



**Kazimiero Simonavičiaus
UNIVERSITETAS**

**STRATEGY
2019-2023**

Vilnius, 2012



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Strategic development and expansion of the University

Kazimieras Simonavičius University (KSU) has gone through two qualitatively different phases of strategic development. The first phase was Vilnius Academy of Business Law (VABL or Academy), a specialised non-state university established and functioning in 2003-2011, engaged in education of specialists only in the field of law, and the second phase was a radically new strategic orientation towards a multi-profile university since 2012, based not only on the approach of the *teaching university*, but also on the approach of the *research university* and active development of the 'third mission'.

The new phase of KSU's development was guided by the Strategy 2012-2018 and its implementation plan. The main directions of the breakthrough were:

- 1) In the sphere of governance: to increase the horizontality of the University's governance structure and to pursue the implementation of the entrepreneurial university governance model and maximise the effectiveness of quality management
- 2) In the sphere of studies: to develop a system of integrated interdisciplinary studies in line with the concept of multi-valid knowledge, responding to future labour market trends and needs
- 3) In the sphere of science and innovation: to make the Triple Helix model a reality, emphasising the socio-economic aspects of creative environments and innovation development
- 4) In the sphere of human resources development: to pursue academic leadership in the entrepreneurial university environment
- 5) In the sphere of infrastructure and marketing: to pursue infrastructural and technological development and to consolidate KSU as a private university offering the highest level of education and training in the national and the EU study market
- 6) Internationalisation: a comprehensive positioning of the University's activities on the European and global scale rather than on the national scale

Kazimieras Simonavičius University occupies a unique and specific position in the Lithuanian higher education system, which determines the University's strategic peculiarities. First of all, KSU is **the only non-state university in the country** with the ambition to go beyond the functions of a specialised university and develop all fields of science and studies (not only social sciences) on the basis of interdisciplinary integration. This assumption is at the same time the most important obstacle to the implementation of the strategy, as the policies, principles and system of Lithuanian university management are not adapted to the development of non-state universities and force them to follow the established traditions, requirements, rules and stereotypes of functioning of the post-Soviet university system. Secondly, it creates a **strategic distinctiveness of KSU** and the ambition to build a more modern and efficient university than the currently established Lithuanian university model. Thirdly, taking into account the peculiarities of the development of the Lithuanian system of science and studies, KSU strategically plans the ways and measures to implement the current **strategies and visions, and the provisions and requirements for the ongoing reform of higher education** in the most effective way.

Kazimieras Simonavičius University's new strategic planning for 2019-2023 is intended for achievement of long-term practical goals by defining key strategic parameters in a changing environment. The today's strategic situation is shaped by the following main factors: *demographic changes, national and EU education policies, and technological challenges*.



Strategic principles

Taking into account the global trends in the development of the education sector, Kazimieras Simonavičius University during this strategic period is guided by the following horizontal **strategic principles**:

- 1) **Digitalisation**, which determines changes in management, communication, teaching and learning, that need to be taken into account in the development and strengthening of the University;
- 2) **Job market fit**, which is necessary to ensure that the University's studies and research meet the needs of the society, economy and social life;
- 3) **Internationalisation**, which is essential to the quality and relevance of studies and research;
- 4) **Lifelong learning**, which is growing in importance as societal attitudes towards the value of competences and qualifications change;
- 5) **Entrepreneurship**, which is the foundation for the organisational culture, promoting innovation in all the areas of the University's activities.

The above strategic principles permeate all of the University's objectives, performance measures and evaluation of results. They serve as basis for all the University's strategic and practical decisions.

Mission

The University's activities are aimed at enhancing the scientific leadership and competitiveness of Lithuanian society by creating new knowledge and innovations, and introducing the principles of sustainable development in life, culture, technology, social relations, politics and other areas.

Vision

The most advanced private institution of science and studies in Lithuania, relying on the principles of academic freedom and coherence, internationally developing the main fields of science and studies, by taking into account the challenges of the modern world, aiming to create and provide students with the world-class knowledge and value attitudes which will enable the University to become a focal point for the future formation of the state and the society, and will enable the graduates to actively participate in creation of the future, and to be able to have a positive influence on the development of their own, their country, and the world.

Goals

The **strategic goal** of Kazimieras Simonavičius University is to develop and implement a model of the University's activities that would meet the social, innovative and technological context of the 21st century, the needs of the national and international labour market, as well as the challenges and visions of the development of the Lithuanian society.

The University's strategic **goals until 2023** are the following:



- 1) Adapting the University's governance model for effective implementation of strategic principles.
- 2) Developing and implementing distinctive study areas and programmes focused on lifelong learning services.
- 3) Establishing a science governance model based on effective collaboration and partnership.
- 4) Implementing innovative models of international cooperation.

The University's **strategy aims** to shape and implement the model of the 21st century University, characterised by excellence in scientific research, the quality of studies and efficient management system, by 2023.

Values

The vision and goals of Kazimieras Simonavičius University are based on the challenges, needs and trends of the modern world.

- 1) In a globalised world, the role of universities is changing. In the society of knowledge, creativity and innovation, the key function of universities is to **integrate society into the processes of global development**, whereas universities transform into knowledge clusters that integrate all the relations of the globalised world into a new environment for life and action, making societies more competitive, innovative and creative.
- 2) The highest value priority is **to give meaning** to the University's **public purpose**, by developing the vitality, prosperity and progress of the society in the conditions of global competition, in order to make science and studies part of the scientific culture, a conduit for democratic development, European values and Lithuanian civic identity. A holistic approach and sustainable development tools allow maintaining a balance between the individual, society, nature and technology, developing a sustainable culture, economy and lifestyle, **taking into account the needs of future generations, and creation of quality living environments**, both nationally and internationally.
- 3) The University must preserve the millennia-long **academic traditions, principles and freedoms**, while modernising them in the light of the changes, relationships and communication features of the global world.
- 4) The **maturity of the University's community and autonomy** is key to achieving the University's strategic goals.
- 5) The foundation of the life of the University's academic community, which legitimises community relations, based on scientific leadership, with a highly developed **social capital**, is **academic or scientific leadership** based on initiatives and ability to take on and implement challenges, raise new ideas and develop original approaches.
- 6) The University's **internationality, multilingualism and multicultural tolerance**, making the University a member and participant of the global higher education network, multiculturally engaged, linguistically unrestricted, and not limited by borders and prejudices.
- 7) The University's **entrepreneurialism**, understood as a direct link between academic activity in all its forms and entrepreneurial thinking, problem-based thinking and the pursuit of research and study effectiveness. The University's operating principles are based on an entrepreneurial university culture guided by the Knowledge Triangle and the Triple Helix organisational models.

- 8) The University's **culture** is oriented towards the development and culture of the society of knowledge, creativity and innovation. The University's culture is based on the nurturing of classical university academic culture and freedoms, and their adaptation to the needs and contexts of the postmodern society.
- 9) The organisation of the University emphasises the development of a **third mission** and the need for innovative workplaces.
- 10) The governance of the University is based on a **culture of democratic participation and inclusion**, fostering **cooperation and collective decision-making**.

The University is the builder of the **country's future**, producing professionals who not only understand modern change, but are also able to manage it. The University is guided by **the principles of social responsibility** in a globalised reality, not only to preserve traditional values, but also to modernise them in order to adapt to contemporary challenges and changes in social, economic, cultural and technological environments. The University seeks the common **good, prosperity and competitiveness** not only for its community members but also for the national society in an era of global challenges.

Strengths, weaknesses, threats and opportunities of the University

KSU's institutional self-assessment has highlighted the institution's weaknesses which need to be changed and improved through the restructuring of management and planning processes. At the same time, the self-assessment revealed that a number of valuable activities and principles need to be taken over in the event of a change of the management of the institution, continuity of activities needs to be ensured and the potential for development needs to be exploited. The conclusions of the analysis are presented in the University's SWOT table (Table 1) used in the creation of the University's Strategic Action Plan 2019-2023.

Table 1. SWOT analysis of the University.

Strengths	Weaknesses
<ul style="list-style-type: none"> • The size and governance structure of the University ensures rapid response to change and effective problem solving • University has a strong administrative and academic team, i.e., the core of the University • Unique study programmes, strong at regional level • University's study process is well adapted to remote studies • Improvement of the quality of studies in accordance with EU, EAME and Bologna Process requirements, implementation of the study quality management system and ISO 9001:2015 • New non-degree study and lifelong learning programmes • Active, proactive and interested social partners • Investing in the modernisation and 	<ul style="list-style-type: none"> • Insufficient permanent scientific and teaching staff • Failure to implement third cycle studies • Insufficient development of scientific fields, programmes and research activities • Lack of systematic professional development of the University's academic staff • Insufficient amount of high quality international-scale scientific output (monographs, articles) • Low awareness of the University among school graduates • Students' additional artistic and sporting activities are not developed • Insufficient number of international students

<p>development of real resources (library collections, technological base, etc.)</p> <ul style="list-style-type: none"> • Motivated students (low drop-out rates) • Increasing passing score • Investing in the University's international development • Increasing number of projects to commercialise scientific research and R&D results • Better assessment of research performance under the requirements of the Research Council of Lithuania 	
Opportunities	Threats
<ul style="list-style-type: none"> • Consolidation in niche fields of study where the University can compete not only nationally, but also internationally • Opportunity to develop lifelong learning services and expand the portfolio of educational products • Increase of internationalisation of studies and research (increase of mobility of students and academic staff, cooperation with the EU and third country universities, joint programmes with foreign universities, establishment of joint research and study units with foreign countries) • Attracting students from the EU and third countries, studies in foreign languages • Third cycle studies (management and administration) • Attracting foreign researchers to carry out research and set up research units • Strong, active and proactive academic community that is rapidly developing • Cooperation with other universities inside the country and abroad • Improving the University's image nationally and internationally 	<ul style="list-style-type: none"> • Discriminatory political and legal conditions in the national education system (unequal funding conditions, calculation of seniority) • Insufficient development of the private higher education sector • Weakening of scientific potential in Lithuania • Demographic changes (declining number of students) • The methodologies for assessing real resources and self-assessment do not take into account the specificities of the operation and management of private higher education institutions • Weakening of the education system and declining quality of school graduate education • Social barriers to access to higher education • Decline in the quality of studies

Kazimieras Simonavičius University is oriented towards the values of sustainable development, focuses on creation of social, economic, ecological and spiritual harmony, and aims to educate an integral, active, creative, broadly culturally-oriented personality, social partnership attitudes and a global outlook. Kazimieras Simonavičius University strives to make the University's activities the core of social, cultural, social and technological progress.



Kazimieras Simonavičius University Strategic Action Plan 2019-2023

Strategic breakthrough directions	Tasks	Measures	Period	Responsible	Results
1. Adapting the University's governance model for effective implementation of strategic principles	1.1. Ensuring an open, collaborative and proactive organisational culture at the University	1.1.1. Renewing the structure of the University based on strategic principles and consulting with the community	2020 Q1	Management; consulting with the community	1.1.1.-1 New structure of the University approved
		1.1.2. Organising annual community strategy sessions	Continuous implementation	Management	1.1.2. -1 At least 1 strategy session involving the University community and partners 1.1.2. -2 Results of the strategic sessions are integrated into the annual action plans
		1.1.3 Implementing the projects to promote entrepreneurship	2023 Q4	Academic units, Chancellor	1.1.3.-1 At least 3 projects promoting entrepreneurship over the whole strategic planning period 1.1.3. -2 At least 100 community members (teachers, researchers, students, social partners) participated in the projects promoting entrepreneurship
		1.1.4. Integrating the competences of the University community into the University's development activities	2020 Q1	Competence Development Centre; Head of Administration	1.1.4. -1 A survey on the competences of the University's administrative staff and lecturers was implemented 1.1.4. -2 Competences integrated into the University's human resources training plan 1.1.4 - 3 At least 3 educational products were developed based on the competences of the University's teaching and administrative staff
		1.1.5. Revision and update of the University's Rules for Identifying, Protecting and Sharing Intellectual Property in line with the University's strategic principles	2021 Q3	Management	1.1.5. -1 Rules for Identifying, Protecting and Sharing Intellectual Property were approved 1.1.5. -2 University governance documents and contracts of employment updated to reflect the provisions of the Rules
	1.2. Strengthening the University's	1.2.1 Attracting national and international leaders in science,	Continuous implementation	Rector; Management	1.2.1. -1 The University Council includes at least 8 leaders in science, business and social sectors 1.2.1. -2 The University Council includes at least 2



strategic governance through partnerships	business and social sectors to the University Council			representatives of foreign partners 1.2.1. -2 The University Council holds meetings at least 2 times per academic year
	1.2.2. Attracting highly qualified foreign scientists to the University Senate	Continuous implementation	Rector; Management	1.2.2. -1 The University Senate includes at least 2 highly qualified foreign scientists 1.2.1. -2 The University Senate holds meetings at least 2 times per academic year
	1.2.3. Activating participation of the University's alumni in the development of the University	2022 Q2	Management; Academic units	1.2.3. -1 The University's alumni database updated 1.2.3. -2 At least 2 events organised for the University alumni per academic year 1.2.3. -3 At least 10% of the University's alumni participate in the University alumni activities 1.2.3.-3 At least 1 alumni representative in the working groups for self-assessment of all the University's fields of study 1.2.3.-4 At least 4 public relations articles about the University's alumni per academic year
	1.2.4. Implementing the University Students' Representation	2019 Q4	Chancellor; Academic units	1.2.4. -1 Legal and financial documents of the University Students' Representation were updated 1.2.4. -2 At least 4 events organised by the Students' Representation per academic year 1.2.4. -3 At least 1 representative of the Students' Representation in the University Council, Senate, and in the self-assessment groups of study fields 1.2.4. -4 At least 10 % of the University students take part in the Students' Representation activities 1.2.4. -5 To allocate a minimum of EUR 1000 per academic year to fund the activities of the Students' Representation
	1.2.5. Active participation in sectoral, business, and public organisations and associations	Continuous implementation	Academic units; coordinated by the Chancellor, the Vice-Rector by subject	1.2.5. -1 To identify a list of eligible organisations/associations 1.2.5. -2 To join at least 1 association/organisation for each field of study 1.2.5. -3 To become members of the main national business confederations
1.3. Ensuring the management of	1.3.1. Regular audit of the University's quality management in	Continuous implementation	Management; Management	1.3.1. -1 Internal audit of the University's quality system is performed at least once per academic year



the quality of studies and research at the University in accordance with the University's strategic principles	accordance with the ISO standard		Representative for quality	1.3.1. -2 External audit of the University's quality system is performed at least once per academic year in accordance with the requirements of the ISO standard 1.3.1. -3 Continuous renewal of ISO certification 1.3.1. -4 Regular updates to the University's Quality Manual, Descriptions of Procedure and the Quality Policy based on the results of audits
	1.3.2. Updating the University's teaching quality management system to meet the challenges of digitisation and internationalisation	2020 Q1	Vice-Rector; Study Development department	1.3.2. -1 The University's Quality Requirements for Teaching were updated, with the addition of distance teaching requirements 1.3.2. -2 Meetings of the Management with teachers were organised each semester 1.3.3. -3 Regular meetings of the academic units' teachers were ensured - at least once per semester 1.3.3. -4 A system for the evaluation and motivation of the University teachers developed 1.3.3. -5 At least 2 student surveys per semester
	1.3.3. Performing integration of the University's different information systems and increasing their accessibility to users	2023 Q1	Vice-Rector; Study Development department	1.3.3. -1 The University's study information system replaced 1.3.3. -2 Full Office 365 functionality was adopted, allowing the storage and sharing of documents on the University server 1.3.3. -3 University's distance teaching opportunities were ensured 1.3.3. -4 One-stop shop for the University students and teachers in dealing with the University was ensured
	1.3.4. Updating the University's performance planning and reporting system	Continuous implementation	Vice-Rector; Management	1.3.4. -1 Introducing the University's annual (academic year) action plan, based on the University's strategy 1.3.4. -2 Each unit of the University prepares its annual (academic year) action plan and submits annual reports 1.3.4.-3 Ensuring the integration of the results of the University's unit reports into the University's annual action plan
	1.3.5. Updating the University's new student integration system	2019 Q3; continuous implementation	Academic units; Students' Representation; coordinated by the Studies Department	1.3.5. -1 Informative material for new students is produced every academic year 1.3.5. -2 Mentor programme developed and implemented 1.3.5. -3 An orientation week for new students is organised every academic year



					1.3.5.-4 Every academic year, a meeting of new students with the Rector and the Management of the University is organised
	1.4. Ensuring top-level research and study spaces and facilities	1.4.1. Developing strategic partnerships with other research institutions and business and public sectors, ensuring access to the partners' facilities or attracting their investment in joint projects	Continuous implementation	Chancellor	1.4.1. -1. Number of strategic partnerships where the University gains access to the partners' facilities - at least 1 per study programme 1.4.1. -2. The amount of private investments in joint university-business projects - at least 10% of the total project value
		1.4.2. Preparation of the projects for the creation and renovation of the University's research and study spaces for the EU Structural Funds funding			1.4.2. -1. Number and volume of the EU funding applications submitted for the renovation of the University's research and study spaces - at least 5
		1.4.3. Investing the University's own funds in the creation and renovation of state-of-the-art research and study spaces.			1.4.3.-1 Amount of own funds invested in the creation and renovation of state-of-the-art research and study spaces - as a percentage of annual turnover - at least 5%. 1.4.3. -2 Non-classroom teaching system implemented 1.4.3.-3 All the University's ICT are not older than 5 years
2. Developing and implementing distinctive study areas and programmes focused on lifelong learning services	2.1. Ensuring the development of competences in study programmes, that meet the labour market needs	2.1.1. Developing a pilot version of the student skills identification and testing system	2023 Q4	Vice-Rector; Study Development department	2.1.1. -1 A system for identifying and testing of students' essential skills is developed in at least one field of study 2.1.1. -2 Testing performed in at least one study programme
		2.1.2. Establishing a permanent monitoring system for the labour market needs	2022 Q3	Academic units, coordinated by the Study Development department	2.1.2.-1 At least 2 meetings per academic year with social and business partners (focus groups) to be held in each of the University's fields of study in order to carry out an analysis on the need for competences. 2.1.2. -2 In each study programme, at least 1 subject developed and implemented in collaboration with a social or business partner 2.1.2 -3 In each of the University's Bachelor's programmes, at least one subject is implemented in



					cooperation with a social or business partner each semester 2.1.2. -4 At least once every three years, a labour market analysis is carried out for the University's fields of study 2.1.2.-5 Study programmes are updated based on the results of the labour market analysis
		2.1.3. Improving the qualifications of teachers in line with the needs of the study programmes by introducing new didactic methods based on the principles of promoting innovation and 'design thinking'	2020 Q1	Vice-Rector; Academic units; Study Development department	2.1.3.-1 The University's Quality Requirements for Teaching include the requirements for application of the new student-oriented didactic methods 2.1.3. -2 Training on the use of the new didactic methods was included in the University's training plan for teaching staff
		2.1.4. Introducing the development of technological competences into the study content	2021 Q3	Academic units, coordinated by the Study Development department	2.1.4.-1 All the University's study programmes include at least one subject dedicated to the development of technological/digital competences in the relevant field
		2.1.5. Developing and implementation of an effective career planning system for students	2021 Q2	Academic units; coordinated by the Study Development department	2.1.5. -1 At least 10 career planning events for students per academic year 2.1.5. -2 At least 5 meetings with potential employers per academic year 2.1.5.-3 At least 3 specialised open lectures on the market and industry by social partners per academic year
	2.2. Ensuring the development of personalised and student-oriented studies at the University	2.2.1. Expanding the availability of remote studies at the University	2022 Q1	Vice-Rector; Academic units	2.2.1. -1 Availability of at least 4 remote study programmes 2.2.1. -2 At least 30 % of the University students are engaged in remote studies
		2.2.2. Ensuring the crediting of previously formally or informally acquired competences	Continuous implementation	Academic units; Study Development department	2.2.2. -1 Ensuring the availability of individual study plans 2.2.2. -2 Introducing hybrid organisation of studies 2.2.2. -3 Developing offers to graduates of all the Lithuanian colleges to study at the University
		2.2.3. Incorporating additional	2021 Q4	Academic units;	2.2.3. -1 Each study programme is complemented by at



	activities and educational products to personalise studies		Competence Development Centre; coordinated by the Study Development department	least 3 additional educational products 2.2.3. -2 Each academic unit organises at least 3 subject events for students per academic year 2.2.3. -3 Flexible student counselling system is ensured (live and remote) 2.2.3. -4 At least 30% of all the students take advantage of the possibility of individual counselling
	2.2.4. A package of support services for students developed	2023 Q3	Competence Development Centre; coordinated by the Study Development department	2.2.4. -1 At least 3 support services for students developed 2.2.4. -2 Pricing for the support services developed
2.3. Strengthening the University's fields of study with distinctive study programmes	2.3.1. Developing and submitting for accreditation at least 2 new study programmes that reinforce the existing fields of study	2023 Q4	Vice-Rector; Academic units	2.3.1. -1 Identification of the most promising study fields and programmes through market analysis 2.3.1. -2 At least two new study programmes developed and submitted for accreditation
2.4. Increasing the availability of lifelong learning educational products at the University	2.4.1. Complementing the University's portfolio of educational products for lifelong learning in accordance with the University's strategic principles	2021 Q1; continuous implementation	Competence Development Centre	2.4.1. -1 Identification of the University's competences suitable for the development of educational products 2.4.1. -2 Development of at least 6 new educational products 2.4.1.-3 At least 100 purchases of the University's educational products per year
	2.4.2. Complementing the University's available educational products with vocational training programmes in accordance with the University's strategic principles	2020 Q1; continuous implementation	Competence Development Centre	2.4.2. -1 Vocational training licence obtained 2.4.2. -2 At least 2 vocational training programmes in Information Technology developed and licensed 2.4.2.-3 At least 60 persons trained in vocational training programmes per year



2.5. Attracting talented and motivated students to the University	2.5.1. Renewal of the University's system for encouraging gifted and motivated students	2019 Q3	Chancellor; Academic units	2.5.1.-1 Tuition Fee Reimbursement Procedure for Advanced and Motivated Students updated, by expanding the list of eligibility criteria and the variety of reimbursement options 2.5.1. -2 Creation of a career development and mentoring programme for talented students 2.5.1.-3 Organising of at least 3 events for gifted students per academic year 2.5.1. -4 The University's student enrolment grows by at least 10 % compared to the previous intake
	2.5.2. Expanding support for gifted students through partnerships	2022 Q1	Chancellor; Academic units	2.5.2.-1 At least 1 scholarship for gifted students from social and business partners in each study programme 2.5.2. -2 At least 1 incentive prize for the best thesis awarded by social and business partners in each study programme 2.5.2.-3 At least one paid internship for the most gifted students in each study programme
	2.5.3. Developing additional artistic, sporting and clubbing activities for students	2019 Q4	Chancellor; Students' Representation	2.5.3. -1 Annual surveys of students on extra-curricular activities at the University 2.5.3. -2 At least 1 extra-curricular activity offered to students at the University
2.6. Ensuring KSU's awareness and its positive image in the labour market, society and the media	2.6.1. Ensuring the involvement of key business partners in all the University's study programmes	2022 Q3	Chancellor; Vice-Rector; Academic units	2.6.1.-1 Each study programme has agreements with at least 10 partners, whose representatives participate in the process of study programme development, thesis defences, and the provision of internships for students 2.6.1. -2 Spontaneous and prompted awareness of the University among HR managers of 100 largest Lithuanian employers is at least 95 %.
	2.6.2. Developing a strategy for the University's cooperation with schools and colleges	2021 Q1; continuous implementation	Marketing and Communication department; Academic Units	2.6.2. -1 Strategy for the services supplied by the University to schools developed 2.6.2. -2 The University cooperates with at least 30% of the Lithuanian schools 2.6.2.-3 The University cooperates with 90% of the Lithuanian colleges 2.6.2.-4 Spontaneous and prompted awareness of the University among the high school students in grades 3 to 4 is at least 80%. 2.6.2.-5 Number of cooperation and information dissemination agreements with Lithuanian colleges is



					at least 50%. 2.6.2. -6 Spontaneous and prompted awareness of the University among college students in the relevant study programmes is at least 80%.
		2.6.3. Increasing the University's awareness through communication by the University's experts and partners	Continuous implementation	Marketing and Communication department; Academic Units	2.6.3.-1 At least 10 articles featuring the University's experts and partners per academic year 2.6.3. -2 Spontaneous and prompted awareness of the University among the media engaged in education and science issues is at least 95%.
3. Establishing a science governance model based on effective collaboration and partnership	3.1. Setting long-term priorities for R&D activities	3.1.1. Identification of priority areas for the University's research activities in line with the University's strategic principles	2019 Q3	Rector; Academic units	3.1.1. -1 University research programmes developed and approved 3.1.1. -2 University's research programmes reviewed and updated every 2 years 3.1.1. -3 Implementation of the University's research programmes is included in the action plans of the academic units
		3.1.2. Joining international interdisciplinary networks in science and innovation	2020 Q3	Rector; Academic units	3.1.2. -1 Participation in at least 3 international research consortia
		3.1.3. Implementing research projects and studies relevant to the main fields of study programmes	Continuous implementation	Academic units; coordinated by the Science Development Centre	3.1.3. -1 At least 3 research proposals developed per year per research programme 3.1.3. -2 At least 1 research project implemented per year per research programme
		3.1.4. Involving business and social partners in the implementation of the University's research programmes and projects	Continuous implementation	Academic units; coordinated by the Science Development Centre	3.1.4.-1 At least 50% of the research projects implemented at the University are joint projects with business and social partners. 3.1.4. -2 At least 2 outsourcing/R&D commercialisation projects per year
	3.2. Being eligible to run doctoral study programmes	3.2.1. Development and launching of an international doctoral study programme in Management and Administration (O3S) together with foreign partners	2023 Q4	Rector; Vice-Rector; Business School	3.2.1.-1 Measures for the development of a PhD programme in Management and Administration are included in the Business School's action plans 3.2.1. -2 Partners are attracted for the development of the PhD programme in Management and Administration, contracts are signed 3.2.1.-3 Drafts for the PhD Programme in Management and Administration, Doctoral Committee in



					Management and Administration, and Doctoral Regulations are prepared and submitted for evaluation 3.2.1.-4 The PhD in Management and Administration has been authorised and the first 5 PhD students have been admitted
3.3. Improving the quality and international impact of the University's scientific output	3.3.1. Establishing an effective system of promotion and motivation for research based on the implementation of the Strategic Principles	2019 Q4	Rector; Management	3.3.1.-1 A system of promotion and motivation for research activities and outputs, focused on promotion of internationally significant results, is developed 3.3.1. -2 Annual 30% increase in scientific output compared to the previous year, based on the Research Council of Lithuania's assessment 3.3.1.-3 At least 30 % of the University researchers benefited from a system of promotion and motivation for scientific activity and output 3.3.1. -4 The assessment of the University's research activities in the peer review is awarded at least 3 points	
	3.3.2. Ensuring the international standard of the University's scientific output	Continuous implementation	Vice-Rector; Science Centre; Academic units	3.3.2. -1 At least 60% of all the University's publications are published in top-level international journals indexed in international databases (SCOPUS, CLARIVATE ANALYTICS) 3.3.2. -2 At least 50% of all the University's publications are published together with co-authors from foreign universities 3.3.2.-3 At least 1 monograph is published every 5 years by an internationally recognised prestigious publishing house (based on the requirements by the Research Council of Lithuania) 3.3.2.-4 Scientific/teaching staff of each academic unit presents at least 2 papers at international scientific conferences per academic year	
	3.3.3. Expanding commercialisation of R&D results and transfer of knowledge and technology	Continuous implementation	Science Centre; Academic units	3.3.3. -1 Funding attracted for the establishment of at least 1 R&D laboratory within 5 years 3.3.3. -2 Commercialisation of at least 2 R&D results developed at the University within 5 years 3.3.3.3. -3 At least 2 spin-offs established with the University researchers/students to commercialise R&D results developed at the University within 5 years 3.3.3. -4 Income from the licensed intellectual property	



					of at least EUR 70 000. 3.3.3. -5 A number of research projects implemented by the University's research programmes per year, and the funds allocated for research per year: at least 2 projects per year; at least 15% of the University's revenue
		3.3.4. Ensuring effective monitoring of the University's research activities and search for new opportunities	Continuous implementation	Science Centre	3.3.4. -1 At least 2 scientific output production workshops for the University researchers per academic year 3.3.4. -2 At least 2 project development workshops for the University researchers per academic year 3.3.4.-3 The results of the University's research activities are produced and made public every year 3.3.4.-4 A list of national and international calls for research project proposals is compiled and presented to the academic units every year
	3.4. Ensuring the attraction of new talents and their teams to the University	3.4.1. Identification of the talents most needed by the University and the ways to attract them, by research area	2023 Q4	Management; Science Centre	3.4.1. -1. Annual update of the University's organisational structure with expected posts and potential candidates and a strategy for attracting them, covering both administrative and scientific teaching staff 3.4.2. -2 Monitoring of foreign talents in strategic areas 3.4.3. -3 Developed strategy for attracting foreign researchers to the University 3.4.5. -4 At least 2 international research teams formed within 5 years
		3.4.2. Enabling staff to implement scientific and business ideas at the University	Continuous implementation	Management; Chancellor	3.4.2. -1. Approved rules for the initiation and administration of new research and business projects, and distribution of revenues between project participants and the University (covering all the cases not covered by the University's rules on the commercialisation of R&D results, transfer of knowledge and technology, and management of intellectual property) 3.4.2. -2. An annual increase of at least 25% in the number of new staff-initiated research and business projects implemented. 3.4.2.-3 Establishment of at least 2 research centres/laboratories within 5 years



		3.4.3. Increasing the number of permanent highly qualified scientific and teaching staff	Continuous implementation	Rector; Management	3.4.3. -1 Allocation of an additional 5% of the existing budget each year for the employment of permanent scientific teaching staff 3.4.3. -2 At least 5% increase in the number of permanent scientific staff each year 3.4.3.-3 Each permanent member of the University's administrative and teaching/research staff attended at least one in-service training course per year 3.4.3. -4 University staff's satisfaction with the in-service training programme is over 80%.
4. Implementation of innovative models of international cooperation	4.1. Ensuring the development of the internationalisation of the University's studies	4.1.1. Development and implementation of study programmes in English	Continuous implementation	Academic units, coordinated by the Vice-Rector	4.1.1. -1 The University implements at least 4 study programmes in English 4.1.1.-2 At least 30 % of the University students are engaged in study programmes in English.
		4.1.2. Attracting foreign teachers to the University's study programmes	Continuous implementation	Academic units, coordinated by the Vice-Rector	4.1.2. -1 At least 50% of the teachers involved in the study programmes implemented in English are from abroad
		4.1.3. Development and implementation of international dual degree and joint international programmes with foreign universities	Continuous implementation	Academic units, coordinated by the Vice-Rector	4.1.3. -1 At least half of the study programmes in English are joint programmes with foreign partners or offer a dual degree option
		4.1.4. Increasing the international mobility of the University students (incoming/outgoing students)	Continuous implementation	International Relations department; Study Development department	4.1.4. -1 At least 2 Erasmus study presentation events at the University per academic year 4.1.4. -2 At least 5% growth in outgoing and incoming mobility per year compared to the previous academic year
	4.2. Increasing the number of international students at the University	4.2.1. Establishment of the International Study Centre at the University	2020 Q3	Vice-Rector; Chancellor	4.2.1. -1 The International Study Centre is established 4.2.2. -2 The strategy for attracting international students is developed 4.2.2. -3 At least 10% annual growth in the number of international students compared to the previous academic year
		4.2.2. Developing international partnerships which attract international students to the	2021 Q4	Chancellor; International Study Centre	4.2.2. -1 At least 30 contracts with international student attraction partners from abroad per year 4.2.2. -2 At least 30% annual increase in the



		University			applications from abroad to study at the University compared to the previous academic year 4.2.2. -3 At least 10% annual growth in the number of international students compared to the previous academic year 4.2.2. -4 At least 10 new cooperation agreements with foreign universities are signed every year
		4.2.3. Diversification of the package of study services for foreign markets (e.g., intensive programmes, international weeks, international semester as part of the study programme)	2022 Q3	International Relations department together with academic units	4.2.3. -1 Developed package of study services for foreign markets 4.2.3 -2 At least one international summer school is organised per academic year 4.2.3. -3 At least one intensive programme is organised per academic year
4.3. Increasing the internationalisation of the University's research activities		4.3.1. Organisation of international scientific events (workshops, conferences)	Continuous implementation	Academic units, coordinated by the International Relations department	4.3.1. -1 At least 1 international scientific event per year organised at the University
		4.3.2. Encouraging the University's teaching and research staff to present their research results internationally	Continuous implementation	Academic units, coordinated by the International Relations department	4.3.2. -1 Presentation of research results in international scientific publications and events is included in the staff's motivation scheme 4.1.1.-2 At least 50% of the dissemination of the research results on behalf of the University is international
		4.3.3. Increasing international mobility of researchers (incoming/outgoing researchers)	Continuous implementation	International Relations department; Science Centre	4.3.3.-1 Every year, a list of international programmes for funding the mobility of foreign researchers is compiled and presented to the academic units 4.3.3. -2 Every year, a list of the researchers invited to all the research programmes is compiled 4.3.3.-3 At least 3 foreign researchers are invited to come to the University every year for each research programme. 4.3.3.-4 At least 1 researcher per year comes to each of the University's research programmes to conduct research. 4.3.3.-5 Each year a list of possible competitions for



					<p>research fellowships is compiled and presented to the academic units.</p> <p>4.3.3. -6 Annual training for the University researchers is organised on how to prepare applications for research fellowships and other grants.</p> <p>4.3.3 -7 At least one researcher per research programme undertakes a research fellowship every year.</p>
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