

MANAGEMENT AREA

1.Recommendation. To enhance the strategic management capacity, agility and responsiveness to external needs, the Panel recommends that the University increase its willingness to set institutional priorities, create critical mass, and increase resources at the central institutional level to enable larger efforts. More cross-faculty priorities with supporting resources and incentives to collaborate across faculties in larger clusters are needed to address national and global challenges, to create international visibility and competitiveness, and to enable VU to play a leading role in the development of the Lithuanian state, economy and society.

Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
1.1. Strengthening the University's strategic planning process, paying particular attention to the procedures for the monitoring of needs, trends, and data analysis and strategic cascading to units and divisions.	Actions taken: On 21 January 2026, the Vilnius University Strategic Plan for 2026–2030 (hereinafter the 'Strategy') was approved, with a data-driven and community-engaged approach consistently applied throughout its development. As part of the Strategy development process, a platform for submitting ideas was created on the University's internal website, which allowed community members to submit their proposals for the strategic period. A dedicated Strategy development sub-page was also prepared, and the process and interim results were presented to the community at 'town hall' meetings and in discussions with unit representatives, heads, and decision-makers. To formulate the strategic directions, an analysis of future trends was carried out, the University's performance indicators were evaluated, and targeted research was initiated, including: – a sociological survey of prospective students (Dr Milda Pivoriūtė), which revealed the expectations of Generation Z for the education system; – a demographic and prospective study (Prof. Jurgita Markevičiūtė, Prof. Alfredas Račkauskas), which allowed the University to assess the trends in the number of applicants. The regularity and consistency of the strategic planning were enhanced – the Model Regulations of a Core Academic Unit of Vilnius University (approved by Resolution No. SPN-53 of 18 November 2025) were updated, harmonising the duration and planning logic of units' action plans. A mechanism for monitoring the strategic management cycle and the implementation of the Strategy was developed, and indicators for	The strategic management framework that has been developed provides the basis for moving towards a more coherent and integrated model of planning, implementation, and monitoring across the organisation. The link between unit activities and strategic objectives is being strengthened, decision-making is increasingly becoming more data- and analysis-driven, and monitoring tools are being put in place to systematically assess progress and identify areas for timely improvement. The more targeted mobilisation of financial resources through the strategic fund and strengthened managerial practices allows for more effective implementation of strategic priorities and more coherent institutional coordination. Employing these solutions will ensure the consistent application of strategic management principles in daily operations, enhance organisational flexibility, and allow for a more rapid response to external developments. The application of these solutions is gradually being integrated across different units, strengthening consistent strategic management practices across the University.

	measuring progress were further defined for use in the drafting of performance reports. A management audit of the University was carried out in 2025, which analysed good management practices and assessed the University's progress in implementing external experts' recommendations on governance. As part of the improvement of activity coordination and monitoring mechanisms, a coherent cascading of the Strategy across units has been initiated by proposing a unified structure of units' action plans, defining their links to the strategic objectives and the principles for monitoring implementation. IT solutions for planning and monitoring processes are currently being implemented, enabling the coordination of planning processes and the monitoring of the compliance of units' activities and indicators with the Strategy and their contribution to its implementation. Tools for visualising and monitoring indicators (dashboard solutions) are being developed. In parallel, the mechanism for organising university surveys was revised to ensure more consistent use of data for decision-making. The funding model for the Strategy was updated, with the creation of a strategic fund, VU450, defining the scope and principles for funding strategic activities. Additionally, training sessions to strengthen managerial competencies were organised. Whiteboard practices are being introduced to improve planning and performance management processes, encouraging clearer target setting, team engagement, and continuous monitoring of progress. Future actions: In the short term, the model for cascading the Strategy across the units is expected to be fully implemented, ensuring its unified and consistent application across all the University's units and a clear linkage of activities with the strategic directions, strengthening accountability and ensuring the successful implementation and effective management of the Strategy. IT solutions for planning and monitoring, as well as indicator visualisation tools, are being further developed to enable more systematic monitoring of progress in the implementation of the Strategy and a more prompt response to changes. Managerial and strategic management competencies will be further strengthened at different levels of the organisation. Particular attention will be paid to the effective mobilisation of financial resources for the implementation of the Strategy. The strategic funding	The measures put in place create the conditions for strengthening the effectiveness and coherence of strategic governance, for more targeted allocation of resources to priority areas, and for creating a critical mass for larger-scale initiatives.
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	model will be further developed to ensure that resources are directed to activities that generate the greatest strategic value and that their use is consistently monitored and evaluated. It is also planned to involve the community more closely in the processes of monitoring the implementation of the Strategy and, where necessary, its reviewing, strengthening feedback mechanisms and a culture of cooperation. In a later phase, it is planned to assess the effectiveness of the solutions put in place (the cascading model, IT tools, and funding mechanisms) and to improve them if necessary. The coordination of all these activities is entrusted to the Strategic Planning Division, which will ensure methodological coherence and process integrity.	
1.2. Setting institutional and interdisciplinary/cross-faculty priorities.	Actions taken: The University has developed institutional strategic directions based on an analysis of future trends, an assessment of the University's performance indicators, and targeted studies that were initiated (see more in Recommendation 1.1). In the area of science, the development of a model for organising interdisciplinary activities was initiated, based on centres of competence and excellence, which bring together researchers from different disciplines, enhance the quality, internationalisation, and competitiveness of research, and provide the basis for international interdisciplinary research initiatives. Interdisciplinarity is consistently being promoted in the area of studies, with the design and development of interdisciplinary study programmes and course units focused on solving complex problems and addressing labour market needs. This enables students to acquire broader competencies and the ability to work in an interdisciplinary environment (see more in Recommendation 12). The development of the University as a national Think Tank has been identified as a strategic breakthrough direction. Bringing together competencies from different research areas, the University's role in public policy decision-making and in strengthening societal resilience is being shaped. These directions are integrated into the Strategy for 2026–2030, which includes specific measures related to the development of centres of competence, strengthening interdisciplinary studies, and putting the Think Tank model into operation.	More clearly defined institutional and interdisciplinary priorities allow for a more focused organisation of the University's activities and a more effective pooling of competencies in different areas. Cross-faculty cooperation in research and study activities is strengthening, and opportunities for interdisciplinary research and studies focused on solving complex problems are increasing. The development of the competence centre model and the interdisciplinary studies provide the basis for strengthening the University's international competitiveness, increasing its attractiveness to high-level researchers and students, and improving the quality of its research. The development of the Think Tank strengthens the University's role as an active participant in public policy-making and allows for a more coherent pooling of expert competencies. In the long term, the aim is to strengthen the University's ability, as a mobilising national hub for ideas and expertise, to systematically contribute to the quality of public policy decisions.

	Future actions: The following planned actions are directly linked to the measures set out in the Strategy for 2026–2030 and are aimed at their consistent implementation and operationalisation throughout the organisation. The network of centres of competence and excellence (currently, there are five such centres at the University, with eight planned) is planned to be consistently developed, implementing the Strategy's measures 1.1 and 1.2: – to strengthen research and innovation activities within existing centres (1.1.1); – to establish new international research competence centres secured by national funding (1.1.2); – to define the criteria for establishing the centres and the organisational model for their operation (1.2.1); – to enable the formation of new centres and the development of their activities (1.2.2). In parallel, the interdisciplinarity of studies will be strengthened through the implementation of the Strategy's measure 6.2: to develop interdisciplinary study programmes and course units addressing global challenges (6.2.1). The number of students studying interdisciplinary course units or programmes is expected to increase by 150% over the strategic period. The University's Think Tank model is also to be operationalised through the implementation of the Strategy's measure 12.1: – to identify priority themes linked to the State's strategic objectives; – to prepare expert analyses, policy recommendations, and policy briefs; – to organise workshops and thematic forums on the development of policy proposals; – to develop cooperation with public authorities and other partners to ensure the impact of expert activities. At least five policy briefs are envisioned to be produced annually over the strategic period, as well as at least five policy proposal workshops, and the organisation of an annual Lithuanian Resilience Forum. The aim is for no less than 50% of the Think Tank's experts to participate in working groups and consultative processes of public authorities. At this stage, priority is given to the consistent application of these initiatives and their integration into the University's activities. At a later	and to society's resilience in the context of global change. The implementation of the planned initiatives will allow for a more coherent integration of interdisciplinary priorities into the University's activities. The extent of their practical implementation is currently evolving at different levels of the organisation; thus, the focus is on their consistent application and reinforcement throughout the organisation.
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	stage, their effectiveness is planned to be assessed and, if necessary, the measures taken adjusted.	
2. Recommendation. The Panel recommends clearer selection and presentation of a small set of strategic performance data that are key in strategic development to be always at hand for decision-making bodies. The challenge of identifying strengths and weaknesses that require prompt strategic attention by institutional decision-makers is still unsolved and should be given prioritised attention.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
2.1. Setting up a procedure for response to the evaluation report of the University's strengths, weaknesses, opportunities, and threats.	Actions taken: While preparing the University's annual performance report, the Strategic Management Division contributes to the preparation of a confidential critical letter to the University's Council drafted by the University's management. From 2025 onwards, this document is prepared using the principles of the SWOT (strengths, weaknesses, opportunities, and threats) analysis and is considered alongside the annual performance report, helping to systematically identify key strategic issues, risks, and opportunities, as well as to focus the attention of decision-makers on priority issues. The University community plays an important role in shaping and interpreting strategic information: insights and signals about operational strengths, problems, and challenges come from unit activities, discussions with managers, and community involvement in strategic management processes (e.g. Rectorate meetings, annual Leadership Event). The management of the University also actively participates in national and international expert and management structures (e.g. the Lithuanian University Rectors' Conference, the Research Council of Lithuania, LAMA BPO), which creates the conditions for timely identification of changes in the external environment and their integration into strategic management. The monitoring mechanism for the implementation of the Strategy foresees the possibility of periodically reviewing the implementation of the Strategy on the basis of progress reports and by applying the principles of the SWOT analysis. Future actions: The principles of the SWOT analysis will continue to be systematically applied in the processes of monitoring the implementation of the Strategy and in the annual performance evaluation. From 2026 onwards, through the updated structure of the annual performance report, the SWOT analysis will be systematically used both for the preparation of the annual performance report and for assessing	Strengthened mechanisms for analysing and presenting strategic information enable a more systematic identification of the University's key strengths, weaknesses, opportunities, and risks and their integration into decision-making. Strategic information becomes more structured and comparable, enabling the highest-level decision-makers to identify priority areas more clearly and focus on key issues, while also strengthening community involvement in decision-making and implementation. The data-driven management system under development allows for a shift towards analytics-based strategic management practices and better monitoring of performance results and their development over time. Further implementation of these measures will enhance early identification of risks, improve decision-making quality, and enable a more targeted response to external and internal developments. The application of these mechanisms is gradually being integrated into the daily strategic management practice.

	progress in the implementation of the Strategy, identifying key strengths, weaknesses, opportunities, and risks, and ensuring that these are discussed at management levels. In parallel, a data-driven management system will be developed through the implementation of the Strategy's measures: -11.3 – to develop a data governance map of the University, identifying key strategic data, its sources, and use for decision-making; -to strengthen data structuring, quality, and accessibility; -to develop analytical tools and their integration into management processes; -11.2 – to implement AI tools for analytics and early risk identification. This phase focuses on strengthening the practical application of these measures in the different activities of the University. The subsequent phase will include an assessment of the effectiveness of these mechanisms, including a mid-term evaluation of progress in implementing the Strategy, and, where necessary, improvements to the processes for analysing and using strategic information.	
2.2. Strengthening the University's strategic planning process, paying particular attention to the procedures for setting and measuring strategic indicators.	Actions taken: The University developed a system of indicators for monitoring the implementation of the Strategy, covering the main areas of activity and used for assessing progress towards the Strategy's objectives. Strategic planning and monitoring capacity was strengthened by expanding the functions of the Strategic Management Division (data analysis, performance analysis, quality assurance, monitoring of the implementation of the Strategy), increasing the number of staff (from three to seven full-time equivalent (FTE) positions), and aligning the planning cycles of the units to ensure a coherent strategic management process (see more in Recommendation 1). A standardised template for the description of strategic performance indicators was developed based on the methodology of the Government of the Republic of Lithuania and the University's internal procedures, ensuring clear indicator definitions, consistent data collection, and the compatibility of data collected across different information systems. Indicators are used to monitor performance and track changes over time, as well as to identify problem areas when preparing the annual performance report, assessing progress in implementing the Strategy, and providing information to the University Council.	The use of the indicator system allows for consistent monitoring of progress in implementing the Strategy and for assessing performance and changes therein. The visibility, comparability, and consistency of performance data are improved, enabling decision-makers to identify priority areas more clearly and to base decisions on data and analytics. The University has developed a strategic planning and indicator management system to better define, measure, and monitor strategic performance. A standardised methodology for developing indicators and an indicator description system ensure the quality, comparability, and reliability of progress monitoring, while strengthened analytical capacity allows for more effective interpretation of data.

	Regular monitoring of the Strategy implementation has been established (twice a year), responsibilities are defined, and strategic management information is available in internal information systems. Data collection, analysis, and visualisation tools are under development to ensure reliable, timely, and comparable information for decision-makers. Future actions: The following planned actions focus on operationalising the indicator system and applying it in decision-making. From 2026 onwards, while implementing the new Strategy, indicators will be systematically used to monitor progress in the Strategy implementation, covering the University's key performance indicators (research quality, internationalisation, learning outcomes, etc.). To implement the Strategy's 'Effective Organisation' (11) direction, the following is planned: – 11.3.1 to develop a data governance map of the University that will allow the University to clearly identify key strategic data, its sources, and its use in governance processes; – to introduce advanced data management and analysis practices, strengthening data- and analytics-driven decision-making; – to develop data analytics and visualisation tools to track changes in indicators more quickly and use them in day-to-day management practice; – to strengthen the links between indicators and strategic objectives and unit activities. The current focus is on strengthening the practical use of indicators at different levels of the University.	
3. Recommendation. The Panel suggests considering the appointment of a Chief Information Officer, or the establishment of an Institutional Research Office that would gather, analyse and present core information on strategic development and other key aspects of institutional development. Its key functions might include providing analyses and reports to support an evidence-based approach to organisational planning, decision-making, and quality enhancement.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
3.1. Establishing a Chief Information Officer position/an internal data analysis centre at the University.	Actions taken: The Regulations of the Strategic Management Division were updated (R-442, 25 July 2025), expanding the functions related to data analysis, conducting institutional research, and evidence-based management.	The University has strengthened its institutional data analysis function and built analytical capacity to use data for strategic management and decision-making more systematically.

	The Strategic Management Division was tasked with systematic analysis of the University's activities, initiating and conducting research in the area of strategic management, collecting, structuring, and analysing data, and providing insights for decision-making. Other functions related to implementing data management and analysis tools, ensuring the quality and availability of data for strategic management, and coordinating the provision of data for international rankings were also defined. In parallel, the Strategic Management Division was assigned the functions related to the implementation of the quality management system, strengthening of internal control, and the development of a culture of strategic management, ensuring the integration of analytical information into strategic planning, decision-making, and performance improvement. Analytical capacity was strengthened with the creation of a data analyst position, and the Strategic Management Division currently employs three data analysts. Future actions: The following planned actions focus on operationalising analytical capacity at the University to strengthen data quality, accessibility, and use in strategic planning, quality management, and decision-making. In parallel, analytical and research activities continue with the involvement of the University community, including the proposal of research topics for theses. To implement the Strategy's 'Effective Organisation' (11) direction, the following is planned: – 11.3 to further develop the deployment of IT tools in strategic management, planning, and monitoring processes; – to strengthen data- and analytics-based decision-making; – to develop data analytics and visualisation tools. The current focus is on operationalising analytical functions and strengthening their practical application at different levels of the University.	The Strategic Management Division integrates the functions of data analysis, institutional research, quality management, and strategic monitoring, thus strengthening evidence-based management practices at the University. Further development of analytical skills will strengthen the integration of data analysis into strategic planning, quality assurance, and performance improvement. The practical application of these functions is still evolving, and the focus is on integrating them into day-to-day management practice.
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4. Recommendation. To make the annual development interviews contribute maximally to achieving strategic aims, the Panel commends VU's plan to conduct these interviews at all levels of the organisation and with all individual employees. The Panel also recommends that prioritised strategic attention is given to leadership development and staff competence training to enable all responsible persons to conduct such interviews effectively and sensitively.

Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
4.1. Developing competence of the management in regards to conducting annual development interviews (training, seminars, etc. for the management).	Actions taken: The University has developed and operationalised a training system for staff (including managers) that includes structured competency development based on identified needs. A list of training topics and a training plan (schedule) was developed, and recommended topics for staff and managers were identified. Each year, a management competency development plan is drawn up, based on the training budget allocated and the needs of managers identified in the annual interviews. Additional needs are identified through surveys and other feedback instruments. Management training is organised regularly, in the spring and autumn semesters, providing continuous development of managerial competences in the areas of communication, feedback, leadership, and conducting annual interviews. New managers are systematically invited to management training, which provides them with a basic knowledge of leadership and conducting annual interviews. A specialised training course on 'Conducting Annual Interviews at the University' (8 academic hours) is organised for new managers and is held annually in the autumn semester to coincide with the start of the annual interview process. The training aims to standardise knowledge of the performance assessment process, strengthen performance management competencies, and develop practical interviewing skills. For managers with existing experience, individual consultations as well as e-learning materials are available. The annual interview process has been optimised by eliminating paper forms and transferring them to the Document Management System 'Avilys', increasing accessibility and administrative efficiency of the process. Future actions: The following planned actions focus on strengthening managers' competencies in leadership and feedback practices, as well as the development of a consistent practice of annual interviews at different levels of the organisation. Further development of the management training system is planned:	The development of the management competency training system reinforces a more coherent culture of leadership, feedback, and staff competency training at the University. New managers are systematically involved in management training and training on conducting annual development interviews, shaping the overall performance assessment and management practices of the organisation. There are also opportunities to update competencies through individual consultations and e-learning tools. The optimised annual interview process and its transfer to the Document Management System 'Avilys' increases the accessibility, consistency, and administrative efficiency of the process. The application of these solutions will strengthen the management quality and staff engagement. The practical application of these competencies at different levels of the organisation is still evolving, and the focus is on their integration into day-to-day managerial practice.

	– to regularly update training topics according to identified needs; – to strengthen managers' competencies in the areas of leadership, empathy, employee capacity building, and providing feedback; – to review and, where necessary, improve the documentation and implementation process of the annual interviews, following an assessment of community feedback; – to strengthen the links between the annual interviews, staff performance planning, and the implementation of strategic objectives. To implement the Strategy's 'Effective Organisation' (11) direction, it is planned to strengthen the leadership culture, employee engagement, and organisational competencies. The current focus is on developing a consistent practice of annual interviews at different levels of the organisation.	
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5. Recommendation. With respect to website development, the Panel recommends making all key documents and performance indicators more easily accessible for institutional members and external partners. It also recommends enhancing the webpage accessibility for people with physical or mental disabilities. **9. Recommendation.** The Panel recommends that quality assurance documentation – including quality goals and the description of the quality assurance system – is made publicly available to anyone on the VU website in Lithuanian and English.

Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
5.1. and 9.1. Updating the University's website (in Lithuanian and English).	Actions taken: Consistent updating of the University's website (vu.lt) was carried out, including a review and modernisation of the design, structure, and logic of the presentation of information. Accessibility measures were introduced, complying with WCAG 2.1 Level AA requirements. This enhances transparency of the activities, uniform access to information, and consistent University communication to internal and external audiences. Technical solutions are being put in place to ensure that information is presented consistently in both Lithuanian and English. The main information about the University and its performance indicators are published on vu.lt (e.g. on 'Facts and History' and the annual performance report sub-pages).	The actions implemented have improved the accessibility of information by making the University's key documents and performance and quality assurance information easier to access for internal and external users, while the unified content structure in English and Lithuanian ensures a more consistent presentation of information. The website incorporates WCAG 2.1 Level AA-compliant solutions and standardised design and content templates to improve user experience and accessibility of information. The publicly available 'Quality Management' sub-page and the Study Quality Guide enhance the transparency and accessibility of the quality

	Data management and analytics tools (Power BI, SharePoint) are being implemented and improved for internal use, in parallel with a project to collect and visualise performance data. Key information on the University's quality management was published on the University's website, a 'Study Quality and Assurance' sub-page was developed, and the Study Quality Guide was published. A News Hub content management system for the vu.lt website was created and is being further developed; it enables centralised management and distribution of information across the University's websites. Templates for study programmes and other structured information are being updated by integrating data from internal systems. Future actions: The information architecture of the University's website is planned to be further improved to provide even clearer and faster access to data. The centralised content management solutions are planned to be expanded to ensure that information is delivered consistently across all VU digital platforms. The website accessibility solutions are planned to be consistently improved, ensuring compliance with international standards and best practices. The design system is planned to be further adapted to the needs of different users, including people with disabilities. The Quality Policy document is planned to be finalised and made public. Public access to all key quality assurance documents in both Lithuanian and English is planned to be ensured on the University's website.	assurance system for the community and external stakeholders. The solutions under development will further enhance information accessibility, transparency, and user experience.
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QUALITY ASSURANCE AREA

6. Recommendation. The Panel recommends that VU establishes a comprehensive quality assurance policy and system that contains the quality assurance organisational structure – with the description of the participants' exact roles and tasks. **7. Recommendation.** The Panel also recommends that the quality assurance policy and system take full account of current practices, which reflect existing roots of the quality culture.

Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
6.1.–7.1. Establishing a unified University Quality Assurance System. Established position of a quality management specialist/expert at the University.	Actions taken: In October 2023, a Quality Management Specialist/Expert position was created in the Strategic Management Division, and its job description was approved. Its functions include the development of the University's quality policy and coordination of its implementation, the evaluation and development of the internal quality management system, the development of quality indicators and their monitoring principles, the analysis of the quality culture, and the integration of best practices into the quality system under development. Future actions: The following planned actions focus on integrating the quality management function into the strategic management system and strengthening data-driven quality management. To implement the Strategy's 'Effective Organisation' (11) direction, the following is planned: – to introduce data- and indicator-based management; – to strengthen the monitoring of quality indicators; – to introduce quality-based requirements for academic activities and to improve their monitoring systems (11.1.2). This phase prioritises the consistent application of quality management principles at different levels of the organisation.	With the establishment of a specialised quality management function and the systematic development of a quality policy, the University is moving from fragmented practices towards a more coordinated and structured quality management system integrated into strategic management processes. One important change already achieved is a clearer definition of quality management roles and responsibilities, and the launch of a coherent process for the development and coordination of a quality policy. Further operationalisation of these functions will strengthen data- and indicator-based quality management at the University.
Current quality culture at the University evaluated. Examples of process management and quality assurance good practice established and to be integrated into the unified University Quality Assurance System under development.	Actions taken: In 2024, an assessment of the existing quality culture and documentation was carried out, identifying quality principles in strategic and regulatory documents, as well as highlighting good practices already in place at the University (the Study Quality Guide, PDCA cycle, FAST/LEAN initiatives, HRS4R, OTM-R). A visualisation of the performance and quality management model was developed; it includes the links between strategic objectives, quality goals, main areas of activity, and quality assurance measures.	The analyses carried out and the identification of good practices have created a factual and comparative basis for developing a coherent quality assurance system aligned with the University's current practice. Consistency in quality assurance practices is improving, and the links between strategic

	An analysis of the quality culture, systems, and strategies of more than 20 European universities was carried out between 2024 and 2026, enabling the identification of different quality management models and good practices to be used in the development of the University's quality assurance system. Future actions: The Strategy embeds quality assurance through strengthening organisational effectiveness and governance. The 'Effective Organisation' (11) direction provides for the introduction of data- and indicator-based management, enabling the development of a common indicator system and the consistent monitoring of progress in all areas of the University's activities. To implement the Strategy's 'Effective Organisation' (11) direction, it is planned to standardise and review the University's core processes (11.4), clarifying responsibilities, workflows, and roles of quality assurance within the organisation. The following actions are planned: – to further systematise and integrate quality assurance practices employed at the University; – to develop process standardisation and quality monitoring principles; – to strengthen the links between quality management, strategic objectives, and performance indicators.	objectives, operational processes, and quality monitoring tools are becoming clearer. The implementation of the planned measures will strengthen an integrated, strategically linked, and data-driven quality management system at the institutional level.
The University's quality policy document and a set of quality documents – quality guide/process book – prepared, coordinated with the community, and approved.	Actions taken: The Study Quality and Assurance sub-page and the Study Quality Guide of the University were prepared and made public. After evaluating the analyses carried out and the practices of other universities, it was decided to develop the University's quality policy document, defining the principles of quality management and a conceptual model of quality management. The drafting of the document is coordinated with the development of the new Strategy, its implementation model, and the review of the strategic management system. Future actions: Following the review of the strategic management cycle, and in the context of the preparation of the new Strategy, it is planned to approve the University's quality policy document as an integral part of the strategic management system, based on good university practices and on the experience gained from implementing the Study Quality Guide.	The development of the University's quality policy document, which is linked to the Strategy, provides a coherent basis for quality management at the institutional level, defining general principles, responsibilities, and logic of quality assurance in different areas of activity. The clarity, transparency, and integration of quality policy into strategic planning, activity implementation, and progress monitoring is increasing. The operationalisation of these measures will reinforce an integrated quality assurance system in which quality management becomes a coherent part of strategic management.

	It is planned to clearly link the principles of the quality policy with the strategic objectives, indicators, and their monitoring mechanisms, ensuring that quality assurance is integrated into the planning, implementation, and progress assessment processes. It is also planned to define the responsibilities for the implementation of the quality policy at institutional and unit levels, to develop guidelines for its implementation, and to ensure its consistent implementation through the Strategy's cascading and monitoring instruments. The current focus is on integrating the quality policy model into the strategic management system.	
8. Recommendation. The Panel recommends intensifying work on “institutional standards for staff development”. This recommendation has been made already in the External Evaluation Report of 2013, but university-wide standards are not yet in place, though particularly important for institutional development.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
8.1. Establishing a training system for employees (the management included) and setting the University staff development standards. 8.2. Creating a system of allowances for staff development training.	Actions taken: Initiatives have been implemented to strengthen staff development and the learning culture at the University. A description of general competencies for teaching was developed, and training in basic and specific teaching competencies is consistently organised (≥100 teaching staff members per year). Initiatives are also being developed to strengthen the culture of good teaching and the sharing of good practices (‘Teaching Innovation Days’, a summer academy for the teaching staff, and a network of educational consultants). The staff training plan is updated annually, the ‘University Teaches the University’ project is being implemented (around 700 participants in 2024, and around 1,000 community members in 2025), and internal learning initiatives are being developed, including the ‘Mokytis ŽaVU’ platform. The University already has separate elements of staff development and competency development tools, but these are not yet integrated into a unified institutional staff development system Future actions: The following planned actions are focused on building a unified staff development system and linking competency development to the academic career model and the strategic priorities of the University. To implement the Strategy's ‘Effective Organisation’ (11) direction, the following is planned:	The University has developed a broad base of staff development activities and a strong learning culture: regular training is organised, community-based learning initiatives are developed, and competency models are being shaped. The consistency of staff development activities and their links to the quality of academic performance, professional development, and the University's strategic priorities is increasing. The operationalisation of the Teaching Staff Academy and other centralised initiatives, and the implementation of the new Strategy, will allow for a transition towards a coherent, institutionally coordinated staff development system with clear standards, competency models, and systematic planning of learning activities.

	– to differentiate qualification requirements for academic positions and introduce a competency framework for teaching career stages (11.1.1); – to operationalise the Teaching Staff Academy that ensures systematic reinforcement of a good teaching culture and methodological support to academic staff (11.1.3). Further systematisation of staff training planning, competency development activities, and qualification development standards for different staff groups is planned.	
10. Recommendation. The Panel recommends giving more personalised and effective support to foreign students in order to facilitate their integration into the VU community.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
10.1. Updating the information regarding international students' admission on the University's website in English.	Actions taken: A dedicated sub-page (admissions.vu.lt) for attracting international students was created and used in the 2024 admissions campaign to provide clear and easily accessible key information on the admissions process, study programmes, the study environment, and student integration opportunities at the University. The information on the University's website available in English was updated and supplemented to ensure a more consistent and clearer presentation of studies, admissions, and student services to an international audience. A description of the procedure for providing study information on the website was developed, outlining the principles and responsibilities for preparing, coordinating, and updating information. Future actions: The following planned actions focus on consistently improving access to information and services for international students, as well as strengthening integration measures. The following is also planned: – to ensure systematic and timely updating of information in English; – to improve the availability of services in English for international students;	Updated and structured information in English and the creation of a dedicated admissions sub-page have improved the accessibility and clarity of information for potential international students, contributing to a smoother admissions process and a clearer presentation of the study offer to an international audience. The prepared description of the procedure for providing study information provides the basis for systematic information management and more consistent updating. The measures under development will further enhance the accessibility of services for international students, the quality of information, and their more consistent integration into the University community.

	– to improve the information structure and user experience on the University's website; – to develop integration and orientation measures for international students. To implement the Strategy's measure 5.1.1, it is planned to strengthen the value propositions of international study programmes and their competitiveness in international markets. At this stage, priority is given to building a coherent information and integration system for the international community.	
10.2. Developing a plan for the measures for integrating foreign students into the University community.	Actions taken: The University implements various initiatives to enhance the integration and well-being of international students (e.g. 'Arqus Café' activities, mobility preparation courses). Orientation weeks and cultural and community activities are organised, mentoring and volunteer support initiatives are available, and psychological well-being services in English (lectures on emotional well-being, stress management and crisis management, personal growth groups) are being developed. Information is provided to international students about the study process, life in Lithuania, psychological support, and other services available at the University. Integration activities are implemented in cooperation between different University units, student organisations, and partners. To address practical issues relevant to international students, cooperation was initiated with specialists from Lithuanian higher education institutions through committees and working groups of the Lithuanian University Rectors' Conference, focusing on access to health insurance, student information, and integration practices. Initiatives to strengthen the involvement of international students in the University's community and to improve their study experience continue to be developed. Future actions: The following planned actions focus on strengthening the coordinated system of integration of international students and expanding access to services. The following is planned: – to develop psychological well-being services in English, including personal growth and peer support groups;	The integration measures being developed are strengthening the inclusion of international students, the accessibility of services, and the community connection to the University. Stronger coordination between the different units is creating the conditions for a more coherent and personalised system for the integration of international students. The measures under development will further enhance the well-being, integration, and quality of the experience of international students at the University.

	– to strengthen cooperation between the areas of student affairs, internationalisation, and well-being, ensuring more consistent access to services for international students; – to review the scope and long-term sustainability of integration activities, based on an assessment of available resources; – to improve information and measures related to international students, taking into account the planned changes in the areas of equal opportunities and non-discrimination. To implement the Strategy's 'Open and Inclusive University' direction, it is planned to strengthen measures for student well-being, inclusion, and a sense of community. Current efforts are focused on developing coherent and long-term practices for the integration of international students.	
11. Recommendation. The Panel recommends raising students' awareness of concrete appeal processes and organising staff training to raise awareness of non-discrimination practices and of the capacity to notice critical situations.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
11.1. Forming a policy on the prevention of discrimination and violence at the University.	Actions taken: The University has approved the Policy on the Prevention of Violence and Harassment (hereinafter the 'Policy') (Order of the Rector No. R-106 of 22 March 2023) and the Description of the Procedure for the Investigation of Discrimination, Harassment, Sexual Harassment, Violence, and Persecution setting out the principles for reporting, investigating, and providing support. The Violence and Harassment Prevention Commission and the Trust Line (pasitikejimas@cr.vu.lt) are in place to enable members of the University community to report possible violations confidentially or seek advice. In 2025, the Commission received 21 appeals, provided 18 consultations, and investigated eight reports. The community is provided with information on support and appeal options, and prevention and educational activities are held. The University also implements initiatives to strengthen equal opportunities, inclusion, and non-discrimination, thereby creating a safe and respectful academic environment.	The implemented Policy and the appeal procedures put in place provide the basis for a more consistent system for preventing discrimination and violence at the University. The Commission and the Trust Line in place, along with clearer response procedures, strengthen the community's capacity to seek support and address potential violations. Community awareness of support and appeal options increases, and practices to build a safer, more respectful, and inclusive organisational culture are strengthened. Between 2024 and 2025, the number of appeals increased by 23%, while the Trust Line received only eight appeals and four reports.

	Future actions: The planned actions focus on strengthening the system of prevention of discrimination and violence and increasing its accessibility to the community: – to review and update the Policy and related procedures; – to integrate the functions of the Equal Opportunities Coordinator; – to strengthen community awareness of appeal options and support measures; – to develop prevention and educational activities; – to improve the clarity and accessibility of public information. The main activities are currently focused on strengthening consistent prevention and response practices at the University.	
11.2. Preparing descriptions of appeal handling procedures that are clear and easily accessible to users.	Actions taken: The University has prepared and published clear and easily accessible information on appeal submission and handling procedures, appeal options, and support mechanisms for cases of discrimination, harassment, sexual harassment, violence, and persecution (in Lithuanian). (https://www.tf.vu.lt/apie-mus/apie-vu-teises-fakulteta/lygios-galimybes/) The University's website provides information on the Policy on the Prevention of Violence and Harassment, appeal procedures, responsible contact persons, the Trust Line in place, and the Commission's activities. To ensure greater clarity and accessibility for the community, the information is presented in a structured manner and regularly reviewed and updated. https://www.vu.lt/en/university/equal-opportunities. Future actions: The planned actions focus on improving the clarity and accessibility of the appeal-handling system and raising community awareness. – to review and update public information on appeal submission and handling procedures; – to ensure clearer communication of information to different community groups; – to increase the accessibility of information in English; – to improve the information structure and user experience on the University's website; – to improve the visibility of information on support and appeal options among the University community.	Publicly available, more clearly structured information on appeal submission and handling procedures contributes to greater transparency of the system, easier access to the responsible channels, and better visibility of the University's support mechanisms. Clearer communication of information enhances community awareness of appeal options and leads to more consistent application of the Policy of Prevention of Discrimination and Violence in practice. Further development of the measures will strengthen access to information and community trust in existing support and response mechanisms.

	The focus is now on providing consistent and easily accessible information on appeal and support options.	
11.3. Disseminating the policy on the prevention of discrimination and violence amongst the University community.	Actions taken: The University provides community outreach, educational, and prevention activities to raise awareness of the principles of equal opportunities, non-discrimination, violence and harassment prevention, and support options. Training, lectures, and discussions are organised for the University community, and materials are prepared and published to raise community awareness of creating a respectful and safe academic environment. This information is collected and analysed. Self-learning programmes on 'Recognising and Preventing Sexual Harassment', 'Psychological Violence (Mobbing) in the Workplace' are available to the community. Prevention and educational activities are carried out in cooperation between different units and specialists of the University. The results of the 2024 employee survey show that 60% of those who took part know where to seek help and are willing to report known cases of discrimination, but 17% indicated they did not yet know where to report such cases. Future actions: The organising of training for staff and students is an ongoing process, reviewed annually. To strengthen prevention activities, community engagement, and awareness, the following measures shall be taken: – include non-discrimination and anti-mobbing topics as a compulsory or regular part of competence development; – expand targeted meetings with units; – ensure coordination between prevention, well-being, and community-building activities; – analyse the nature of appeals across different units of the University to identify the most relevant issues and to apply more targeted preventive measures in specific units. – the 2026 employee survey will measure whether and to what extent the measures taken have (a) raised awareness of anti-discrimination measures and (b) changed attitudes that discourage people from seeking support in cases of discrimination.	Ongoing prevention and educational activities raise awareness among the University community about the principles of equal opportunities, non-discrimination, and violence prevention, as well as the support available. The visibility and accessibility of preventive measures are increasing, strengthening the practice of building a safer, more respectful, and inclusive organisational culture. Further development of these measures will lead to a more consistent application of prevention principles in the University's day-to-day activities and to greater community trust in the support and response mechanisms in place.

STUDIES AND RESEARCH AREA

12. Recommendation. *The Panel recommends promptly establishing a robust method for assessing student and graduate competencies, as this strategic aim directly responds to national skill demand and stakeholder needs. Special attention should be put on generic competencies and transferable skills.*

Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
12.1. Creating a methodology for assessing the generic competencies of the University graduates.	Actions taken: At the time of the institutional evaluation, the list of generic competencies of the University's graduates, approved by Resolution No. SPN-46 of 21 September 2021 was in force, defining five generic competencies and the methodology for their assessment at three levels. The Concept of Interdisciplinary Studies of the University (replacing the Concept of Interdisciplinary Studies of the University approved by Resolution of the Senate No. SPN-43 of 18 October 2023) was approved by Resolution of the Senate No. SPN-51 of 18 June 2024, which contains five competencies defining interdisciplinary thinking of students (two of which are overlapping, the other three are complementary) and the methodology for their assessment (threshold, typical, and excellent achievement levels). The purpose of these documents is to ensure that all the University's study programmes are designed and updated to develop the competencies identified at the University, study programme, and course unit levels. The above documents have been approved at the University level. At the study programme level, the description of the study programme is prepared in accordance with the Methodology for the Evaluation of Study Programmes Intended to be Implemented (approved by the order of the Director of the Centre for Quality Assessment in Higher Education (SKVC)) and the typical form of the description of a study programme intended to be implemented at Vilnius University (approved by Order of the Pro-Rector for Studies of Vilnius University No. R-289 of 25 July 2023) which includes generic competencies and must indicate their links with course units. At the course unit level, teaching staff shall include the development and assessment of these competencies in their course unit descriptions. The structure of the course unit and the teaching and assessment methods chosen shall be the responsibility of the teaching staff. The University provides support for teaching staff through training and consultation sessions on the development and assessment of generic competencies. In a survey completed by final year students in the spring semester of	All new study programmes are designed to develop generic competencies. Descriptions of course units prepared by teaching staff are assessed in terms of the extent to which the course unit develops the competencies identified in the study programme description. The implementation of the measures provided for in the Strategy for 2026–2030, which focuses on international experience development, is expected to strengthen the currently weakest competency (intercultural competency).

	2023/2024, students were asked to rate the extent to which their studies had contributed to the development of generic competencies on a scale from 1 (Very little) to 5 (Very much). The results showed that intercultural competency was the least developed during the studies (only 39.5% of students rated it 4–5, whereas 59.5% to 68.5% of students gave the same rating to the other competencies). Future actions: To implement the Strategy's measure 6.1. To expand students' international experience, the following is planned: 6.1.1. to increase the offer of international joint study programmes; 6.1.2. to implement international study initiatives with international partners; 6.1.3. to promote the recruitment of international teaching staff. In implementing the Strategy's measure 6.2. To promote interdisciplinarity of studies, the following is planned: 6.2.1. to develop interdisciplinary study programmes and course units addressing global challenges	
13. Recommendation. The Panel recommends increasing flexibility (including inter- and multi-disciplinarity) of study programmes, expanding the individual study plan approach, and to consider part-time study options and blended learning between the workplace and academia.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
13.1. Consolidating opportunities for the implementation of individual studies.	Actions taken: Individual studies, which are an integral part of a study programme for students in the first cycle or integrated studies, were introduced at the University in 2023. They enable the development of studies aligned with students' personal interests and career goals through optional modules in their programmes and through the selection of mobility programmes and individual study plans. The procedure and rules of the implementation of the course units (modules) of individual studies and the optional course units (modules) of the first cycle and integrated study programmes at the University is established by the approved (by Order No. R-151 of 20 April 2023) Description of the Procedure for the Implementation of the Course Units (Modules) of Individual Studies and the Optional Course Units (Modules) of Study Programmes at Vilnius University. As the number of students eligible to choose individual course units from the second year onwards has increased, the number of such selections has grown by 61%. 46% of such choices are recorded outside the unit where	The individual study system is already fully implemented and used by students. 46% of individual study selections are recorded outside their units, which aligns with the University's aim to expand inter- and multidisciplinary studies. Individual studies allow students to develop competencies in their field of interest, responding to the rapidly changing needs of the labour market. Individual studies are expected to strengthen interdisciplinarity across the University further and allow students to broaden their academic horizons. The administration of individual studies is expected to be smoother thanks to updated study information systems and better-aligned

	students study, reflecting students' need to go beyond the choice of course units in their field of study. The fact that half of all choices are made outside students' own study field and academic unit exceeded even the most optimistic expectations. The individual study model has contributed significantly to the development of multidisciplinary at the University. To address questions arising during individual study choices, a mentoring network has been set up for students, consisting of teaching staff from different faculties who can advise students on developing specific competencies (https://www.vu.lt/en/students/services-for-students/mentoring). Tools for a smoother selection of individual studies were designed: Individual Study Pathway (in Lithuanian) and a remote course in the Virtual Learning Environment. Future actions: Further improvements are planned: alignment of timetables, updating the individual study selection system to ensure its smooth functioning when a large number of students are registering for course units at the same time, and the development of student counselling to provide more assistance and advice in choosing course units and planning their studies. To implement the Strategy's measure 7.1. To consolidate mentoring and individualised studies at the University level, Activity 7.1.3. is planned. To enable more flexible studying by introducing solutions within the study information system to improve the administration of individual studies.	timetables, and a more extensive mentoring network for students.
13.2. Preparing a concept of interdisciplinary studies at the University. 13.3. Developing interdisciplinary course units and study programmes.	Actions taken: The University, with its strategic focus on increasing its impact on society and the State and recognising the importance of interdisciplinarity in studies, is committed to promoting the development of interdisciplinary studies. On 17 October 2023, the Senate approved the Concept of Interdisciplinary Studies at Vilnius University (SPN-43). To promote the interdisciplinarity of University studies, in 2024, a training cycle was held for teaching staff planning or preparing interdisciplinary course units (modules), and calls for teaching staff to apply for funding to prepare such units (modules) were published. At the University's initiative, and based on the University's Interdisciplinary Study Concept, the Lithuanian University Rectors' Conference proposed a draft of national guidelines for interdisciplinary studies in 2023 which was implemented through the approval of the Description of the Interdisciplinary Study Field (Order of the Minister of Education, Science, and Sport No. V-256 of 8 April 2026 (in Lithuanian)) and the formal establishment of the	Currently, five interdisciplinary study programmes are registered at the University in four academic units. 16 interdisciplinary course units have been approved (15 have been registered and one is planned to be registered during the autumn semester 2026), 24 proposals for interdisciplinary course units are currently being edited, and descriptions are being drafted. The implementation of the measures set out in the Strategy is expected to lead to an increase in the supply of interdisciplinary study programmes and course units and an increase in the number of students enrolled in interdisciplinary studies, reflecting the attractiveness of these studies, as

	group of interdisciplinary study fields in the national classification of studies (Order of the Minister of Education, Science, and Sport No. V-264 of 9 April 2026 (in Lithuanian)). The University also offers interdisciplinary doctoral studies. Future actions: It is planned to continue the periodic call for proposals for teaching staff to develop interdisciplinary course units focused on implementing the United Nations Sustainable Development Goals, and to continue providing support for the development of teaching staff's competencies in this field. In addition, following the revised national-level regulation on interdisciplinary studies, it is planned to expand the call by inviting units to develop interdisciplinary programmes focused on complex problem-solving in selected fields characterised by high complexity. To implement the Strategy's measure 6.2. To promote interdisciplinary studies, the following is planned 6.2.1 To develop interdisciplinary study programmes and course units addressing global challenges. The following activities are planned under this measure: – to implement at least one call for proposals per year for the development of interdisciplinary programmes and course units; – five new interdisciplinary study programmes and 20 new interdisciplinary course units are planned for the strategic period; – 150% increase in the number of students studying interdisciplinary programmes and course units.	well as stronger teaching staff competencies in developing study programmes oriented towards global challenges.
14. Recommendation. In order to vitalise epistemic communities, to offer joint services to PhD students and make second and third cycle studies and research more efficient, the Panel recommends extending the model of doctoral schools with greater speed to other units of the VU, in particular to those which have been evaluated by MOSTA (currently STRATA, translator's note) as internationally most competitive. The Arqus Alliance should be fully used for this purpose.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
14.1. Creating an institutional network of doctoral schools.	Actions taken: Two new doctoral schools have been established (in the field of Medicine and Health Sciences (by Resolution of the Council of the Faculty of Medicine of Vilnius University No. 150000-TP-13-1 of 22 December 2021) and in the field of Education (by Resolution of the Council of the Faculty of Philosophy of Vilnius University No. 250000-TP-9 of 21 June 2023). There are three schools at the University in total.	The completed actions strengthened institutional relations and expanded opportunities for joint supervision and doctoral student mobility. The involvement of the Arqus Alliance helps strengthen the international quality dimension of doctoral studies.

	In 2024, provisions for interdisciplinary doctoral studies were drafted and integrated into the Regulation of Doctoral Studies at Vilnius University. Vilnius University Guidelines for Concluding Cotutelle Agreements were drafted on 15 March 2024. Annual summer schools on generic skills for doctoral students are being organised with the Arqus Alliance, reinforcing the international dimension of quality. It should be noted that at this stage, the University is no longer prioritising the expansion of doctoral schools solely on the basis of 'research fields'. The University is consciously focusing on the expansion of interdisciplinary doctoral studies, as this allows for a consistent strengthening of inter-unit cooperation and internationalisation, while at the same time maintaining a coherent management model. Future actions: To implement the Strategy's measure 4.2. To enhance doctoral training efficiency, the following actions are planned: 4.2.1. To prepare a plan to strengthen the quality of doctoral studies with particular attention paid to strengthening internationalisation and selecting motivated doctoral candidates. 4.2.2. To promote interdisciplinary doctoral studies and improve their regulatory framework. 4.2.3. To launch calls for joint (interfaculty) doctoral initiatives to promote interdisciplinary cooperation between units. It is also planned to periodically organise training schools for doctoral students: at the University level for developing generic competencies, and specialised schools (at unit level) by linking them to the certification of doctoral students.	
15. Recommendation. The Panel recommends offering international Master and Doctoral programmes in all areas which maintain a high international standard in research based on comparative research evaluation.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
15.1. Developing international study programmes, with special attention paid to areas which demonstrate the international standard in research based on	Actions taken: The 2021-2025 University Strategic Plan has established the goal of internationalisation of the study environment. The University has consistently expanded its portfolio of study programmes taught in foreign languages, increasing their number from 58 (28%) in 2021 to 72 (35%). In 2025, the number of study programmes to which admission was carried out	From 2021 to 2025, the share of international doctoral students increased from 6% to 10%. Between 2021 and 2025, the share of international students in full-time study programmes increased by 4 percentage points

comparative research evaluation.	increased, while 85 study programmes were delivered in a foreign language (with at least one enrolled student). As part of partnerships with international higher education institutions, five joint and 12 double-degree study programmes were offered to students. The partnership with the Arqus Alliance had a significant impact on the expansion of studies – three joint study programme agreements with universities in the Alliance were effective, while two more new agreements were signed in early 2026 for study programmes intended to be implemented. The University offers international students the opportunity to choose individual studies, allowing them to tailor an individual study plan and gain interdisciplinary experience. The expanded portfolio of study programmes in a foreign language has led to a significant increase in the number of international students, with an 88% increase in the number of international students in full-time studies over the strategic period. The range of course units taught in English has been expanded (to approximately 300 course units), which has created favourable conditions for incoming exchange students to plan their studies. As Master studies continue to expand, study programmes continue to receive high-quality assessment ratings. During the external evaluation conducted between 2023 and 2025, 28 Master study programmes were assessed, 26 of which received the maximum accreditation period. In 2025, the University had 116 Master study programmes, accounting for 52% of the total study programmes, of which 49 programmes (approximately 42%) were taught in a foreign language. Future actions: The Strategy sets out a breakthrough direction oriented towards the development of higher-cycle studies – the aim is to increase the share of Master's students to 20%. The share of international students in full-time study programmes is also planned to increase to 17%. To achieve these objectives, the active development of international study programmes and the consistent development of a portfolio of international study programmes are planned. To currently implement the Strategy's measure 4.1. To develop a value-based Master study model, the Master study model is updated by focusing on three fields: Research, Taught Master, and Applied Master studies. The Research Master studies will be offered in fields of study with the highest level of scientific excellence and strong research potential. These programmes will focus on students' research activities, which will make up	(from 7% to 11%). In 2030, the share of international students in full-time study programmes is expected to reach 17%. The implementation of the measures set out in the Strategy is expected to result in the development of a high-quality portfolio of international studies at the University, increasing the number of international students. The updated Master study model will improve the quality and attractiveness of studies and increase the share of Master's students.
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	at least half of the scope of the study programme. The model is expected to be developed and adopted by early 2027. To implement the Strategy's measure 4.1. To develop a value-based Master study model, with a projected 20% increase in the number of Master's students by 2030, with a significant contribution from international students. As part of the implementation of the Strategy's measure 5.1, to transform marketing, attraction, and enrolment measures, the share of international students in full-time studies is planned to increase from 11% to 17% in 2030. To implement the Strategy's measure 6.1. To develop students' internationalisation experiences, measure 6.1.1 is planned. To increase the number of international joint degree programmes – 13 new programmes will be developed over the period of the Strategy.	
16. Recommendation. To allow for integrated communities and international classroom experiences, the Panel recommends expanding the number of shared modules (course units) across English- and Lithuanian-language study programmes and merging these programmes as much as possible.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
16.1. Performing an internal audit of study programmes implementing studies in parallel flows (in Lithuanian and English).	Actions taken: The practice of implementation of studies in academic units was analysed, and the possibilities of optimising the organisation of studies by combining parallel student flows into joint groups were discussed. Following an internal review of the implementation of studies in 2025, international and Lithuanian students study together in the majority of units and study programmes. Still, some exceptions remain (e.g. integrated medical studies) where the University is obliged to provide studies in Lithuanian. Even in these cases, students can choose optional course units taught in a foreign language and thus study in international student groups. English-language training (https://www.flf.vu.lt/kalbumokykla/siulomi-kursai/anglu-kalbos-kursai-vu-destytojams#trukme-ir-kaina) (available in Lithuanian)) and training on teaching international groups were organised for teaching staff. Some of the teaching staff have been developing their competencies in the course 'English as a Medium of Instruction' by Maynooth University, the Arqus partner. Moreover, an additional question on the English language competencies of teaching staff has been included in the survey of students studying in English since the spring semester of 2022–2023, enabling the systematic	It is expected that implementing the actions outlined in the Strategy will lead to an integrated international study environment at the University, where the majority of students study in mixed groups and gain international experience. The increased share of students with international competencies (up to 40%), the enhanced capacities of teaching staff to work in an international academic environment, and the expanded forms of international cooperation will all contribute to improving the quality of studies.

	identification of issues observed by students and the implementation of corrective measures. Future actions: The Strategy includes an indicator measuring the share of students who have gained international experience. In order to enable all students to acquire internationalisation competencies, more intensive cooperation with international partners is planned, thus expanding the offer of virtual and short-term physical exchanges and joint international learning activities for students. To implement the Strategy's measure 6.1 to develop students' internationalisation experiences, the share of first- and second-cycle students gaining international experience during their studies is expected to increase from 21% to 40% by 2030.	
17. Recommendation. To address the uneven research performance across CAU, the Panel recommends not only helping weaker units develop initiatives, but also strengthening those which have already developed their potential – as a model and incentive for others.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
17.1. Developing research and innovation initiatives, in order to promote interdisciplinary cooperation by including the leading and other core academic units.	Actions taken: The University has consistently strengthened its research management model, combining centralised methodological and administrative support with institutional structures of excellence. The aim is not only to strengthen the leading units as centres of attraction, but also to increase the scientific potential of the institution as a whole and to reduce disparities between the units. Administrative support for researchers preparing high-level proposals for international programmes has been significantly strengthened in recent years. This is reflected in concrete results: since 2023, the University has secured six European Research Council (ERC) grants under the Horizon Europe Programme. In parallel, the structural preconditions for consolidating and disseminating excellence have been created – four centres of excellence have been identified and established (with the help of external funding), which bring together top researchers and act as hubs for advanced research. This is complemented by decisions to develop international competencies – external funding has been attracted for two international centres of competence, developed in cooperation with international partners. All these initiatives are complemented by a consistent strengthening of centralised methodological and organisational support for academic units,	The implementation of strategic initiatives is expected to increase the number of operating competence and excellence centres (the aim is to have eight of them), the amount of internationally competitive funding they attract is also expected to increase (from EUR 3 million to EUR 15 million), as well as the number of interdisciplinary projects and joint initiatives. In the period of 2026–2030, the aim is to attract 50 young talents and 20 academic leaders. These measures will contribute to strengthening research capacity, reducing disparities between units, and strengthening the University's position in the European Research Area.

	enabling broader participation in high-level research activities and the dissemination of good practice across the institution. Future actions: The development of a network of international interdisciplinary centres of competence and excellence is planned as part of the implementation of the first breakthrough direction of the Strategy, through the following measures: 1.1 to develop existing excellence and competence centres 1.2 to identify the criteria for establishing new competence and excellence centres at the University and develop an organisational operating model Simultaneously, the Strategy's measure 8.1 is planned to be implemented to attract international academic leaders and young talent, and the third direction of the Strategy – the expansion of postdoctoral programmes. The combination of these actions creates the conditions for systematically attracting international researchers and establishing research groups led by them at the University. (for more information on attracting talent, see Recommendation 20).	
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18. Recommendation. In order to achieve the ambitious internationalisation goals that the VU has set itself, the Panel recommends establishing stricter rules for staff language proficiency together with relevant training opportunities, such as language courses, international mobility, and intercultural social networks among VU academic staff. English-language proficiency among all academic staff should be developed and certified according to the Common European Framework of Reference for Languages (CEFR).

Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
18.1. Following the approved Language Policy Guidelines, preparing an English language teaching and learning plan for lecturers.	Actions taken: The recommendation is implemented in accordance with the University's Language Policy Guidelines (approved by Order of the Rector No. RTK-71 of 27 October 2022) and its Implementation Plan (approved by Order of the Rector of Vilnius University No. R-54 of 9 February 2023). Special focus is on the teaching staff who teach in English; their competency development is the responsibility of the heads of core academic units (CAUs). Specialised training courses for those teaching in English are organised every semester at the Language School of the Faculty of Philology. Before starting the courses, the teaching staff members take an English language assessment test. The scope of the courses is 40 academic hours. In 2023–2025, 101 teaching staff members took these courses.	The specialised courses for teaching staff teaching in English were attended by 101 teaching staff members in 2023–2025, 24 of whom attended the courses for two semesters and 23 for three or more semesters, which shows that the course is relevant and creates conditions for systematic and continuous English language learning. A centrally administered survey on overall satisfaction with studies during a given semester is conducted twice per academic year, at the end of each semester, including a question asking students to rate their satisfaction with the English language skills of the teaching staff (who taught

	General English courses were taken by 141 teaching staff members (97 of whom attended B2–C1 level courses) and 56 administrative staff members (mostly B1–B2). Once a year, a dozen or so teaching staff members are sent to Maynooth University to improve their teaching-in-English skills (12 in 2023; 15 in 2024; 12 in 2025), focusing on the methodological aspects of developing a course in a foreign language. The Study Quality and Development Division organises training courses for the teaching staff relevant to working with intercultural groups (with the focus on reconciling intercultural differences in the classroom and on aspects of preparing teaching materials in English). At the end of each semester, centralised surveys are conducted on the overall satisfaction with that semester's studies. In order to identify problem areas and allocate resources more effectively for improving English language skills, from the autumn semester of 2023/2024, the survey has been supplemented with a question asking students to rate their satisfaction with the English language skills of the teaching staff (who taught during that semester). Future actions: An implementation plan of the University's Language Policy Guidelines for 2026–2029 is being developed; Both general English language courses and targeted training for staff teaching in English are being continued; It is also planned to continue providing support and training to teaching staff who deliver their course units in English, both in terms of the language (at the Language School of the Faculty of Philology) and in terms of the specifics of the methodology of developing a course unit in English and the peculiarities of working with intercultural audiences.	during that semester). The results of these surveys show that 82–85% of respondents rate them favourably.
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19. Recommendation. The Panel recommends with utmost urgency to convey among all VU members the importance of international exposure for self-perception, civic and global understanding, intercultural sensitivity, leadership, and competitiveness. Students and staff should be helped by mentors and leadership, to understand the value of leaving their comfort zones and familiar contexts, to disrupt the sense of self-understood attitudes, to enhance their creativity, ability to communicate and innovate. The outgoing mobility of students and staff should be promoted through additional scholarships, quality counselling and the recently established VU Foundation. The systematic assurance of mobility windows and of recognition of study credits obtained abroad must be achieved within the current strategic period.

Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
19.1. Introducing mobility windows in the study programmes implemented at the University.	Actions taken: The University has consistently developed measures to promote internationalisation and mobility, mainly through international networks and partnerships: – In the context of the Arqus Alliance, Curriculum Enhancement Guidelines have been prepared, detailing the mobility window concept (June 2024) and calls for study programmes to submit applications for their implementation have been announced. Mobility windows have been put into practice in three study programmes, and six ‘Twinning’ visits have been implemented to strengthen academic cooperation at the study programme level; – In early 2026, two cooperation agreements were signed for two joint programmes with Arqus partners: Master’s programme ‘Translation, Technologies and Artificial Intelligence’; Master’s programme ‘Physics for Technology’; – The following joint Arqus programmes are currently under development: BA programme (double degree) ‘Business Data Analytics’, coordinated by the University and partnered by the University of Minho and the National University of Kyiv-Mohyla Academy. MA programme ‘Digital Environmental Law’ (coordinated by Vilnius University, partnered by the University of Padua and the University of Granada); – Joint study programmes are being actively developed: ‘European Studies’, ‘International Cybersecurity and Cyberintelligence’, and Translation field programmes (the latter in a double degree format) have been signed and launched; – Since the introduction of individual studies in the first cycle, some study programmes have distributed the credits for individual studies, thereby freeing up an entire semester, which ensures that	The institutional framework for mobility windows (concept, pilot cases) has been developed, creating conditions for the further expansion of this practice. International study opportunities through joint and double degree programmes have been expanded, increasing the international engagement of students and staff. Partnerships (e.g. through Arqus) have been strengthened, paving the way for a more systematic organisation of mobility in the future. The planned strategic actions will allow a shift from fragmented to systemic promotion of mobility. A more flexible study model and the development of micro-credentials will facilitate the integration of mobility periods and the recognition of credits acquired abroad. The development and marketing of international programmes will enhance the attractiveness of the University and promote two-way mobility. The indicators defined in the Strategy will allow for systematic progress monitoring.

	students can choose to study part-time in foreign higher education institutions. Future actions: The Strategy identifies the strengthening of mobility and internationalisation as one of its priority directions. The following is planned: 4.1 To update the study model to focus on flexibility, including the option to incorporate mobility periods and accumulate credits; 5.1 To develop international study programmes and strengthen their competitiveness by moving towards consistent international marketing and optimising international student recruitment; 6.1 To expand students' international experience, including: increasing the offer of joint international study programmes, implementing international initiatives with partners, attracting international teaching staff, increasing student mobility in a targeted way; 6.2 To strengthen interdisciplinarity through the development of study programmes focused on global challenges.	
19.2. Creating a mobility package for employees.	Actions taken: Initiatives to promote staff mobility that were carried out: – Through the activities of the international Arqus Alliance, additional mobility opportunities for staff were launched, including short-term blended mobility (tandem, COIL, BIP formats), and seed funding applications for joint activities with partners were initiated. Four short-term mobility applications and eight mobility applications for joint projects were approved; – Preparatory work on identifying staff mobility needs was carried out: a survey of all Arqus partners' staff is planned, which will pave the way for a more systematic planning of mobility opportunities. A need was also identified to review bilateral agreements, assessing their use and strategic value for both student and staff mobility; – Calls for academic and non-academic staff mobility are organised under the Erasmus programme, ensuring a clear application system and allowing staff to develop their competencies through short-term mobility activities. Since 2023, approximately 700 staff members have taken part in temporary mobility through this programme annually; – At an institutional level, the main components of the mobility package were identified: mobility programmes, administrative requirements and advisory support, and security-related guidance. Additional emphasis was placed on integrating the recognition of	A qualitative shift from fragmented initiatives to a more coordinated and strategically grounded approach is visible. The Arqus Alliance activities have expanded real mobility opportunities for staff, and the approved mobility and joint project applications show growing engagement. The planned strategic actions will pave the way for a coherent, well-defined, and accessible mobility framework for staff, including financial instruments, administrative support, recognition of mobility experience, and links to career progression.

	mobility experience into staff qualification evaluation and professional development systems. Future actions: The Strategy integrates the enhancement of staff mobility into the broader fields of academic careers, internationalisation, and competency development: 3.1 To support targeted fellowships for young researchers at foreign research centres and to establish an internal fellowship system, thus providing structured mobility opportunities for early-career researchers; 11.1.1. To diversify academic career pathways by linking mobility experiences more clearly to qualification requirements, certifications, and career progression. 11.1.3. To develop teaching staff competencies and the culture of good teaching, incorporating international experience as an important element of professional development; 8.1.2 To attract academic staff from abroad and develop their integration and adaptation processes, strengthening two-way mobility; 8.2. To expand opportunities for sabbatical leave, thus facilitating longer-term international mobility periods. 8.3 To optimise academic workload, increasing opportunities for staff to participate in international activities and mobility programmes. To systematically integrate mobility activities into the system of allowances for staff development training and to improve communication and consulting services on mobility opportunities.	
20. Recommendation. The Panel recommends the Rectorate, the Council, the Senate, and all other decision-makers to exert influence on national government and agencies to provide additional funds for recruiting international staff in competition with other European research universities. Reception of visiting professors at the University has been promoted via special programmes, but is still at a very low level due to non-competitive salaries.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
20.1. Preparing a proposal to the Government of the Republic of Lithuania regarding the application of special measures in order to attract international staff members to the University.	Actions taken: The University acted in two main areas: (1) strengthened the case for systemic funding and competitive remuneration through national representative structures; (2) developed targeted talent attraction and researcher recruitment tools at the institutional level. National level impact (via the Lithuanian University Rectors' Conference (LURC)): The Lithuanian University Rectors' Conference (LURC) regularly proposes increasing R&D funding and researchers' salaries. At the	The introduction of targeted remuneration appropriations has created a structural framework that allows for systematic remuneration increases and enables institutions to plan measures to enhance international competitiveness, but further sustainability of this process remains

	government level, decisions are taken in consultation with associated structures (including LURC) to ensure that the measures are relevant to the whole higher education and research system. During the presidency of the Rector of Vilnius University, the LURC formally endorsed the 2021 National Agreement on Education between political parties. The LURC supported this agreement to ensure the independence of education policy from political cycles and long-term financial predictability: a target has been set to ensure that, by the end of 2024, the remuneration of academic staff reaches 150% of the national average remuneration, while providing for its further sustainable growth and strengthening the international competitiveness of higher education. From 2021, a separate budget line for remuneration increases has been introduced, with additional appropriations for the salaries of teaching staff, research staff, other researchers, and non-academic staff. Institutional level measures (VU): – Through the activities of the four centres of excellence established in 2023 under the ‘University Excellence Initiatives’, 75 new researchers were attracted between 2023 and 2025 (more than 50% of them – young researchers). These efforts are complemented by the award of a public tender in 2025 for the development of two international centres of competence (total budget of EUR 42 million), which are being developed together with leading international partners such as Utrecht University, University Medical Center Utrecht, IMEC, and Eindhoven University of Technology, ensuring the highest international level of research and infrastructure. – Open measures for attracting international researchers have been developed: postdoctoral fellowship calls, visiting researcher programmes, and international dissemination. E.g., postdoctoral fellowships are funded by the Lithuanian Research Council and Horizon Europe measures (in 2025, 45% of postdoctoral fellows were international researchers). – While implementing the ‘My First Research Team’ programme intended to attract high-level international researchers to establish their own research groups, 28 young researchers have been selected to develop their own research teams at the University; the programme is funded by the European Social Fund and the State Budget of the Republic of Lithuania.	dependent on the continuation of national priorities. At the institutional level, the centres of excellence and competence and targeted measures (postdoctoral programmes, visiting researchers, My First Research Team) allow for the systematic attraction of highly qualified international researchers and the establishment of research teams led by them. It is expected to see a steady increase in the number of international academic staff, greater participation in international projects, and a strengthening of the University’s position in the European Research Area.
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	Future actions: To implement the Strategy's measure 8.1 – to attract international academic leaders and young talents by ensuring competitive working conditions. To implement the Strategy's first breakthrough direction – develop a network of international centres of competence focused on research excellence and attracting talent through diversified sources of funding. To implement the Strategy's third development direction – expanding postdoctoral programmes.	
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AREA OF IMPACT ON REGIONAL AND NATIONAL DEVELOPMENT

21. Recommendation. The Panel recommends establishing a unit that would gather and analyse information on regional and national needs to support strategic development in this regard. It is advisable to make a complete inventory of the areas in which the University is, or could be, the strongest partner for national or regional development, and to nominate CAUs to take responsibility for particular areas.

24. Recommendation. The Panel recommends paying more attention to the assessment of external factors that have a profound impact on Lithuania's state, society and economy. This assessment must be both regular and timely in order to provide knowledge-based recommendations for long-term and short-term challenges.

Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
21.1. Conducting an analysis to reveal the areas where the University is, or could be, the strongest national or regional development partner. 24.1. Strengthening and developing the University's connections/influence in order to increase the involvement and engagement of the University's researchers and experts when preparing strategic documents of national significance or implementing projects of national significance (e.g. the participation of the University's experts in the development of the State Progress Strategy 'Lithuania 2050').	Actions taken: The University's experts have significantly contributed to the preparation of the State Progress Strategy 'Lithuania 2050'. This contribution strengthened the vision through expert insight and highlighted the need for academic expertise in shaping state policy. The visibility and dissemination of the University's expertise are increasing, which also contributes to the analysis and impact of the external environment: – expert commentary in Lithuanian media accounts for a significant share of all mentions of the University (around one third) and remains stable; – there has been a significant increase in the number of mentions of scientific achievements in international media (from 9.3% to 18.1% of all mentions per year), strengthening the University's visibility and international profile; – forms of science communication are being actively developed (articles, podcasts, public debates), which allow expert insights to be more systematically communicated to the public and decision-makers. Future actions: The Strategy envisages the University as a national think tank which aims to: 12.1 consolidate existing expert competencies into an interdisciplinary think tank and ensure its effectiveness. 12.1.1. fully implement the think tank model and integrate it into the University's strategic planning processes; 12.1.2. identify priority topics based on national and regional needs; 12.1.3. prepare expert opinions, policy recommendations, and analyses, and ensure their dissemination;	As a result of these actions, the University is expected to strengthen its role as a national think tank, systematically analyse national and regional needs, provide evidence-based recommendations for long- and short-term challenges, and increase the use of interdisciplinary competencies and cooperation with public authorities. This will further strengthen the University's role as a trusted national partner in strategic decision-making.

	12.1.4. initiate cooperation with state authorities to collect and analyse information on regional and national needs; 11. develop a regular mechanism for monitoring external factors to support timely strategic decision-making.	
22. Recommendation. The Panel recommends establishing a systematic process for the evaluation of LLL needs that would allow VU proactively shape the national debate on the skills development agenda, and become a key provider of continuous professional development in the Baltic region.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
22.1. Shaping and developing the University's lifelong learning policy.	Actions taken: On 23 February 2023, by Order of the Rector No. R-71, the Lifelong Learning Center (MVGC), a branch non-academic unit of Vilnius University Business School, was established, and its regulations were approved. The MVGC is responsible for the organisation and administration of the lifelong learning (LLL) programmes at the University, including a continuous assessment of demand for LLL programmes; the coordination of admissions to the LLL programmes at the University; the promotion of the LLL activities; the monitoring of the changes in legal regulations related to the areas indicated and the updating of the University's legal acts; the development of the LLL Information System in cooperation with the Information Technology Service Centre (ITPC); and cooperation with the University's units, as well as external partners and institutions to expand the offer of LLL activities. The Description of the Procedure for the Administration of Lifelong Learning Programmes of Vilnius University was substantially updated and approved by Order of the Rector No. R-470 of 19 August 2025. The first version of the LLL IS was launched – the e-registration platform for training courses, to provide a one-stop shop for LLL activities across the University. A dedicated sub-page was created on the University's website at https://mvgc.vu.lt/, which provides information about the MVGC and the LLL services and activities provided, hosts digital content, and provides a link to the LLL IS for registrations. The VU Children's University (https://www.vaiku.vu.lt/) project was launched in the autumn of 2023, as well as the spring and autumn 'Young Researcher' sessions for pupils were also launched (e.g. https://www.vaiku.vu.lt/apie-mus/renginiai-vaikams/496-pavasario-sesija-jaunasis-atradejas-2026 (available in Lithuanian)).	The establishment of the MVGC provides a one-stop shop for all LLL activities across the University and creates the conditions for further development and expansion of the LLL activities. In the period between the establishment of the MVGC and the present, the processes for the coordination, implementation, and collaboration with the units of the MVGC have been clarified, data collection has been standardised, and the data on LLL activities have been provided in the University's annual performance reports since 2023. At the end of the 2026–2030 strategic period, the aim is to increase the number of participants in LLL activities by 50%.

	Future actions: To implement the Strategy's measure 13.2. 'To operationalise the University's lifelong learning system', the following is planned: 13.2.1. To expand lifelong learning opportunities based on needs assessment. To develop and improve the LLL IS, ensuring user-friendly registration and system experience, finalising improvements to staff-facing functionalities, and ensuring centralised collection and management of data on LLL activities.	
22.2. Preparing and approving a plan for skill development through lifelong learning activities.	Actions taken: The Plan for the Development of Lifelong Learning at Vilnius University in 2025 was approved by Order of the Rector No. R-499 of 4 December 2024, and it is reviewed and updated annually in order to offer relevant training courses and develop skills reflecting the needs of society and the State. In 2025, 7,700 adults and more than 19,000 children and pupils participated in the LLL activities, and 339 programmes were implemented at the University level in cooperation with both institutional partners (Kursuok, the Public Employment Service) and businesses. Teacher qualification development training courses were organised. In addition to training courses, conferences and events were organised, ensuring a variety of both topics and teaching and learning formats. In 2025, the first five micro-credential programmes were developed in collaboration with the Arqus Alliance partners and are being launched from 2026 onwards. Future actions: To implement the Strategy's measure 13.2 'To operationalise the University's lifelong learning system', the following is planned: 13.2.1. To expand lifelong learning opportunities based on needs assessment. 13.2.2. To introduce a micro-credentials and competency recognition model tailored for external unclassified students. 13.2.3. To develop joint programmes with municipalities, social partners, and public institutions to achieve regional impact. To implement the micro-credentials training programmes developed with the Arqus Alliance partners in 2025. To complete the development of the LLL IS and update the websites (mvg.vu.lt and vaiku.vu.lt), ensuring a convenient registration process for training courses and a clear presentation of learning opportunities.	The implementation of micro-credentials will provide opportunities to acquire missing skills within a relatively short period of time, thus ensuring that labour market needs and learners' expectations of flexibility of teaching and learning programmes are met. New and updated training programmes will ensure that society's needs are more broadly met and that specific gaps in targeted skills and competencies in the labour market are filled. Improvements to the LLL IS and websites (https://mvg.vu.lt/, https://www.vaiku.vu.lt/) will allow its users to quickly and easily find information, get answers to their questions, choose the most appropriate training programmes, and register for training courses, thus developing their continuous learning skills. It is expected that the 50% increase in the number of participants envisaged in the Strategy for 2026–2030 will be achieved.

	To publicise and disseminate information about the training courses offered and the activities of the MVGC, to share educational content on lifelong learning through various marketing and communication means, and to participate in targeted events and conferences.	
23. Recommendation. The Panel recommends strengthening partnership in the areas which are crucial for Industry 4.0 and where VU is particularly strong, such as fin-tech, laser and chip technologies, sustainable environment, smart cities etc.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
23.1. Strengthening partnership in the areas which are crucial for Industry 4.0 23.2. Developing partnerships and initiatives in areas connected to Industry 4.0 (activities of the European Digital Innovation Hub “EDIH Vilnius”; EUROCC II, activities of ELI ERIC and the European Space Agency Business Incubator).	Actions taken: The University consistently develops and/or participates in advanced research infrastructures that enable the expansion of joint R&D activities with business, the development of international Industry 4.0 initiatives, and the increase in the volume of commissioned research and commercialisation: - ELI ERIC (Extreme Light Infrastructure) and the laser ecosystem: A bilateral cooperation agreement was signed in 2026 to further strengthen bilateral cooperation in research, innovation, and advanced technologies. - EDIH Vilnius (European Digital Innovation Hub): In the period 2023–2025, the Faculty of Physics and the Faculty of Mathematics and Informatics provided digitisation services to businesses. The project aims to promote the adoption of supercomputing, artificial intelligence, and cybersecurity technologies in industrial companies. - EuroCC, EuroCC 2, EuroCC 3 (National Competence Centre): The University is part of the European Supercomputing Network project, where it provides expert services in high-performance computing (HPC). This allows industrial companies to use the University’s computing resources to solve complex engineering problems and perform data analysis. - ESA BIC Lithuania (European Space Agency Business Incubator): The University is a member of the ESA Business Incubator Development Consortium. The University provides scientific and technological support to start-ups developing innovations in the space sector (e.g. satellite data processing solutions), thus fostering the emergence of new Industry 4.0 niches. - LitAI (Lithuanian Artificial Intelligence Factory): In 2025, following the receipt of European Commission funding and the signing of a Letter of Intent by the University and the Ministry of Economy and Innovation, the establishment of the national AI competence and technology centre (“AI	The University consistently strengthens its role in the national and international research and innovation ecosystem by developing partnerships in advanced technology areas and increasing the accessibility of research infrastructures to business. A value creation chain is under development in which advanced research infrastructure serves as the foundation for joint R&D activities, commissioned research, technology transfer and commercialisation, increasing the contribution of science to the economy and strengthening the University’s competencies in high-value-added technologies. In the short term, the focus is on growing business demand for research services and the number of joint projects, while in the medium term, it is on increasing revenue from commissioned research, a growing patent portfolio, and improved technology transfer performance. Intermediate results include commissioned research revenue of EUR 16.6 million over the period 2021–2025 and an increase in the patent portfolio of around 17%.

	Factory”) was initiated. The centre will bring together advanced computing infrastructure and highly skilled professionals to create a hybrid space for academia and business collaboration, with activities ranging from industrial digitisation and data analysis to AI solutions for the transport and defence sectors. - In 2025, the National Chips Competence Centre ‘ChipsC² LT’ was launched as a virtual platform to help Lithuanian companies develop semiconductor technologies. The University is a partner of the Centre. - Together with partners, the University is developing QEC4QEA, a unique European quantum competence centre operating on a one-stop-shop principle, turning complex quantum computing algorithms into practical solutions. Future actions: The University will continue to develop partnerships and initiatives in these areas, strengthening collaboration with business, international infrastructures, and innovation ecosystem partners. It is planned: – to further integrate and develop international research infrastructures and increase their accessibility for business; – to increase the volume of commissioned research and develop long-term partnerships with businesses; – to strengthen intellectual property management, technology transfer, and commercialisation activities; – to foster start-up creation and the translation of scientific knowledge into high-value-added products and services. To implement the breakthrough direction No. 2 of the Strategy, it is planned to develop a research and innovation ecosystem focused on the development of advanced technologies and a greater contribution of science to the economy.	
25. Recommendation. In order to raise awareness of the University’s reputation at national and international levels, the Panel recommends more actively disseminating the achievements of the VU students, researchers, and alumni to the broad public.		
Planned actions, measures	Action to implement the recommendation	Change that has happened or is expected
25.1. Introducing a process for assessing the dissemination of	Actions taken: To expand the dissemination of research results and to promote more active expert and research communication activities of researchers, the Description of the Procedure for Awarding Incentives for	The implemented monitoring and assessment instruments for research communication create the conditions for a more systematic

research communication at the University.	Expert Activities and Research and Study Communication Carried Out in the Name of the University was approved by Order of the Rector No. R-311 of 22 September 2022. On the basis of this document, core academic units adopted their own procedures for awarding incentives. In order to identify research results more consistently and to enhance the visibility of the University, the Vilnius University Affiliation Guidelines were approved by Order of the Rector No. R-531 of 19 December 2024, which were presented to the University community and to the Vice-Deans for Research of the Faculties. The dissemination and effectiveness of research communication at the national level is measured annually using the 'Mediaskopas' tool, and from 2024 onwards, international media mentions are tracked following the purchase of the 'Meltwater' tool. The results are published in the University's annual performance reports. The University consistently publicises the achievements of its students, researchers, and alumni at national and international levels. The popular science magazine 'Spectrum' and the 'Science Without Sermons' podcast are regularly published, and alumni and student activities and achievements are showcased in national and international admissions campaigns, interviews, and articles. The achievements of the University community in competitions, events, and award ceremonies are continuously publicised through institutional communication channels. To strengthen the culture of research communication, research communication training courses and workshops are organised, as well as the 'Scientific Sprint' competition, which encourages researchers and students to get involved in research promotion activities. The University's visibility is also strengthened through international conferences and events (e.g. 'EcoBalt 2025'), as well as the representational function of the University's spaces and the architectural ensemble when used for high-level international meetings and events (e.g. Historic Speech of US President Joe Biden at Vilnius University). Future actions: The planned actions are aimed at strengthening the systematic monitoring of research communication and more active dissemination of the University's research achievements at national and international levels. It is planned:	assessment of the visibility of the University's research activities and the effectiveness of research communication at the national and international levels. The approved incentive model for research communication and the affiliation guidelines reinforce more consistent practices in the communication of research results and the representation of the University. In 2025, the number of mentions of the University's research achievements in international media increased by 42% compared to 2024. The amount of English-language content on the University's website is also steadily increasing, accounting for 47% of all news content published in Lithuanian in 2025. We consistently maintain almost half of the market (of all higher education institutions) in terms of the number of expert commentary (38% in 2025). The use of the 'Mediaskopas' and 'Meltwater' tools allows for a more systematic monitoring of the University's visibility in the public sphere and the evaluation of the results of research communication. The measures under development will further enhance the visibility of research achievements, the visibility of the University, and a more active involvement of researchers in public expert and research communication activities.
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	- to further develop the monitoring and assessment practices of research communication; - to strengthen the visibility of the University's research achievements, expert activities, and researchers in the public sphere; - to apply the University's principles on the use of affiliation more consistently; - to develop international media monitoring and analytics; - to publish a print issue of the popular science magazine 'Spectrum' in English; - to strengthen cooperation between communication, science administration, and academic units in research communication. In order to increase the University's visibility in the academic community, the Strategy sets a strategic objective: 'In pursuing the mission and the aim enshrined in the Statute to serve as a centre of scholarly knowledge and critical thinking, recognised worldwide and shaping Lithuania, Vilnius University seeks to become a leader in the region*.' 'Achievement of the strategic aim will be assessed by comparing key performance indicators of the core activities of universities within the region.' Assessment and comparability of visibility within the academic community will be based on globally recognised rankings. * For the purposes of economic, political, and cultural development, the region is defined as comprising countries that became members of the European Union between 2004 and 2013. To implement the Strategy's measure 12.1. 'To consolidate existing expert competencies into an interdisciplinary Think Tank and ensure its effectiveness', it is planned: 12.1.3 To prepare expert opinions, policy recommendations, and analyses, and to ensure their dissemination (for more details, see Recommendation No. 21).	
25.2. Preparing and approving a national and international plan for the dissemination of the University's research.	Actions taken: The University consistently publicises the achievements of its students, researchers, and alumni at national and international levels through a variety of communication channels and formats (for more details, see 25.1). To implement research communication activities more actively and in a more qualitative manner, guidelines for research communication and	More clearly defined principles and guidelines for research communication help to strengthen a more uniform and coordinated research communication practice at the University, improve the quality of communication, and enable more effective

	cooperation with the media have been prepared for the communication specialists within the University's units. Future actions: The objectives and plans for research communication will be adjusted in the near future in line with the approved University Strategy for 2026–2030.	dissemination of research achievements to the public and the media.
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