



***GENEROLO JONO ŽEMAIČIO LIETUVOS KARO  
AKADEMIJOS***

**VEIKLOS VERTINIMO IŠVADOS**

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**INSTITUTIONAL REVIEW REPORT OF  
*GENEROLO JONO ŽEMAIČIO LIETUVOS KARO  
AKADEMIJA***

Grupės vadovas:  
Panel chairperson:

Prof. Robin Bryant

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Mr. Klemen Šubic

Grupės nariai (kategorija):  
Panel members (category):

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I hereby certify that this is the final text of the institutional review report of General Jonas  
Žemaitis Military Academy of Lithuania.



*Prof. Robin Bryant*

## I. EXECUTIVE SUMMARY

1. The purpose of the external review is to determine the quality of the performance of a higher education institution based on the findings of the external review, to create prerequisites for improvement of the performance of a higher education institution, to promote a culture of quality, and to inform founders, academic community and the society about the quality of higher education institutions.
2. This review report is based on the evidence given in the self-evaluation report, additional evidence requested by the Panel, information provided by the Centre for Quality Assessment in Higher Education (hereinafter – Centre, SKVC) and a three-day site visit, where meetings with a wide range of audiences were held, as well as communications received from stakeholder during and immediately after the site visit.
3. The Panel was composed of the reviewers, following the Experts Selection Procedure approved by the Director of Centre for Quality Assessment in Higher Education on 31 December 2019 Order No. V-149 and included the following members:
  - Prof. Robin Bryant (Panel chairperson)
  - Mr. Klemen Šubic (review secretary)
  - Assoc. Prof. Ms. Malena Britz (academic)
  - Maj. Adj. Prof. Mr. Koen Troch (academic)
  - Col. Dalius Polekauskas (social partner)
  - Ms. Ugnė Bičkauskaitė (student)
4. As a result of external review the **General Jonas Žemaitis Military Academy Of Lithuania (*Generolo Jono Žemaičio Lietuvos karo akademija*)** is given a **positive evaluation**.
5. Evaluation areas:

Area	Assessment with points*
MANAGEMENT	4
QUALITY ASSURANCE	3
STUDIES AND RESEARCH (ART)	3
IMPACT ON REGIONAL AND NATIONAL DEVELOPMENT	4

\*5 points - **excellent** – the area is rated exceptionally well in the national context and internationally;

4 points – **very good** – the area is rated very well in the national context and internationally, without any drawbacks;

3 points – **good** – the area is being developed systematically, without any major drawbacks;

2 points – **satisfactory** – the area meets the minimum requirements, and there are drawbacks that must be addressed;

1 point - **unsatisfactory** – the area does not meet the minimum requirements, there are fundamental drawbacks.

6. **13** examples of good practices were found; **20** recommendations are made.

## II. INTRODUCTION

### 2.1. Background of the review process

7. The external review of General Jonas Žemaitis Military Academy of Lithuania was organised by the Centre for Quality Assessment in Higher Education and carried out in May 2023 by an Expert Panel of international experts (hereinafter – the ‘Panel’). It was conducted in accordance with the Procedure for the External Evaluation and Accreditation of Higher Education Institutions and Branches of Foreign Higher Education Institutions, Evaluation Areas and Indicators approved by the Minister of Education, Science and Sport of the Republic of Lithuania (hereinafter – the ‘Procedure’) on 19 of December 2019 Order No. V-1529 and the Methodology for Conducting an Institutional Review in Higher Education approved by the Director of SKVC on 9 of March 2020 Order No V-32 (hereinafter – the Methodology).
8. According to the Procedure the external review consists of the following stages: submission of a self-evaluation report prepared by the higher education institution to the Centre; formation of an expert panel and analysis of the self-evaluation report; expert panel visit to the higher education institution; the preparation of the external review report, decision-making on the external review as well as accreditation and publication thereof; follow-up activities aimed at improving the performance of the higher education institution, taking into account the external review report.
9. At the preparatory stage of the external review, the Panel received a Self-Evaluation Report (hereinafter – SER) with 43 annexes. SKVC provided to the Panel additional information including general data on higher education in Lithuania and its higher education institutions, and the Academy, as set in the Methodology (Chapter 26), including statistical data on students and staff; financial data; findings from the ex-post study field reviews, institutional reviews and evaluations of research and development activities; information on violations of academic ethics from the Office of the Ombudsperson for Academic Ethics and Procedures of the Republic of Lithuania.
10. The Panel requested additional information, such as:
  - templates of surveys for students and cadet;
  - details of military training courses (air force command and staff course);
  - mid-term and final course feedback;
  - the survey for graduates, the survey for the leadership module;
  - the register of processes for studies;
  - the survey on the study quality assessment of the *Erasmus* Module;
  - the International Fall semester survey on the study of quality assessment;
  - the Strategy Implementation Plans for 2020, 2021 and 2022;
  - the MAL macro-scheme of operational processes, the ‘register of improvements’ 2021;
  - examples of senior management decisions dated April 25 2023 and examples of description of study modules.
11. The site visit was undertaken after a training session organised by SKVC staff and preparatory Panel meetings. The Panel visited the Academy between 9 and 11 May 2023 where it had meetings with all relevant internal and external stakeholders. Subsequently, the Panel met both in-person and virtually to review and agree conclusions and recommendations. The review report was finalised by correspondence and submitted to the SKVC at the beginning of June 2023.

12. In line with the Procedure the external review focused on four areas covered by the evaluation indicators and related criteria: **Management, Quality Assurance, Studies and Research (Art) and Impact on Regional and National Development**. In analysing the evidence collected, the Panel also gave due consideration to the recommendations of the previous institutional review from 2014.
13. The review of a higher education institution assesses each of the evaluation areas with one of five ratings: **excellent** – 5 points – the area is rated exceptionally well in the national context and internationally; **very good** – 4 points – the area is rated very well in the national context and internationally, without any drawbacks; **good** – 3 points – the area is being developed systematically, without any major drawbacks; **satisfactory** – 2 points – the area meets the minimum requirements, and there are drawbacks that must be addressed; **unsatisfactory** – 1 point – the area does not meet the minimum requirements, there are fundamental drawbacks.
14. The decision on **positive** evaluation is made when none of the evaluation areas is evaluated unsatisfactorily (1 point). The decision on **negative** evaluation is made when at least one of the evaluation areas is evaluated unsatisfactory (1 point).
15. In line with the Methodology the review report, prepared by the Panel is reviewed by SKVC and sent to the higher education institution to submit comments on factual errors and the evaluations based thereon. The Panel revises the report in response to the comments from the higher education institution (if applicable) and submits it to SKVC.
16. The Panel received comments from General Jonas Žemaitis Military Academy of Lithuania and considered them. As a result three changes were made to the report (related to financing, in paragraphs 24, 92 and 129).
17. After the Panel considers comments from the higher education institution (if applicable) and finalises it, the report is considered by the external Commission of the Higher Education Institutions' Review (hereinafter – the 'Commission'), set up by SKVC. On the basis of the proposal, made by the Commission, provisioned in the Commission's regulations, approved by the order of the Director of SKVC on 8 of January, 2020 order No. V-5, SKVC takes one of the decisions:
  - to evaluate the performance of the higher education institution positively;
  - to evaluate the performance of the higher education institution negatively.

The higher education institution shall be entitled to lodge a reasoned complaint to the Commission for Appeals formed by the Centre.

The decisions of the Centre and the Commission for Appeals may be appealed against in accordance with the procedure established by the Law on Administrative Proceedings of the Republic of Lithuania.

18. On the basis of the external review decision SKVC takes one of the following decisions on the **accreditation** of the higher education institution:
  - to **accredit for a period of seven years** if performance of the higher education institution is evaluated positively;
  - to **accredit for a period of three years** if performance of the higher education institution is evaluated negatively;

- to **provide no accreditation** if the repeated external review results of the higher education institution are negative.

19. SKVC announces the decision on the external review together with the conclusions of the external review and the decision on the accreditation of the higher education institution on its website. The higher education institution respectively announces the decision on the review of the higher education institution together with the external review report on its website and maintains it until the next external review.

## **2.2. Background information about the institution**

20. The General Jonas Žemaitis Military Academy of Lithuania (hereinafter referred to as the 'MAL' or the 'Academy') is the only military university in Lithuania. The MAL continues the traditions of the Military School of the First President of Lithuania which was established on 25 January 1919. On 16 June 1992, the Government of the Republic of Lithuania passed the Resolution on the Establishment of the National Defence Academy founding the National Defence School. On 18 January 1994, the National Defence School was reorganised into the Military Academy and on 20 November, the MAL was awarded the name of the commander of the Lithuanian partisans, General Jonas Žemaitis.

21. The MAL as a military educational institution and a State University is owned by the State, and decisions regarding its reorganisation and liquidation are made by the Seimas of the Republic of Lithuania based on the Government's proposal. The Ministry of National Defence exercises other rights and obligations of the owner.

22. As a public legal entity, the Academy operates as a budgetary institution and has its own seal and bank account. Information about the Academy is recorded and stored in the Register of Legal Entities. The Statute of the Academy, including any amendments, is adopted and modified by the Government of the Republic of Lithuania upon the proposal of the Minister of National Defence. After evaluating the Academy's suggestions, the Statute and its amendments are submitted to the Government.

23. The Academy's activities are guided by various legal acts, including the Constitution of the Republic of Lithuania, the Republic of Lithuania Law on the Organisation of the National Defence System and Military Service, the Republic of Lithuania Law on Higher Education and Research, the Republic of Lithuania Law on Budgetary Institutions, and other relevant laws. Additionally, the Academy follows the strategic action plan of the Ministry of National Defence. The Minister of National Defence approves the annual action plan of the Academy based on the recommendation of the Commandant.

24. The mission of the MAL (as, for example, reproduced on its website) is to be "an exceptional national institution of higher education, which combines university studies and military training, qualitatively prepares and trains fully educated and responsible officer leaders, conducts research, and ensures the implementation of lifelong learning principles in accordance with the needs of the National Defence System of the Republic of Lithuania" in order to provide the necessary high quality military officer corps for the Lithuanian Armed Forces. The MAL envisions to be an "internationally recognized university for national security, defence, and military studies, which prepares officer leaders, as well as a competence centre, which conducts relevant and attractive

university study programmes, high-level research, and provides an effective network of cooperation with social and academic partners.’’

25. Respecting traditions of European military higher education institutions, the Academy community seeks to maintain and strengthen its status as an innovative university and centre of excellence that trains current and future military leaders, where significant and internationally recognised research in the field of security and defence is carried out, and where value for the security and defence communities of Lithuania, its allies and partners is created and continued.
26. To achieve its mission, the MAL cooperates closely with the Ministry of National Defence of the Republic of Lithuania (hereinafter MND) and the Lithuanian Armed Forces (hereinafter LAF). Further, the Academy participates actively in the European Initiative for the Exchange of Young Officers Inspired by Erasmus (hereinafter referred to as EMILYO); implements a quality management system in line with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG); supports the scientific research of the Academy’s researchers; implements research projects commissioned by the MND; carries out expert activities in a variety of ways; implements international agreements on officer career courses; organises foreign language courses for the MAL officers and staff, officials of other security institutions and officers of other countries; organises national security and defence courses for Lithuanian institutions, politicians and heads of state and conducts educational and analytical activities on defence policy and innovations.
27. The MAL currently offers seven study programmes accredited by SKVC. The MND currently sets a limit of the intake 110 cadets per annum and for this reason offers programmes in three study fields.
28. The Academy runs three full-time study programmes in the study fields of Political Science, Defence Studies and Management. In addition, the MAL offers one study programme in Public Administration for part-time undergraduate (Bachelor’s) students, of which 20 can be admitted each year.
29. For officers, part-time graduate (Master’s) students, of whom 45 can be admitted, the Academy offers study programmes in the same fields as with the cadets. The goal is to ensure that MAL graduates are able to continue their studies later in their careers in the same field as their undergraduate studies.
30. Each year, the MAL admits up to three doctoral students in Political Science for the doctoral programme, which is run jointly with Vytautas Magnus University.
31. The MAL, having the status of a state budgetary institution, may not derive its income from commercial activities, and the quota of students that may be admitted to the Academy is determined by the Minister of National Defence. For this, and other reasons, the MAL’s activities focus on quality assurance rather than on increasing the number of students.
32. The Academy is unique, in that a large proportion of its staff (including its senior staff) are members of professional military service. In Lithuania, an officers’ career is based on a rotation of an average of three years, and the MAL is able to maintain a very close relationship with its main social partners, the Lithuanian Armed Forces and the other National Defence System institutions, as they are staffed by officers who have served in the MAL and/or trained with the Academy.

33. The MAL is part of the National Defence System (NDS), and its structure and staffing limits are approved by the Ministry of National Defence (MND). For any proposed structural changes, the MAL prepares justifications to the MND explaining the need for the changes. The change in the MAL structure in 2020 underwent a thorough consultation process with the National Defence Leadership, the MAL community, and the MAL Senate and was strategically significant, aligning with the implementation of the MAL strategy and objectives, such as strengthening support for the university's missions and enhancing research viability.
34. Smaller-scale changes, particularly related to military activities, may not require community-wide discussions and instead involve the chiefs of units and the MND's human resources and legal units.
35. The Academy is also particularly well placed to seek opportunities for international cooperation through the Defence Attachés at the Embassies of the Republic of Lithuania, all of whom undergo a diplomatic course organised by the MAL prior to their appointment to their post.
36. At the end of 2022, there were 310 cadets and 151 part-time students, and 12 doctoral students at the MAL. The Academy admits up to 42 cadets per year from other European higher military education institutions for part-time studies or international internships. The courses organised by the MAL admit officers from Latvia, Estonia, Ukraine, Moldova, Azerbaijan, Sakartvelo, and Poland, following MND international agreements. In 2022, 11 foreign officers participated in such courses.
37. The academic staff are organised into five research groups: Management of Security Institutions; Defence Economics and Management; Logistics and Management of Defence Technologies; World Politics and Security Policy. Since 2021, the MAL has regulated and introduced studies-related research (Projects, Supporting Studies or PSS). By investing state budget funds, the Academy aims to enable researchers to carry out cutting-edge, internationally-recognised research relevant to the fields of study pursued by the MAL, thus ensuring the complementarity of study and research.

### III. ANALYSIS BY EVALUATION AREAS

#### 3.1. Management

The *Management* area is analysed in accordance with the following indicators and criteria, set up in the Methodology.

*1.1. Compliance of the higher education institution's strategic action plan with the mission, assurance of its implementation:*

*1.1.1. The strategic action plan is consistent with the mission of the higher education institution, legal acts regulating research and study activities and it takes into account the provisions of the national research and study policy, the European Higher Education Area and the European Research Area;*