

APPROVED

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of the Council of Vilnius University

THE EXPECTATIONS OF THE COUNCIL OF VILNIUS UNIVERSITY FOR THE VILNIUS UNIVERSITY STRATEGIC PLAN FOR 2026–2030 UNDER DEVELOPMENT

In accordance with its responsibility to shape the long-term direction of development of Vilnius University and to supervise its implementation, the Council presents this document of expectations to the University community and the Rector's team preparing the strategy for 2026–2030.

The Council concludes that the University's financial situation is solid, but the geopolitical environment remains unstable. Therefore, the new strategy must clearly set out the University's commitments:

- to contribute to strengthening statehood, ensuring national security, and implementing Lithuania's long-term vision 'Lithuania 2050';
- to consistently strive for greater financial autonomy, ensuring the sustainable growth and resilience of the University to a changing environment.

Vilnius University must actively participate in State transformation processes and top-level strategic discourses both nationally and internationally.

The previous strategic period provided a solid basis for continuity and preparing for change. The new strategic document must clearly distinguish the following:

- areas of strategic breakthrough – directions of high impact changes;
- daily activities – effective implementation of study, research, and administration processes.

Methodological expectations for the development of the strategy

The Council sets out the following key methodological expectations:

- **Application of the SMART principle:** each strategic objective must be specific, measurable, achievable, significant, and time-defined (e.g. 'To increase the share of international students from 8 per cent to 15 per cent by 2030' rather than a vague 'To improve internationality').
- **Orientation towards results:** the most important is the measured impact, not the number of activities carried out (e.g. not 'To develop 10 new programmes', but 'To increase the employment rate of graduates in the high-tech sector by 20 per cent').

- **Clear responsibilities:** a specific responsible unit or head must be assigned for each objective.
- **Strategic funds:** separate financial resources must be provided for breakthrough initiatives, different from the financing of daily activities.
- **Annual monitoring:** an annual reporting system must be provided to assess the actual change based on the established indicators.

The Council will take into account the following criteria when assessing the strategy:

- Is the strategy realistic and based on data and analysis?
- Are the objectives set in a clear and measurable manner?
- Is a system for allocating responsibilities and resources defined?
- Is the focus on results rather than just the performance of activities?
- Is a coherent system for monitoring change and adapting the strategy established?
- Does the strategy make a significant contribution to Lithuania's long-term strategic objectives?
- Are there measures to strengthen the financial autonomy of the University established?

The Council hopes that the strategy for 2026–2030 will become the foundation of growth, resilience, and global leadership of Vilnius University.

Vilnius, 2025