



**Vilniaus
universitetas**

**VILNIUS
UNIVERSITY
STRATEGIC PLAN
FOR 2021–2025**

A NOTE FROM THE RECTOR



The span of the Vilnius University community is extremely wide. It unites those who study, teach, research, administer, as well as the members of the society who have received their education or their first career impetus here. The strategy is a document of this community where we state in which directions we want to further develop our University, how the University will participate in the life of Lithuania and Europe. The main goals are the internal mobilization of the community, fostering its diversity, the growth of a significant freedom of choice for students, the unfolding of each of our calling as a meaningful realization of responsibility to the society and the state. Our potential would increase if we better integrated science and studies, discovered new interdisciplinary links in the process of knowledge and innovation, and consolidated the resources of faculties, institutes, centers and common affairs units. The people of the University teach and learn, research and solve problems based on the in-depth knowledge instead of simply following their job descriptions. The expected results and indicators are only guidelines, we cannot plan everything precisely, and therefore we will monitor the progress and discuss action approaches along the way. We strive for a national leadership in all academic fields and are able to be among the top 400 universities in the world, adhering to the highest standards as understood in the international community of every scientific field. This requires a constructive dialogue with the public authorities, so that the funding of science and studies would allow for the planning of a long-term perspective and a broader understanding could prevail that the well-being of the society can only be achieved by strengthening people's cognitive and creative powers. First and foremost, however, our joint ambition and involvement is needed.

Vilnius University Rector
Rimvydas Petrauskas

A handwritten signature in black ink, which appears to be 'R. Petrauskas', written in a cursive style.

STRATEGIC DIRECTIONS, LONG-TERM OBJECTIVES AND THEIR INDICATORS

1. Creating the society and the state

- 1.1 Graduates capable of solving societal problems
- 1.2 Research of a high international level
- 1.3 Growing influence in the society and the state
- 1.4 The pedagogy of the 21st century

2. Collaborative

- 2.1 Interdisciplinary and international research and studies

3. Sustainable

- 3.1 Motivated employees and engaged students
- 3.2 Infrastructure that meets the future needs
- 3.3 Financial growth through income diversification

1. Strategic direction – CREATING THE SOCIETY AND THE STATE

LONG-TERM OBJECTIVE

INDICATOR

1.1. Graduates capable of solving societal problems

1.1.1. The study impact assessment on careers (a graduate survey)

As we foster the graduates who will create our future society, we will create conditions for such student development, which is enabled by the change of the attitude towards oneself and the world arising from a deep subject knowledge. Therefore, in the study process we will emphasize a more active, individual and interdisciplinary learning based on scientific cognition methods, strengthen the development of core competencies and measure the career changes of graduates within five years after graduation by surveying them.

LONG-TERM OBJECTIVE

INDICATORS

1.2. Research of a high international level

1.2.1. An increase in the comparative assessment of the quality evaluation of scientific fields (a higher evaluation in 2023: no less than 10 fields evaluated no less than 4–5 out of 5 – 60% of fields).

1.2.2. International recognition of research: an increase in the number of top-level international research grants (ERC/MSCA IF/Coordinated Horizon Europe projects) (50%).

1.2.3. The growth of the share of foreign researchers working at VU for at least a year from the total number of academic staff (50%).

By focusing on a national leadership and international recognition, we will create conditions to ensure the prospect of high-level research and the strengthening of scientific potential by preparing and implementing development programs for individual fields/areas of science. To increase the international competitiveness of research we will use the best practices to educate young researchers (doctoral and postdoctoral), strengthen the competencies of researchers to successfully participate and lead in international project activities and networking, promote interdisciplinary research integration, create an international research environment by bringing together highly qualified researchers.

LONG-TERM OBJECTIVE

INDICATORS

1.3. Growing influence in the society and the state

- 1.3.1. The impact of experts on public policy formation (the qualitative evaluation indicator)
- 1.3.2. A significant growth of scientific communication
- 1.3.3. Attracting motivated students to all levels of study (first choice to the first and second cycles, best graduates to doctoral studies)
- 1.3.4. Involvement with the implementation of Sustainable Development Goals (Ranking and number of activities)

We will seek leadership in academia and public debate through critical reflections on key issues and expert solutions. We will consistently implement forms of expert participation in the formation of the state policy. By contributing to overcoming the current challenges, we will create an interdisciplinary research and study environment focused on the implementation of the sustainable development goals – health and well-being, high quality education and climate change prevention. In parallel, we will further the research of Lithuanian studies as a scientific knowledge of the totality of Lithuania.

Another important dimension of our responsibility to the society is scientific communication, which shapes the public opinion on the basis of a solid and reliable knowledge. We will realize the need to not only persuasively inform about the works of scientists, but also to strengthen the public understanding that a scientific knowledge and critical reflection are fundamental and its practical value is tangible. We will use the principles of open science and various forms of dissemination for the availability of research results. We will strengthen our international reputation in order to establish Vilnius University as a place of science and studies on the European and global university map.

By attracting motivated students, we will expand activities with schools and encourage the active choice of studies as a path of personal development based on a scientific knowledge. For postgraduate students, we will provide more opportunities to transform a deep scientific knowledge into ambitious professional goals.

LONG-TERM OBJECTIVE

INDICATOR

1.4. The pedagogy of the 21st century

- 1.4.1. The areas under evaluation of the field of pedagogy valued at least 4 points out of 5 in the external evaluation of 2024.

With two national teacher training centers in Vilnius and Šiauliai implementing their academic potential and with subject faculties getting involved in teacher education, we will implement our national leadership in pedagogical research and studies, assuming ideological responsibility for the development of education in Lithuania and creating preconditions for a 21st century school – an educational process that meets the needs of the future society. We will implement the concept of teacher training, improvement of their competencies and development of professional qualifications based on international research and the experience of advanced education systems.

2. Strategic direction – COLLABORATIVE

LONG-TERM OBJECTIVE

INDICATORS

2.1. Interdisciplinary and international research and studies

- 2.1.1. Opportunities for all students to gain international study experience (the indicator of internationality of the studies)
- 2.1.2. The impact of Arqus Alliance Partnership on VU studies and science (the number of community members involved, joint science and study initiatives)

By committing to ensuring the ability of University graduates to operate in a global environment, we will create conditions for all students to engage in global exchanges of scientific ideas through physical or virtual mobility, as well as an international subject content. The internationality of studies at the University will be developed by increasing the internationality of the study environment and by implementing internationalization plans of each study program.

For the internationalization of research and studies, we will use the opportunities provided by Arqus the European University Alliance – an innovative and open laboratory for institutional learning. We will create long-term, sustainable structures and mechanisms of close inter-institutional cooperation in the fields of studies, research and social partnership.

3. Strategic direction – SUSTAINABLE

LONG-TERM OBJECTIVE

INDICATOR

3.1. Motivated employees and engaged students

- 3.1.1. Increased evaluation of job and studies involvement as well as satisfaction with the organization, work, departments compared to the evaluation of 2020 (Job involvement – 4.22; the total average of the evaluation of satisfaction with the organization, work, departments – 4)

In order to strengthen the involvement and well-being of employees and students, important projects and initiatives to foster the University culture will receive the necessary support, different opinions will be heard and discussions will be encouraged. We will put all the effort to make Vilnius University the best employer in terms of adequate remuneration, prestige, freedom and social security. We will develop and implement academic career models that correspond to the diversity of vocations and abilities, and will provide various opportunities for employee development primarily through our intellectual potential (“The University teaches the University”).

We will encourage student employment at the University and will pay greater attention to the efficiency of administrative processes, the strengthening of relations between general affairs units and academic departments, and the comfortable and appropriate work and study environment from a social, cultural and aesthetic point of view.

LONG-TERM OBJECTIVE

INDICATORS

3.2. Infrastructure that meets the future needs

- 3.2.1. Development of the Saulėtekis and Santara VU campuses, HSS infrastructure.
- 3.2.2. Improvement of the effectiveness of operational support (community satisfaction with operational support at least 4 out of 5).
- 3.2.3. Green University: (50% emission reduction; research and education).

We will continue to concentrate academic activities on University campuses so that the updated infrastructure ensures the development of various scientific fields and the conditions for interdisciplinary cooperation. We will improve the quality of services to the academic community by basing the relations of employee groups on University values and mutual respect. We will create and implement a workplace standard, taking into account the essential needs of employees and the development of information technology.

In response to the current ecological agenda, we will develop a Green University model (all infrastructure projects will be assessed for the environmental impact, substantially reducing operational emissions) and develop environmentally relevant academic activities in various fields of research, generating a new knowledge and educating the public.

LONG-TERM OBJECTIVE

INDICATOR

3.3. Financial growth through income diversification

3.3.1. A change of 25% in the revenue from R&D solutions and services and lifelong learning activities compared to the previous five-year period.

We will contribute to the economic, social and cultural development of the country, the creation of a high value-added economy with science-based solutions. In order to diversify and grow our income, we will promote a wide range of cooperation between science and business, the public sector, the commercialization of science, and the establishment of innovative start-ups. We will increase the supply of R&D services created at the University. In line with the University's educational mission, we will create a comprehensive lifelong learning center.

