



**Vilnius  
universitetas**

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# LINKS BETWEEN THE VILNIUS UNIVERSITY STRATEGIC PLAN FOR 2021–2025 AND THE 2021 ACTION PLAN

# 1. Strategic direction – CREATING THE SOCIETY AND THE STATE

## STRATEGIC OBJECTIVE FOR 2021–2025:

### 1.1 Graduates capable of solving societal problems

1.1.1 Assessment of the impact of studies on the career (a graduate survey)

#### OBJECTIVE FOR 2021:

An updated graduate questionnaire and a conducted survey.

#### ACTIVITIES

#### MEASUREMENT

Increasing students' choice and multidisciplinary opportunities

- A change of study program (SP) plans by releasing 60 ECTS and offering 30 ECTS of other SPs – by Q3 of 2021.
- Creation of a supply catalog (programming of VUSIS) and its update (30 ECTS from each SP) – by Q2.
- Development of the concepts of adjacent SPs, renewal of the procedure by Q2; creation of supply by Q4.
- Establishment of the procedure for the University's internal mobility – by Q3.

Introduction of core competencies

- Workshops for SP committee chairs on the development of core competences in study programs – by Q2.
- Pilot implementation of core competencies in at least 2 study programs (SP renewal + training for teachers) – by Q4.
- Creation of a matrix of correspondence of extracurricular activities and competencies – by Q2.

A research-based educational model

- A developed model by Q4.

## STRATEGIC OBJECTIVE FOR 2021–2025:

### 1.2 Science of a high international level

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

#### OBJECTIVE FOR 2021:

Strengthening of researchers skills: review/implementation of the doctoral school system and the implementation of international internships for researchers

#### ACTIVITIES

#### MEASUREMENT

Formation of a portfolio of doctoral interdisciplinary studies	– Review/preparation of doctoral study subjects – by Q4.
1 new doctoral school established	– An operating new doctoral school in Q4.
Guidelines for selection of researchers-international trainees	– Prepared and approved guidelines by Q4, selections announced.

- 1.2.2 International recognition of science: an increase in the number of top-level international research grants (ERC/MSCA IF/Coordinated Horizon Europe projects) (50%). *Baseline (the number of analogous H2020 projects) – 7. Expected result in Horizon Europe – 11*

#### OBJECTIVE FOR 2021:

Development of international and interdisciplinary research projects:

- a change in the number of submitted HE/international research project applications (10% of the baseline). *Baseline (the current number of international project applications) – 60. Planned result – 66*
- a number of projects started in the reference year which are implemented by two or more departments and which cover two or more scientific fields. *A number of projects financed by the Interdisciplinary Research Fund – 10, in the long run the number of applications submitted for external funding by the executors of projects financed by the Fund – 5*

## ACTIVITIES

## MEASUREMENT

Formation of a support system for the preparation of international research projects

- An increase in highly evaluated international research project applications – around 10%. (*Baseline – H2020, the number of other targeted international program applications that received the threshold score but failed to get funding (the reserve list), and those that received funding – 30/year. The planned annual result is 33 applications per year.*)

Formation of an interdisciplinary research support fund

- Preparation of the competition procedure(s) of interdisciplinary research project competition – by Q2 of 2021.
- P2 interdisciplinary seminars organized in 2021 to promote ideas and activities of scientific collaboration.

- 1.2.3 The growth of the share of foreign researchers working at VU for at least a year from the total number of academic staff (50%). Baseline – 3.8%. The target value in 5 years – 5.7%.

### OBJECTIVE FOR 2021:

- Documents for the international tender announcement prepared/tenders announced

## ACTIVITIES

## MEASUREMENT

A prepared procedure for tenders of visiting researchers/preparation and implementation of a marketing campaign

- An updated/approved procedure for tenders of visiting researchers – by Q2 (postdoctoral fellows), Q3 (other researchers) of 2021
- International tenders announced by the end of Q3 of 2021

**STRATEGIC OBJECTIVE FOR 2021–2025:**

**1.3 Growing influence in the society and the state**

1.3.1 The impact of experts on public policy formation (the qualitative evaluation indicator)

**OBJECTIVE FOR 2021:**

Assessment of the impact of experts on the public policy according to the new methodology

**ACTIVITIES**

**MEASUREMENT**

Formation of an analytical center

– The concept of the center prepared by Q4 and 10 policy-making discussions on the strategic issues of the state

A methodology for assessment of the impact on policy-making

– Prepared by Q4

1.3.2 A significant growth of scientific communication

**OBJECTIVE FOR 2021:**

Preparation and implementation of a plan for community involvement and dissemination of scientific communication within VU communication channels.

**ACTIVITIES**

**MEASUREMENT**

A system of scientific communication

– A plan of scientific communication and community engagement prepared by Q2.

Open Science Policy Guidelines

– Preparation of an open science policy document by Q4.

Open science: access to and dissemination of research results

– An increase in the number of full-text publications in the eLABa system, e-books, science dissemination books, research data/collections (in the MIDAS system)

Establishment of an international conference center

– A platform of International Events (VU Scientific Meetings) by Q3.

1.3.3 Attracting motivated students to all levels of study (first choice to the first and second cycles, best graduates to doctoral studies)

**OBJECTIVE FOR 2021:**

An increase of 4% in the first choice applications in the first and second cycles, growing competition in the doctoral studies.

**ACTIVITIES**

**MEASUREMENT**

Preparation of the concept of long-term enlistment

– The concept of long-term enlistment of entrants prepared by Q2.

A development plan of summer/winter schools

– The development plan prepared by Q3.

1.3.4 Engagement with the implementation of Sustainable Development Goals (Ranking and the number of activities)

**OBJECTIVE FOR 2021:**

Identification of the priority themes of the Sustainable Development Goals (health, high quality education, climate change) and the development of appropriate initiatives.

**ACTIVITIES**

**MEASUREMENT**

Expansion of interinstitutional partnerships

– Joint study and research activities and projects  
– A call for interdisciplinary study programs and subjects by Q3 (preference given to the priority SDG topics)

Development and coordination of university interdisciplinary study initiatives

– Development of the concept of interdisciplinarity by Q2.  
– A proposal for amendments to national legislation governing interdisciplinary study programs by Q3.

A strategy for the development of scientific fields

– A development of fields plan prepared by Q4.

**STRATEGIC OBJECTIVE FOR 2021–2025:**

**1.4 The pedagogy of the 21st century**

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

**OBJECTIVE FOR 2021:**

An updated and approved concept of teachers' education.

**ACTIVITIES**

**MEASUREMENT**

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Pedagogical initiatives of the 21st century	<ul style="list-style-type: none"><li>– An approved model of the coordination of teacher training centers and subject faculties by Q2.</li><li>– A draft concept for the teacher education developed by Q2, consideration and approval of the concept by Q4.</li></ul>
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## 2. Strategic direction – COLLABORATIVE

### STRATEGIC OBJECTIVE FOR 2021–2025:

#### 2.1 Interdisciplinary and international science and studies

2.1.1 Opportunities for all students to gain international study experience (the indicator of internationality of the studies)

### OBJECTIVE FOR 2021:

A developed and approved methodology for the indicator of internationalization of study programs.

ACTIVITIES	MEASUREMENT
Internationalization of the study content (increasing the internationality of studies at home)	<ul style="list-style-type: none"><li>– The internationality indicator developed and data collected by Q3.</li><li>– A developed Study Internationalization Initiatives Fund, at least 2 calls per year.</li></ul>
Development of mobility windows	<ul style="list-style-type: none"><li>– The concept of mobility windows developed and implemented in at least 5 pilot programs by Q3.</li></ul>
Preparation of a sustainable portfolio of international study programs	<ul style="list-style-type: none"><li>– Compilation of the list of potential study offers by Q2.</li><li>– Working groups at the academic departments formed for the preparation/renewal of study programs by Q3.</li><li>– The start of the implementation of the renewed portfolio of international programs in Q3.</li></ul>
An audit and a plan of enlisting students from abroad	<ul style="list-style-type: none"><li>– An audit and plan by Q2.</li></ul>



2.1.2 The impact of Arqus Alliance Partnership on VU studies and science (the number of community members involved, joint science and study initiatives)

**OBJECTIVE FOR 2021:**

Development of Arqus partnerships

**ACTIVITIES**

**MEASUREMENT**

Enabling the Arqus strategic partnership for the benefit of the community

- Self-assessment of the opportunities of Arqus partners in the field of science and studies (all academic departments) by Q2.
- A system of joint university support for Arqus activities by Q3.

## 3. Strategic direction – SUSTAINABLE

### STRATEGIC OBJECTIVE FOR 2021–2025:

#### 3.1 Motivated employees and engaged students

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

#### OBJECTIVES FOR 2021:

- Maintained assessment of the job and studies engagement as well as satisfaction with the organization and job despite the increase in the number of survey participants (baseline- 964 employees participated, the average assessment of job engagement – 4.22, satisfaction – 4).
- The turnover of administrative staff should not exceed 10% (now 19%).

#### ACTIVITIES

#### MEASUREMENT

An increase in employee engagement and satisfaction with job/department/organization

- Employee survey results communicated to the community during Q1; performance improvement plans developed in the departments and the organization as a whole during Q2, implementation of the plans by the end of Q4.

A system of teaching recognition and teaching competence development

- A pedagogical career system model developed and approved by 01/06/2021.
- A description of the core teaching competencies prepared by the end of Q1.
- Teachers' Academy established and a competition for the teaching innovation initiatives announced in April 2021.
- A plan for the “Teaching Innovation Day” prepared and a call for the initiatives announced by Q3.
- Educational consultants selected during Q1.

Increased student involvement and engagement

- A system of provision of academic and social services to students (condition analysis carried out during Q1) and its development (a plan by Q2).
- An individual student support service package/portfolio developed by Q3.
- A prepared procedure for student employment (the VU student employment project) by Q4.
- A package of proposals for law amendments submitted to the Ministry of Social Affairs and Labor/Ministry of Education and Science/The Seimas of the Republic of Lithuania by Q4.

## ACTIVITIES

## MEASUREMENT

Programs for employee integration and the development of core competence

- The preparation of an employee training plan (Q1) and its implementation, the project “University teaches university”.
- A communication project on the organizational values implemented by Q4.
- An employee integration program in Lithuanian and English developed by Q2, the program implemented by Q3. Improvements by Q4.

An increase in the efficiency of key processes

- A written description of at least two inter-functional processes and an increase of efficiency, approved by Q3.

An implementation of the mitigation measures to reduce turnover of administrative staff

- An analysis of the reasons for employee turnover; a developed system of exit interviews.
- A mitigation plan to reduce turnover prepared by Q2.

An analysis and improvement of the salary system

- An impact analysis of the salary procedure on the achievement of the organization’s goals; improvement suggestions by Q2.

**STRATEGIC OBJECTIVE FOR 2021–2025:**

**3.2 Infrastructure that meets the future needs**

3.2.1 Development of the Saulétékis and Santara VU campuses, Humanities and Social Sciences (HSS) infrastructure.

**OBJECTIVE FOR 2021:**

Currently running projects (the Center of Medical Sciences, the Faculty of Mathematics and Informatics, the Faculty of Chemistry and Geosciences, a dormitory).

<b>ACTIVITIES</b>	<b>MEASUREMENT</b>
The start of construction of the new building for the Faculty of Chemistry and Geosciences	— By the end of Q4.
Completed procurement procedures for the building of the Faculty of Mathematics and Informatics	— By the end of Q4.
The beginning of the design process of the Saulétékis dormitory	— By the end of Q4.
Construction of the Center of Medical Sciences	— By the end of Q4.
Identification of the infrastructure needs for the Humanities and Social Sciences (HSS).	— By the end of Q4.

3.2.2 Improvement of the effectiveness of operational support (community satisfaction with operational support at least 4 out of 5).

**OBJECTIVE FOR 2021:**

To measure the satisfaction with the operation support services.

**ACTIVITIES**

**MEASUREMENT**

A workplace standard

– A prepared standard for the workplace and facilities by Q2.

An improvement in efficiency of the public procurement

– A review of the pre-procurement process and training for procurement initiators.

Development and improvement of e-systems (e-university)

– PA fully completed first purchase of the VUSIS III system by Q4.  
– An implemented solution for the personnel management system by Q4.  
– Preparation of an IT development strategy and of a further development plan and an implementation strategy by Q4.

3.2.3 Green University: (50% emission reduction; research and education)

**OBJECTIVE FOR 2021:**

Emission reduction (10%)

**ACTIVITIES**

**MEASUREMENT**

Green University

– Prepared and presented guidelines for the activities of a Green University for the entire strategic period by Q4. Preliminary directions: (i) the development of the VU infrastructure, transport, procurement policy in order to reduce greenhouse gas emissions, (ii) research activities and (iii) educational activities  
– The energy audit of the academic buildings in the Saulėtekis campus by Q4.  
– An installation of solar photovoltaic power plants in VU buildings – the selection of a supplier, preparation of the technical project, monitoring of the efficiency of the energy saving measures by Q4.

**STRATEGIC OBJECTIVE FOR 2021–2025:**

**3.3 Financial growth through income diversification**

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

**OBJECTIVE FOR 2021:**

A 5% growth in revenue from R&D solutions and services and lifelong learning activities.

<b>ACTIVITIES</b>	<b>MEASUREMENT</b>
Establishment of a lifelong learning center	<ul style="list-style-type: none"><li>– A developed concept of the lifelong learning by Q3.</li><li>– A lifelong learning activity development plan prepared by Q4.</li></ul>
Development of a science commercialization system. The promotion of knowledge and technology transfer. <i>Calls for the Innovation Fund (for patenting activities, investment into University start-ups and a call for a greater maturity of R&amp;D technological readiness)</i>	<ul style="list-style-type: none"><li>– The number of concluded R&amp;D license agreements – 8/year.</li><li>– The number of filed international patent applications – 5–7/year.</li><li>– A growth by 5% of the annual turnover generated by the innovative start-ups of the University and the number of jobs created per year.</li></ul>
An offer of equipment and services to external users	<ul style="list-style-type: none"><li>– A review and development of services for sale and equipment for rent by Q4.</li></ul>

