation and implementation.
Who is involved and in what role?	The Finance Director creates the revised Accounting policy, General Financial Rules for the Students of the EHU document, initiates or suggests amendment of other EHU internal documentation. In all cases internal documentation needs to be approved by the Rector.
What are the main steps and dates?	The main steps to ensure Financial compliance: -Understanding applicable regulations (tax laws, social insurance regulations and taxes, local GAAP, regulations for educational institutions, data protection laws, law for non-profit organizations). On a regular basis. - Establishing/revising internal policies "Accounting policy", "General Financial rules for the students of the EHU", Procurement procedure. Yearly. - Financial process review. Determined case by case. - Internal controls implementation (segregation of duties, approval processes, system access control, bank account maintenance access control, proper documentation). Determined case by case. - External audits. Yearly. - Regular reporting to the Rector, GB (Monthly, twice per year) - Corrective actions. Immediately after noncompliance was identified.
What are the expected outputs and outcomes?	Clean Auditors report.
Who approves the process?	The Rector and Finance director approve the Financial compliance and Risk management process.
How is it communicated?	The auditor's report is shared to EHU management during the Rectorate meeting, the Governing Board meeting and made accessible on the EHU website for public reference.