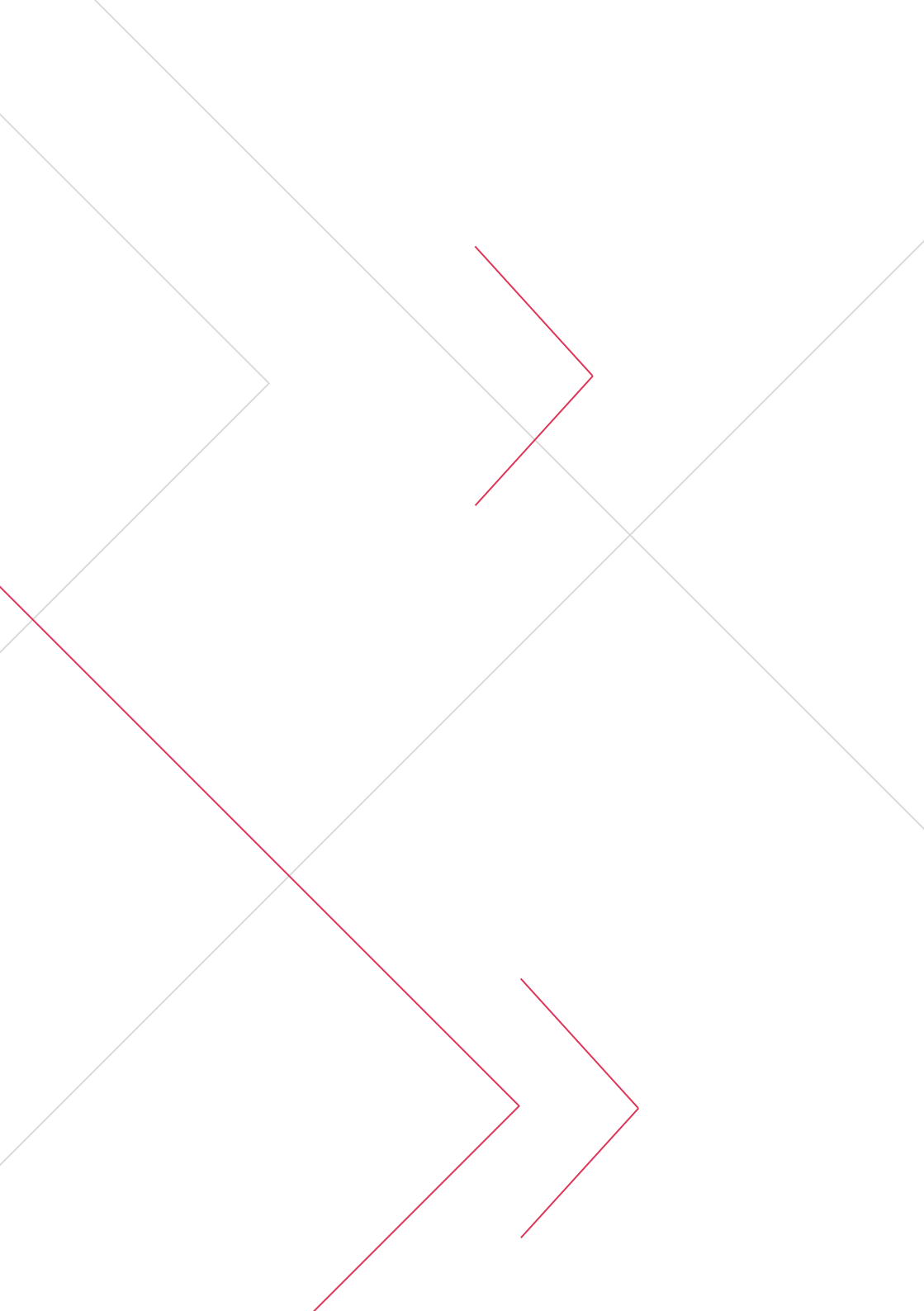




**Vilnius
University**

Strategic Plan of Vilnius University for 2018–2020





Mission

The mission of the University – arising from the past, driven by the challenges of the present, and to be passed on to future generations – shall be the University's irrefutable obligation and inalienable right to enhance cognitive and creative powers of both Lithuania and the world; to nurture academic and other spiritual and social values; and to educate active, responsible citizens and society leaders of the State of Lithuania. This mission shall be based on the principles of academic freedom, responsibility of the University to the Nation and to the State of Lithuania, openness and accountability to society, as well as on the awareness that the status of the University, which, in the course of centuries, has become a seedbed of science and culture of national significance, imposes special obligations on the University community and the society, of which this community is a part.

Vision

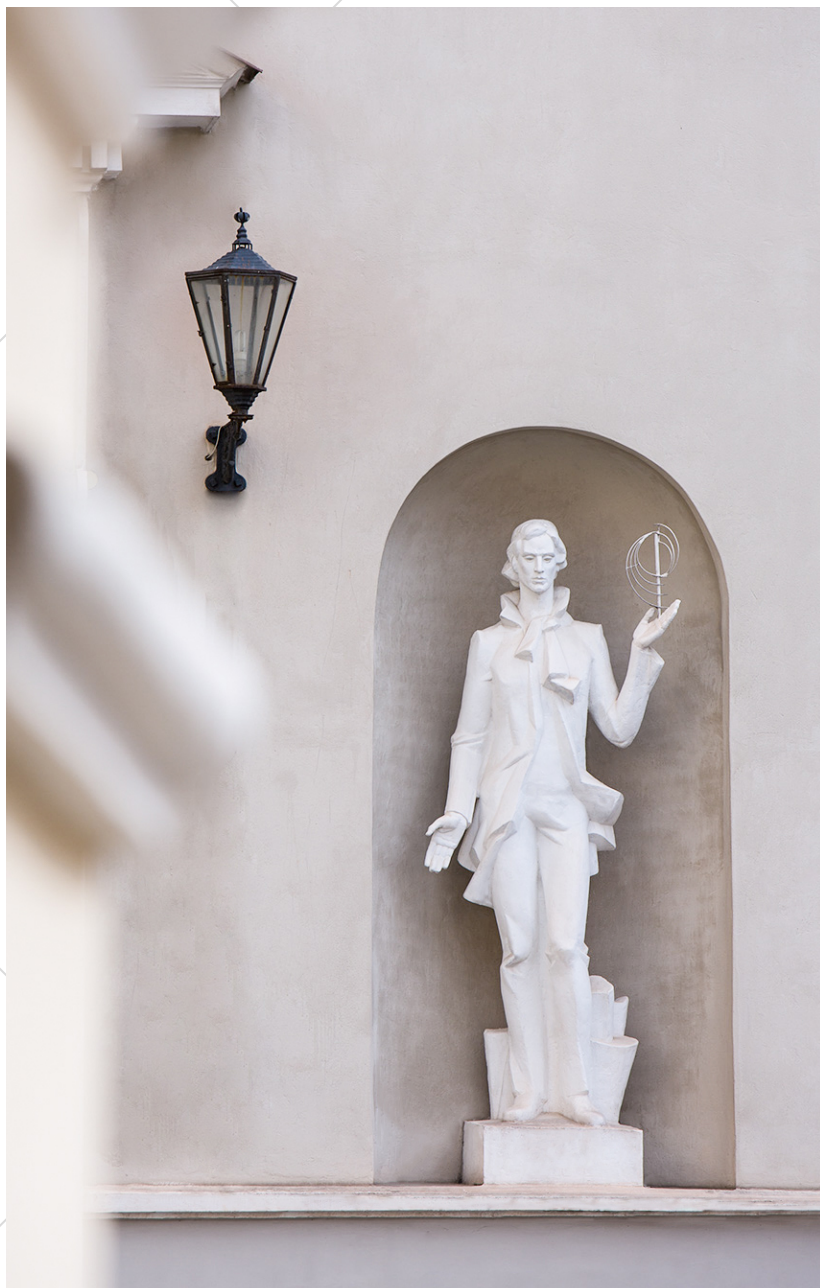


To rank among the leading universities in Europe.



Strategic Priorities

- **European University:** developing research and studies at an international level
- **University Enhancing Lithuania:** enhancing the state's economic, social, and cultural capital
- **University Motivating its Community:** improving working and study conditions



European University

> Strategic Directions

**1. Develop research
at an international
level**

**2. Develop interna-
tional Master's and
Doctoral studies**

**3. Attract academic
talent**

1. Develop research at an international level

Performance Indicators

- Percentage of international-level co-publications with foreign partners
- Percentage of publications among the top 10 % of the best publications worldwide
- Number of core academic units (faculties) holding a position higher than 300th in the QS World University Rankings
- Number of international research projects
- Number of international patents registered

Projects

1.1. Set up a Strategic Research Development Fund and its allocation through an internal competition system

1.2. Develop a system for the preparation and management of research projects: improve the efficiency of administrative units

1.3. Implement a system of investment in research and measurement of the return on investment as an instrument to purposefully consolidate human and material resources to develop potential growth areas

1.4. Expand strategic partnerships with universities abroad

2. Develop international Master's and Doctoral studies

Performance Indicators

- Number of foreign full-time students (among whom are in integrated studies; in second cycle studies)
- Percentage of doctoral students visiting foreign institutions (among whom visit for longer than 30 days)
- Number of joint doctoral contracts with foreign universities (when doctoral students gain two degrees or one joint degree awarded by two universities)
- Number of applications from foreign citizens

Projects

- 2.1.** Develop Master study programmes taught in English
- 2.2.** Develop an international study environment
- 2.3.** Create and implement an international marketing system

3. Attract academic talent

Performance Indicator

- Number of recruited foreign researchers who meet the R3 and R4 categories (in accordance with the Euraxess profile descriptors)

Project

- 3.1.** Set up an Academic Talent Attraction Fund



University Enhancing Lithuania

> Strategic Directions

**4. Studies preparing
for the global work-
ing environment**

**5. Expand the Univer-
sity's social activity**

**6. Nurture teachers
for contemporary
schools**

4. Studies preparing for the global working environment

Performance Indicators

- Percentage of students attending mobility programmes (part-time studies, internships abroad, etc.)
- Percentage of lecturers participating in teaching visits at foreign universities
- Number of lecturers who have completed a programme to develop their educational competences
- Indicator of the employment of graduates by level of qualification
- The University's position in the QS World University Rankings according to Employer Reputation

Projects

- 4.1.** Internationalise study programmes and implement a student-centred teaching / learning model
- 4.2.** Set up a system to enhance lecturers' educational competences
- 4.3.** Develop a system of monitoring students' professional development and improve the package of support services
- 4.4.** Create an alumni network in order to promote alumni participation in the University's management activities, as well as professional and academic exchange with other community members, including core academic units and their current networks

5. Expand the University's social activity

Performance Indicators

- Participation of the University's employees in the working groups and projects of the EU and national institutions
- Number of visitors of the University's cultural heritage events
- Number of students engaged in volunteering

Projects

- 5.1.** Create and implement a system of employee advocacy (including employee incentive measures)
- 5.2.** Promote volunteering among the University's students
- 5.3.** Increase public accessibility to the University's cultural heritage
- 5.4.** Implement a model for encouraging alumni participation in the University's activities, based on the best practices of Western universities

6. Nurture teachers for contemporary schools

Performance Indicator

- Number of education study programmes with professional specialisations leading to pedagogical qualifications

Project

- 6.1.** Create teacher education study programmes and teacher training courses



University Motivating its Community

> Strategic Directions

7. Improve working conditions

8. Improve study conditions

9. Improve financial management and e-administration

7. Improve working conditions

Performance Indicators

- Base salary of the University
- Employees' satisfaction with their working conditions
- Percentage of academic and non-academic employees (< 6 %) who leave the University on their own initiative
- Employees' confidence in the University

Projects

7.1. Implement a remuneration system ensuring external, internal, and individual competitiveness for non-academic staff

7.2. Increase the competences of non-academic staff (implement the Standards of Service)

7.3. Develop leadership and communication management competences

7.4. Create and implement a strategy of openness to equality and diversity (of employees' gender, culture, origin, social status, religion, age, etc.)

8. Improve study conditions

Performance Indicator

- Students' satisfaction with their studies

Projects

- 8.1.** Draft and implement a dormitory infrastructure improvement plan
- 8.2.** Create and implement a strategy of openness to equality and diversity (of students' gender, culture, origin, social status, religion, age, etc.)
- 8.3.** Improve the package of support and self-realisation services for students

9. Improve financial management and e-administration

Performance Indicators

- Percentage of administrative processes performed exclusively by using the e-administration system
- Budgeting model based on the calculation of study and research expenses

Projects

- 9.1.** Develop integrated e-services, including a Study Information System
- 9.2.** Improve the budgeting model, including measures to calculate the necessary financial expenses for study programmes, and investment in research and return on it



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