



STRATEGIC PLAN OF VILNIUS UNIVERSITY 2015–2017



This Plan has been developed on the basis of the draft strategic plan of Vilnius University ('the University') for 2013–2020 (http://www.vu.lt/site_files/Adm/2013-2020_strateginis_veiklos_planas.pdf). While drawing up the plan for 2015–2017, improvements have been made to the mission and vision statements of the University, as well as future strategies, their goals and objectives, and their key performance indicators; best practices encountered during our visits to Nordic and Western European universities have also been adopted. The active participation of the University community has contributed to the expansion of the strategic project portfolio that has been analysed on strategic, tactical, and operational levels according to a decision-making model based on the University's success factors (provided by Phasix GmbH).

The Plan sets out the mission, values, vision, and performance indicators of the University, the goals and objectives of its five strategies, 'sweet-spot projects' (those that build new values, increase influence, and are driven by strong motivation) and 'visionary projects' (those that build new values but require some preparatory steps before implementation).

MISSION

Vilnius University is the leading classical (comprehensive) institution of higher education in Lithuania. Its mission is to fulfil the obligation to enhance the cognitive and creative powers of Lithuania and the world, to promote academic, social and spiritual values, and to develop active and responsible citizens and public leaders.

VALUES

The core values of Vilnius University are in keeping with the cultural and academic principles that are characteristic of European universities, including academic freedom, diversity of views, open-mindedness, innovation, mutual respect, trust, tolerance, academic ethics, balancing autonomy and accountability to the state and responsibility to the public.

VISION

To rank among the leading universities in Europe.

KEY PERFORMANCE INDICATORS

- QS ranking position (no lower than 500).
- QS ranking indices:
 - Academic peer-review index (annual growth by at least 7%)
 - Employer reputation index (annual growth by at least 7%)
 - Citations per faculty index (annual growth by at least 5%)
 - Faculty / Student ratio (annual decrease by less than 1%)
 - International staff ratio (annual growth by at least 2%)
 - International student ratio (annual growth by at least 5%)
- Indicator of satisfaction of undergraduate and graduate students with their studies.
- Weighted media favourability index.
- Indicator of community confidence in the University.
- Indicator of the satisfaction of academics with the services of the University's Administration.



STRATEGY 1. INNOVATIVE RESEARCH

Goal:

conduct internationally recognised research, promote the supply of knowledge and innovations, and develop the teaching / learning environment to promote cognition and understanding.

Objectives:

- ensure favourable conditions for the creation and dissemination of cutting-edge knowledge.
- attract more talented young researchers and promote the internationalisation of research.
- enhance the reputation of the University through more effective ways of using its research potential.
- promote social responsibility by developing applied research and innovative activities.

SWEET-SPOT PROJECTS

1.1. Strong research skills

Goal: develop the skills and competencies of researchers in the following areas: academic writing, organising research, project management, the commercialisation of science, and publication ethics.

Indicators: annual growth of at least 5% in the number of high-quality publications and patents registered with international agencies.

1.2. International advisory boards

Goal: set up a network of internationally renowned advisors to consult the University on the direction of research and the evaluation of its research performance.

Indicators: at least 50% of the University research units with international advisory boards in place; involvement of at least 20% of the total number of the international advisory board members in annual advisory visits.

1.3. Incentives for research excellence

Goal: enhance the motivation of researchers to contribute to the visibility of the University and deliver research outcomes that improve its reputation by setting up financial incentive systems in research units.

Indicators: at least 70% of academic units with incentive systems accredited by the University; the proportion of the payroll fund intended for incentive payments standing at no less than 5%.

1.4. Effective management of research projects

Goal: set up a system for the preparation of research applications and project management in order to increase the financial resources and effectiveness of research and innovations.

Indicators: growth of at least 5% in the annual number of research projects and their value; increased success in applications for national and international research projects by 40 and 15% respectively.

1.5. System of postdoctoral research positions

Goal: attract young and talented international and Lithuanian researchers, improve innovation and research productivity, and join the global research mobility network.

Indicators: postdoctoral research positions in at least 30% of units; at least 1.5 international-level publications per postdoctoral researcher annually.

1.6. Restructuring scientific publication

Goal: restructure the publication of scientific journals in order to increase public awareness of the University, enhance its academic reputation, and increase the efficiency of funds allocated for scientific publication.

Indicators: at least 60% of the University's scientific journals meet international standards; annual increase of at least 10% in the number of citations and readership.

VISIONARY PROJECTS

1.7. Outreach of science and innovations

Goal: increase cooperation between science and business: develop applied research; encourage the transfer of innovation and technology and the commercialisation of research.

Expected outcome: higher revenues for the University from applied research, technology transfer, and services to business.

1.8. Advanced system of doctoral studies

Goal: ensure more attractive and better conditions for training talent and future scientific leaders; create an appropriate governance system.

Expected outcome: growing motivation to take up doctoral studies, increased internationalisation and productivity of doctoral studies, the emergence of doctoral schools.

1.9. Coordination of research infrastructure and networking

Goal: put into action new scientific centres, ensure access to and the sustainability of state-of-the-art laboratory equipment, and join international research infrastructure networks.

Expected outcome: increased numbers and volumes of high-quality international and interdisciplinary research projects and projects pursued in cooperation with business.

1.10. Interdisciplinary social sciences laboratories

Goal: strengthen the potential of social sciences through interdisciplinary ties with excellence groups in other scientific fields.

Expected outcome: interdisciplinary laboratories located at the Faculty of Economics and the Faculty of the Humanities in Kaunas.





STRATEGY 2.

INTERNATIONAL STANDARDS IN STUDIES

Goal:

high-quality flexible studies that reflect global trends, target the needs of students and national and international labour markets, and foster talents.

Objectives:

- adjust the work load of teaching staff.
- expand and strengthen the internationalisation of studies.
- educate advanced teachers.
- implement a quality management system of studies.
- implement a flexible organisational system of studies.

SWEET-SPOT PROJECTS

2.1. Teaching load

Goal: relate the size of the teaching load to the available financial resources for study programmes and to the value of research output with due consideration given to the diversity of study programmes provided.

Indicator: the new teaching load calculation system implemented in at least 70% of the core academic units.

2.2. Student tutoring

Goal: improve the quality of tutoring services to students within the flexible system of studies by making use of various forms of support offered by the University, as well as providing support for students meeting difficulties in their academic life.

Indicator: tutoring services delivered by specially trained members of the academic staff in at least 70% of the core academic units.

2.3. International dimension of studies

Goal: improve the content and management of international study programmes; increase the number of study programmes provided in foreign languages.

Indicators: annual growth of at least 20% in the number of study programmes provided in foreign languages; the index of satisfaction among international students with their studies.

2.4. E-studies

Goal: reduce the volume of routine tasks for teaching staff in order to increase the proportion of their time devoted to fostering individual talents; internationally promote the prospect of studying at the University.

Indicators: the number of study courses combining online and individual forms of teaching (12); the number of English-taught massive open online courses (MOOCs) (3).

2.5. Teacher training and professional development

Goal: fill the niche in training highly competent subject teachers by developing a network structure of teacher training with the Centre of Education within the Faculty of Philosophy.

Indicators: annual growth of at least 5% in the number of graduates acquiring teaching qualifications; annual growth of at least 5% in the number of professional development courses provided.

VISIONARY PROJECTS

2.6. Quality management of studies

Goal: implement a system of the quality management of studies based on the modern organisational structure of the University in order to support students, academics, and study programme committees.

Expected outcome: a quality map of study programmes and an optimal network of study programmes are in place; student workloads in line with the study objectives; the constant improvement of the didactic competences of teaching staff; the effective functioning of study programme committees.

2.7. Modular system of studies

Goal: ensure a dynamic system for the electronic management of modular studies.

Expected outcome: a new operational information system for University studies (VUSIS) adapted to the management of a flexible system of modular studies.

2.8. Expansion of academic minor studies

Goal: develop a well-run and student-friendly environment for academic minors as a measure for improved inter-disciplinarity and increased flexibility of university studies.

Expected outcome: increase in the number of students taking up academic minors; index of student satisfaction with their minors.





STRATEGY 3.

ACTIVE PARTNERSHIP

Goal:

build a strong reputation for the University as the pre-eminent university in Lithuania that fosters significant cultural, social, and economic values.

Objectives:

- solidify the good reputation of the University in Lithuania and abroad.
- encourage joint activities with business and public sector partners.
- strengthen relations with alumni and University sponsors.

SWEET-SPOT PROJECTS

3.1. External communication strategy

Goal: implement a communication strategy to reflect the major strategies of the University, solidify its reputation, increase its impact on public views and raise its international visibility.

Indicators: weighted index of favourability in the media.

3.2. Provision of information for the purposes of ranking and feedback management

Goal: improve the international image of the University by ensuring its world ranking among the top universities and increase public awareness of its rankings.

Indicators: the overall QS world ranking position of the University no lower than 500; 20% of the core units of the University (faculties and institutes) make the global top 300.

3.3. Active cooperation with partners

Goal: establish and maintain relations with partners in order to enhance the visibility of the University; expand cooperation in research and increase the amount of innovations and commissioned research.

Indicators: annual growth of at least 10% in the number of partnership events (organised or attended); annual growth of at least 10% in revenue from research contracted by businesses.

3.4. Endowment fund

Goal: rally support from alumni to start an endowment fund whose investment returns could be used to support University activities; increase the invested funds.

Indicators: annual growth of at least 10% in the amount of the endowment fund; yearly increase of at least two in the number of sponsors investing more than €289,620.

VISIONARY PROJECTS

3.5. Close relations with the University's alumni

Goal: consolidate societies for University alumni, coordinate their activities, and increase the contribution and engagement of alumni in the University community.

Expected outcome: all alumni have an assured possibility of participating in organised alumni activities and a strong sense of University alumnus identity; a substantial increase in the influence of the University.

3.6. Cooperation with general education institutions

Goal: attract gifted high school graduates and build a basis for teaching practice by developing cooperation with general education institutions and by publicising the University's scientific achievements.

Expected outcome: a growing number of University applicants; a growing proportion of students with the highest grades and school Olympiad prize winners.





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STRATEGY 4.

OPEN AND RESPONSIBLE COMMUNITY

Goal:

build and foster a University community that is open to changes and with a strong sense of confidence in and dedication to the University.

Objectives:

- rally the community on the basis of University values and traditions.
- create motivating and attractive conditions for work and studies.
- build and implement an effective policy in human resource management.

SWEET-SPOT PROJECTS

4.1. Internal communication system

Goal: create and put into practice a clear, transparent and effective system of internal communication; strengthen the University community's shared sense of identity.

Indicators: index of the sense of satisfaction with the internal communication system; index of the sense of shared identity among the University community.

4.2. Trust in the governance members and leaders

Goal: raise the competence level of University governance members and leaders at various levels; ensure transparency of the income of the Rector's office members; prevent conflicts of interest.

Indicators: index of academic staff confidence in the governance members and leaders at various levels; public statements of income and personal interests of all the members of the Rector's Office.

4.3. Services to the University community

Goal: create attractive work and study conditions by offering professional help services and recreational possibilities.

Indicators: annual growth of at least 5% in the service package awareness index; indices of satisfaction with work and study conditions.

4.4. First year student integration week

Goal: enhance the integration of first year students into the academic community by creating and implementing the concept of the first year student integration week.

Indicators: at least 50% of students participating in the events of the integration week; index of the sense of identity with the University and involvement in studies.

4.5. Adaptation of new employees

Goal: enhance the confidence of the academic and non-academic staff at the University and their efficiency by creating and implementing an adaptation system for new employees.

Indicators: index of satisfaction with the impact of the adaptation programme; index of confidence in the University.

VISIONARY PROJECTS

4.6. Industry professor, industry associate professor, professor status

Goal: introduce new titles for academics to attract teaching staff with significant practical experience. In order to enhance their motivation, develop high quality standards for academics in line with the appropriate international standards; take measures to implement the status of *full professor* in conformity with the leading universities in the world.

Expected outcome: enhanced links between the University and high quality professional practice through the introduction of the job titles *industry professor* and *industry associate professor*; enhanced quality of studies and research through the implementation of the requirements for the status of a full professor as an important milestone in an academic career similar to leading universities.

4.7. Support those with special needs

Goal: create work and study conditions at the University for students and employees with special needs.

Expected outcome: conditions are created for students with disabilities to study in all the units of the University. The teaching staff is committed to working with students with special needs and the University is ready to welcome staff with disabilities.

4.8. Volunteering

Goal: create favourable conditions for the University community to participate in volunteering activities both within the University and externally; promote the idea of a volunteering community.

Expected outcome: the University community is united, socially responsible, and engaged in public life.





STRATEGY 5.

EFFECTIVE MANAGEMENT

Goal:

create an effective management system of the University with strong employee confidence and satisfaction.

Objectives:

- optimise the organisational structure of the University.
- minimise and remove factors that demotivate staff.
- optimise the work of the Central Administration and build staff with skills for effective management.

SWEET-SPOT PROJECTS

5.1. Modern organisational structure of the University

Goal: adjust the organisational structure of the University in accordance with the requirements for strategic governance, increase the accessibility of managerial services for the academic community, reduce the duplication of academic activities and the number of managerial decision makers in the academic area; increase the critical mass of resources necessary for research excellence.

Indicators: optimal number and structure of core academic units (see attachment); the number of academic units with managerial powers reduced by a factor of 1.5.

5.2. Remuneration system for academic staff

Goal: create a transparent, competitive, and motivating remuneration system for academic staff linked to workload and performance.

Indicator: index of academic staff satisfaction with their salary structure and incentive scheme.

5.3. Optimised process of public procurement

Goal: reduce the administrative burden and minimise factors that demotivate the academic community due to complex and long public procurement procedures.

Indicator: index of academic staff satisfaction with the public procurement procedures.

5.4. Full costing

Goal: identify the actual costs of units and create conditions for efficient budgets and incentives for the optimisation of activities.

Indicators: annual reduction of at least 2% in operating and managerial costs per unit of floor area; at least 50% of core units with a new system in place.

5.5. Restructuring non-academic staff management

Goal: increase the efficiency and transparency of managerial activities by restructuring the selection, appraisal, and remuneration system of non-academic staff.

Indicator: annual growth of at least 5% in the number of interviews for the selection and appraisal of employees.

VISIONARY PROJECTS

5.6. E-management of the University

Goal: reduce the administrative burden and remove the factors that demotivate staff due to excessive paperwork.

Expected outcome: full delivery of the electronic document management system for the creation, authorisation, signing, sending, and receipt of documents exclusively by electronic means.

5.7. Real estate property management

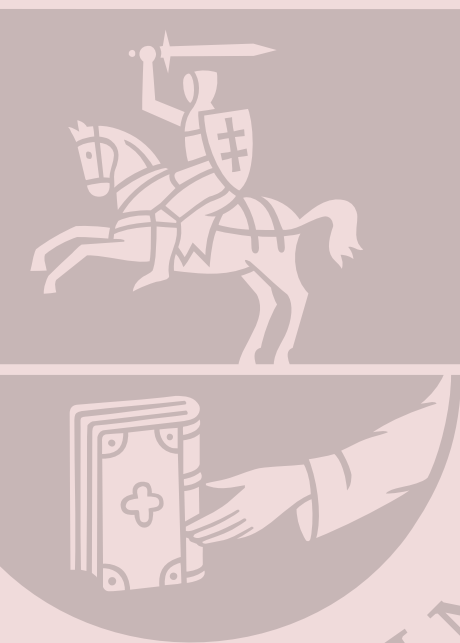
Goal: create and implement a record keeping system for real estate property; build up an appropriate team for the management of the system.

Expected outcome: a suitable team and efficient and transparent system of processes for the management of real estate property owned by the University that records the value of property and its changes.



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