

Consolidated version

(wording of Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020)



APPROVED

by Resolution No. T-2018-2-1 of 14 February 2018
of the Council of Vilnius University

VILNIUS UNIVERSITY STRATEGIC PLAN FOR 2018–2020

Mission

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

Vision

To rank among the leading universities in Europe.

Strategic Priorities

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

Structure of the Plan

Strategic Priorities	Strategic Directions
European University	<ol style="list-style-type: none">1. Develop research at an international level2. Develop international Master and Doctoral studies3. Attract academic talent
University Enhancing Lithuania	<ol style="list-style-type: none">4. Studies preparing for the global working environment5. Expand the University's social activity6. Nurture teachers for contemporary schools
University Motivating its Community	<ol style="list-style-type: none">7. Improve working conditions8. Improve study conditions9. Improve financial management and e-administration

Strategic Priorities	Strategic Directions	Indicators of progress	Current values of indicators	Target values of indicators			Projects
				2018	2019	2020	
European University	1. Develop research at an international level	Percentage of international-level co-publications with foreign partners	55 per cent	57 per cent	60 per cent	62 per cent	<p>1.1. Set up a Strategic Research Development Fund and its allocation through an internal competition system</p> <p>1.2. Develop a system for the preparation and management of research projects: improve the efficiency of administrative units</p> <p>1.3. Implement a system of investment in research and measurement of the return on investment as an instrument to purposefully consolidate human and material resources to develop potential growth areas</p> <p>1.4. Expand strategic partnerships with universities abroad</p>
		Percentage of publications among the top 10 per cent of the best publications worldwide	6.63 per cent	8.72 per cent	9.36 per cent	10 per cent	
		The positions of study fields no lower than 300 in the QS Rankings <i>AMENDED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	2	3	5	7	
		Number of international research projects	100	113	117	120	
		Number of international patents applications	3 (2016)	4	5	6	
	2. Develop international Master and Doctoral studies	Number of foreign full-time students (among whom are in integrated studies; in second cycle studies)	564 (245; 205)	644 (294; 225)	723 (338; 248)	795 (371; 273)	<p>2.1. Develop Master study programmes taught in English</p> <p>2.2. Develop an international study environment at the University</p> <p>2.3. Create and implement an international marketing system</p>
		Percentage of doctoral students visiting foreign institutions at least once per year (among whom visit for longer than 30 days)	62 per cent (11 per cent)	73 per cent (13 per cent)	84 per cent (16 per cent)	95 per cent (30 per cent)	
		Number of joint doctoral contracts with foreign universities (when doctoral students gain two degrees or one joint degree awarded by two universities)	3	4	5	5	
		Number of applications from foreign citizens	799	1000	1200	1400	

	3. Attract academic talent	Number of recruited foreign researchers who meet the R3 and R4 categories (in accordance with the Euraxess profile descriptors)	-	1	2	3	3.1. Set up an Academic Talent Attraction Fund
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Strategic Priorities	Strategic Directions	Indicators of progress	Current values of indicators	Target values of indicators			Projects
				2018	2019	2020	
University Enhancing Lithuania	4. Studies preparing for the global working environment	Percentage of students attending mobility programmes (partial studies, internships abroad, etc.)	5.49 per cent (2016)	5.74 per cent	5.87 per cent	6 per cent	4.1. Implement a student-centred teaching/learning model
		Percentage of lecturers participating in teaching visits at foreign universities	5.53 per cent (2016–2017)	5.77 per cent	5.89 per cent	6 per cent	4.2. Set up a system to enhance lecturers' educational competences
		Number of lecturers who have completed a programme to develop their educational competences (result achievement monitoring of the strategic project No. 4.2) <i>AMENDED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	-	200 <i>AMENDED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	250 <i>AMENDED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	300 <i>AMENDED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	4.3. Develop a system of monitoring students' professional development and improve the package of support services
		<i>REPEALED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	<i>REPEALED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>				4.4. <i>REPEALED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>
		The University's position in the QS World University Rankings according to Employer Reputation	240	228	216	204	
5. Expand the University's social activity	Participation of the University's employees in the working groups and projects of the EU and national institutions	<i>AMENDED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>		-			5.1. Create and implement a system of the University's "public opinion leaders" (key representatives for the public)
	Number of visitors of the University's cultural heritage events	<i>AMENDED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>		-			5.2. Promote volunteering among the University's students 5.3. Increase public accessibility to the University's cultural heritage

Strategic Priorities	Strategic Directions	Indicators of progress	Current values of indicators	Target values of indicators			Projects
				2018	2019	2020	
		Number of students who have signed volunteering contracts with Vilnius University and number of students who have concluded volunteering activities (result achievement monitoring of the strategic project No. 5.2) <i>AMENDED:</i> <i>by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	-	- <i>AMENDED:</i> <i>by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	297 <i>AMENDED:</i> <i>by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	347 <i>AMENDED:</i> <i>by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	5.4. Implement a model for encouraging alumni participation in the University's activities <i>AMENDED:</i> <i>by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>
	6. Nurture teachers for contemporary schools	Number of education study programmes with professional specialisations leading to pedagogical qualifications	4	6	8	10	6.1. Create teacher education study programmes and teacher training courses
University Motivating its Community	7. Improve working conditions	Base salary of the academic employees of the University <i>AMENDED:</i> <i>by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	EUR 1,200	-	-	EUR 2,578 <i>AMENDED:</i> <i>by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	7.1. Implement a remuneration system ensuring external, internal, and individual competitiveness for non-academic staff 7.2. Increase the competences of non-academic staff (implement the Standards of Service) 7.3. Develop leadership and communication management competences
		Employees' satisfaction with their working conditions	3.56 points out of 5 (2016)	-	-	4 points out of 5	7.4. The creation and implementation (in regards to the employees and students) of the strategy for openness to equality and diversity (gender, culture, origin, social status, faith, age, etc.) <i>AMENDED:</i> <i>by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>
		The employee turnover rate (total and of employees leaving on their own initiative; academic and non-academic employees) <i>AMENDED:</i> <i>by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i>	-	-	-	-	
		Employees' confidence in the University	3.83 points out of 5 (2016)	-	-	4 points out of 5	



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Strategic Priorities	Strategic Directions	Indicators of progress	Current values of indicators	Target values of indicators			Projects
				2018	2019	2020	
	8. Improve study conditions	Students' satisfaction with their studies	75 per cent	75 per cent	-	80 per cent	<p>8.1. Draft and implement a dormitory infrastructure improvement plan</p> <p>8.2. <i>REPEALED: by Resolution of the Council of Vilnius University No. TPN-2 of 28 February 2020</i></p> <p>8.3. Improve the package of support and self-realisation services for students</p>
	9. Improve financial management and e-administration	<p>Percentage of administrative processes performed exclusively by using the e-administration system</p> <p>Budgeting model based on the calculation of study and research expenses</p>	<p>To be established later, having identified the totality of administrative processes</p> <p>-</p>	<p>Developed model for the calculation of study costs</p>	<p>Developed budgeting model for 2020</p>	-	<p>9.1. Develop integrated e-services, including a Study Information System</p> <p>9.2. Improve the budgeting model, including measures to calculate the necessary financial expenses for study programmes, and investment in research and return on it</p>