

MYKOLAS ROMERIS UNIVERSITY



The 2010–2020
Strategic Activities Plan
of Mykolas Romeris University

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Vilnius 2010



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1. Introduction



INTRODUCTION

The aim of Lithuania's universities, among them Mykolas Romeris University (further referred to as simply "University") is to develop a thorough personality in individuals while forming human values, civil responsibility and maturity, professional readiness, entrepreneurship and independence, to encourage needs of self-expression corresponding to the public, cultural and economic development of the country, to enrich national intellect which would create added value for the country, to produce the kind of University graduate who would be able to compete in the contemporary open labour market. This aspiration of the University should be implemented in a sustainable environment based off of the qualities of goodness, national identity, tolerance, clearness, and wisdom.

It is necessary to evaluate the fact that Lithuanian universities are also part of the European, as well as global academic system. The University's top priorities, which help establish itself in the international academic arena, are scientific activity, joint study programmes, as well as continuous and long-distance studies.

The University aims to develop an internationality, understanding that it is part of the global and European academic market. It is an active participant in international organizations, promotes mobility of students and teachers, creates joint study programmes and research projects. The University models its activities by taking into consideration changes in the labour markets and higher education of Lithuania, Europe and the rest of the world while evaluating the competitive environment of the academic arena. The University is strengthening its positions in International Organizations on various levels. Students, lecturers and scientists of the University are becoming an integral part of international studies and research which leads to collaborative success of all partners. Therefore, new management systems are formed within the global space – united university networks.

Such networks are an international merging of universities, connecting 1,5–3 million students. They are establishing in Asia, USA, Latin America and have begun to appear in Europe as well. These are rather competitive unions, pushing out of the academic market any independent universities. Other methods are also used to oust non-changing universities from the market (tendentious accreditations, ratings, public relation actions). Having assessed all the previously mentioned and unnamed circumstances, it is important to very carefully model the university's activities. It is necessary to create a university that would meet global standards and be accessible to our country's people without having to look for it elsewhere in the world. The University must become very competitive in the national and global space, capable of creating added value for Lithuania and protecting the nation's identity.

2. Analysis of Advantages, Opportunities and Threats



ANALYSIS OF ADVANTAGES, OPPORTUNITIES AND THREATS

The University's success and its contribution to the economy of Lithuania depend on different objective and subjective factors. To rationally design the priorities of the University's activities for the coming five years, it is necessary to assess the advantages, opportunities, and threats that have formed in recent years.

Advantages. Studies. The University is popular among entrants, the number of students in it is steadily growing, study programmes are oriented towards perspective and profitable economic sectors with particular attention being paid to study quality, as well as new study ways, forms and methods. Post-graduate employment levels are high.

The University remains one of the leading schools of higher education in Lithuania. It is chosen by the youth from all over Lithuania, in particular from Vilnius, Kaunas, Panevėžys, Alytus, Šiauliai, Klaipėda, Utena, Marijampolė, Telšiai and Tauragė districts. The University's popularity is indicated by the rate between the number of applications and the number of admitted students which over the period of the last four years was 14,7; 15,4; 14,7 and 13,3 percent respectively (Fig. 1).

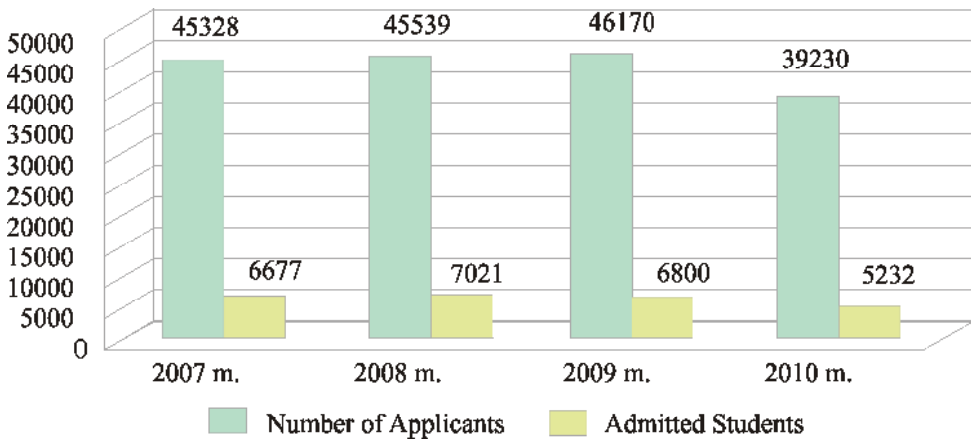


Fig. 1. Dynamics of the number of applications and admitted students over 2007–2010.

Although the number of entrants to schools of higher education in Lithuania in general has been reduced due to the worsening demographic situation, emigration, and economic problems, the number of applications and students admitted to the University during the time of general admission until 2009 has been increasing, and in 2010 this number was just slightly less (Fig. 2).

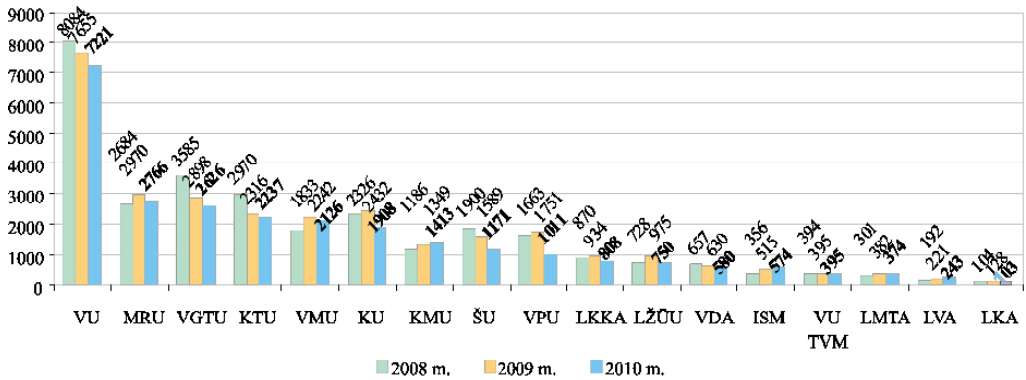


Fig. 2. Total number of the applications to schools of higher p education at the time of general admission over 2008–2010.

The University is chosen by a particularly big part of students who graduate with Bachelor’s degrees from other universities in Lithuania. In 2010, Master’s studies at the University were mostly selected by graduates from Vilnius Pedagogical University, Vilnius University, Vilnius Gediminas Technical University and Klaipėda University. According to the field of Bachelor’s studies, Master’s studies in our University were mostly selected by students who had completed degrees in education, philology, management, economy, psychology, sociology at other universities.

Bachelor’s and Master’s studies, in line with the needs of the state, prepare a new generation of lawyers, economists, public administration specialists, social workers, psychologists able to work in any field of law enforcement, the administration system and in public and private sectors. Viability of the sector of services made study programmes in law and management, public administration, law enforcement, finance, and economy become most popular in the University (Fig. 3).

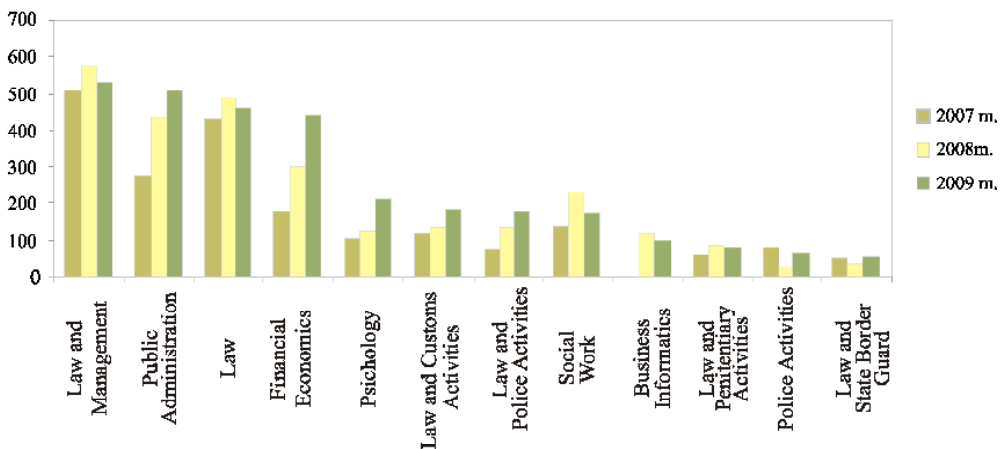


Fig. 3. Number of students admitted to the bachelor’s study programmes in the University over 2007–2009.

The University offers studies to graduates in the field of college education, in which students, after at least one-year of continuation studies, would obtain a Bachelor's degree in a respective field. Graduates in college studies, when applying, pay most attention to study programmes in law, law and management, and public administration. Considering the experience of the last three years with respect to additional Master's studies for college graduates, it is clear that the most popular programmes were in public administration and financial marketing. Based on this experience, since 2009, college graduates were admitted to the programmes of electronic business management, electronic government administration, child's rights protection, social gerontology, and entrepreneurship.

The quality of studies at the University is improved through the content and methods of the studies. This year, 2010, the University has been independently implementing two projects for updating the Bachelor's study programmes, with the goal to introduce innovative teaching methods in seven study programmes by associating them with the development of the students' capabilities and assessment of their learning achievements. Besides that, the University, as a partner, is involved in updating two Master's study programmes under the measure „Development of study programmes in national complex programmes“.

University study programmes are assessed not only by Lithuanian, but foreign experts as well, therefore the majority of study programmes have been accredited. In recent years, the number of Bachelor's study programmes at the University grew up to 33%, and that of Master's studies—up to 46%. Following European provisions and guidelines for ensuring the quality of internal studies, the good experience of world universities, Dublin's Qualification Descriptions, British Quality Assurance Agency guidelines, provisions developed by the Centre for Quality Assessment in Higher Education and methodologies developed by different authors, in 2006–2007 the University worked out the Methodology for Assessing and Ensuring the Quality of the Studies comprised of the following parts:

- approval, monitoring and periodic appraisal of the study programmes;
- assessment of students' achievements;
- assurance of the quality of teachers' competence;
- resources of studies and support to students;
- information systems;
- public information giving.

Seeking to ensure the quality of the studies, the University plans the following:

1. Periodic assessment of the quality and aptitude of the study programmes.
2. Regular surveys of the students to find out about the quality of the programmes of each subject, the teaching and organization of studies.
3. Regular surveys of the graduates, monitoring the dynamics of their career and professional activities.
4. Announcement of the results of the surveys and other investigations.

Taking into account the rapidly changing market conditions in Europe and the rest of the world, the University creates flexible teaching structures, develops and expands spaces of virtual studies, systems of distance and continuation learning, improves conditions for lifelong learning.

The University is one of the first in Lithuania to have started developing conditions for lifelong learning in conformity to the trends prevailing in Europe and rest of the world. A system for the acknowledgement and assessment of the achievements of non-formal learning and self-learning has been designed by the University, and distance studies have been increasingly developed. Thanks to the efforts of scientific and teaching staff, technical and methodological possibilities to develop electronic learning of better quality have been created. The quality of studies is being improved, their accessibility is increased by using modern information communication technologies while adopting software for distance studies and placing training materials in the „Moodle” environment. As of 2008 spring term, the system of the open distance studies launched the first cycle study programme *Law and Management*. This is the first bachelor’s study programme entirely adapted for distance studies not only at the University but in all of Lithuania as well. Having begun teaching disciplines of this study programme through distance learning, popularity of the open distance studies has significantly increased, because part of the study programme *Law and Management* are also taught in other programmes in the field of University law studies. In 2008, besides the law study programmes, distance studies have been adapted also for the first cycle study programme in the field of *Social Work*. Training materials adapted for distance studies are accessible not only for the participants in distance studies but for students studying in a traditional form as well. The University has a goal to adapt for distance studies all study programmes, except study programmes in which such distance studying is not practiced due to the universally acknowledged specificity of teaching.

The University carries out active monitoring of the careers and integration of graduates in the labour market, maintains close ties with them, conducts surveys, is interested in their labour search experience, vocational career and regularly cooperates with Lithuanian Labour Exchange, Civil Service Department and „Sodra“. Considering the data provided by „Sodra“, we can state that indicators of employment and income of the University’s graduates are very high. First, employment of the University’s graduates in 2009 amounts to 98,5 per cent after completing first cycle (Bachelor’s) studies and 99 per cent after completing second cycle (Master’s) studies. Students graduating from economy, psychology and law are in particular successful in finding employment (Table 1).

Table 1. Number of working University graduates in 2009 (percent).

Field of studies	Undergraduate studies	Master's studies
Law	99 %	99 %
Public Administration	98,5 %	99 %
Social Work	98 %	99 %
Psychology		100 %
Economy		99 %
Sociology		99 %
Education		100 %
Administration and Business Administration		99 %

University graduates make up nearly 7 percent of all people employed in civil service. Among those with leading positions (non-statutory civil servants) University graduates make up 3,3 percent. 22 University graduates worked in diplomatic services in the beginning of 2010.

The previously provided data from „Sodra“ proves that University graduates receive large incomes. Analysis of the income of graduates from 2005 in over a five year period (2005–2009) showed that the average income of the majority of the graduates in the first quarter of 2009 exceeded the amount of 10 000 litas. Average quarterly income of the graduates of some study programmes (for example, Tax Administration, Law of Informatics, International Protection of Human Rights) amount respectively to 24 847 Lt, 21 935 Lt and 19 634 Lt. It should be emphasized that the maximum quarterly income of the graduates of some study programmes in Law, Law and Management, Public Sector Economy and Operational Audit at the same period of time reached as much as 61 405 Lt, 58 548 Lt, 51 000 Lt, 49 120 Lt, 46 298 Lt and 36 444 Lt. The curve of the financial career of the graduates of 2006 over the period of 2006–2009 is also rising. The average quarterly income of nearly half of the graduates is over 10 000 Lt. The average income of graduates in Business Law, European Union Law, European Union Policy and Administration in the first quarter of 2009 respectively amounted to as much as 17 936 Lt, 17 788 Lt and 16 438 Lt. Income of the graduates of 2007 have been also growing over the period of 2007–2009. Average income of over half of the graduates of the study programmes in the first quarter of 2009 exceeded 10 000 Lt. It should be noted that the maximum income which, in the first quarter of 2009, was received by some graduates of Law and Management, Civil Law, European Union Policy and Administration amounted to as much as 96 665 Lt, 47 670 Lt, and 44 067 Lt respectively. Financial indicators of the graduates of last years, i.e. in 2008 and 2009 have also

grown. Since the period of work and the financial career of these graduates is rather short, their income in the future will grow even more, but already the maximum income of the graduates of some study programmes from 2008 in the first quarter of 2009 reached 53 550 Lt (Public Administration), 43 174 Lt (Financial), 40 176 Lt (Biological Law). The maximum income of the graduates from 2009 of some study programmes in the first quarter of 2009 reached as much as 60 923 Lt (Business Ownership Economy), 44 061 Lt (Law and Management), 40 321 Lt (Tax Administration).

The professions that are taught at the University are in demand in the EU labour market as well. In accordance with the data provided by *Eures*¹, the highest demand in recent years was for specialists of information technologies, sales managers, social workers and care specialists. Seeking to assure for itself high results of the graduates' employment and integration in the labour market in future, the University, as a partner, takes part in the EU funded state project intended to create and implement for all students of higher education an accessible and needs-based career management model of services.

Advantages. Science. The University aims to become an internationally-minded university, reliably established in the international academic space. In this area the University develops fundamental and applied research, takes part in national, regional and international scientific research programmes and projects, practically applies scientific results and introduces them to society. The University is traditionally developing the research of social sciences, and recent years saw the launching of research in biomedicine, technologies, and humanitarian sciences. Scientific research and the studies that are based on them is the foundation for the development of the University, thus not only professors, docents and teachers are actively involved in scientific activity but also creative students who disseminate and adapt the latest knowledge.

Seeking to pursue scientific research consistently and effectively, in conformity with strategic documents of the European scientific research space and in line with the needs of contemporary society, research at the University is carried out in accordance with underlying direction of scientific research for the period between 2010 and 2014, which is Social Innovations for Global Growth,

Research Topics:

1. Justice, Security and Human Rights.
2. Information and Communication Technologies for Social Transformations.
3. Sustainable Socio-Economic Growth in the Context of Globalization.
4. Advancing Employment Opportunities and Improving the Quality of Life.
5. Continuity and Change of Values in Global Society.

International and Lithuanian experts positively evaluate and allocate funding for the projects developed by University scientists under international science programmes (6BP, 7BP), interstate agreements, national science programmes („Social Challenges for the National Security“, „State and Nation: Heritage and Identity“), for projects ini-

tiated by the researchers or projects of scientific research under the Universal Grant measure, and for other projects. Scientists from the University carry out dozens of contracted research programs, the outcomes of which are used in Lithuanian, European, and international markets. The University is active in the work of the international Dorich House network where our scientists, together with seven European universities from Great Britain, France, Germany, Spain and Turkey participate in the international researcher's consortia „Health and Aging“, „Migration“, „Ecology and Sustainable Development“.

The results of scientific research are presented in five periodicals reviewed in the University's scientific publications: „Jurisprudencija“, „Socialinių mokslų studijos“, „Viešoji politika ir administravimas“, „Socialinis darbas“ and „Intelektinė ekonomika“, which have been included in data bases that are acknowledged among the scientific community. Each year many monographs, scientific articles, textbooks and other publications are issued at the University (Table 2) with particular attention focused on their quality and demand on the market. In order that the latest achievements of science become accessible to students and the public as much as possible, electronic publishing is increasingly developed.

Table 2. Publications

Year	Mono-graphs	Text-books	Articles in reviewed publications included in Thomson Reuters (ISI) data base	Articles in reviewed publications, that are included in other internationally acknowledged data bases	Total number of publications
2009	22	13	30	286	758
2008	21	9	18	270	731
2007	25	11	17	252	703
2006	22	8	9	177	749
2005	14	11	6	50	437
In total	107	53	89	1104	3378

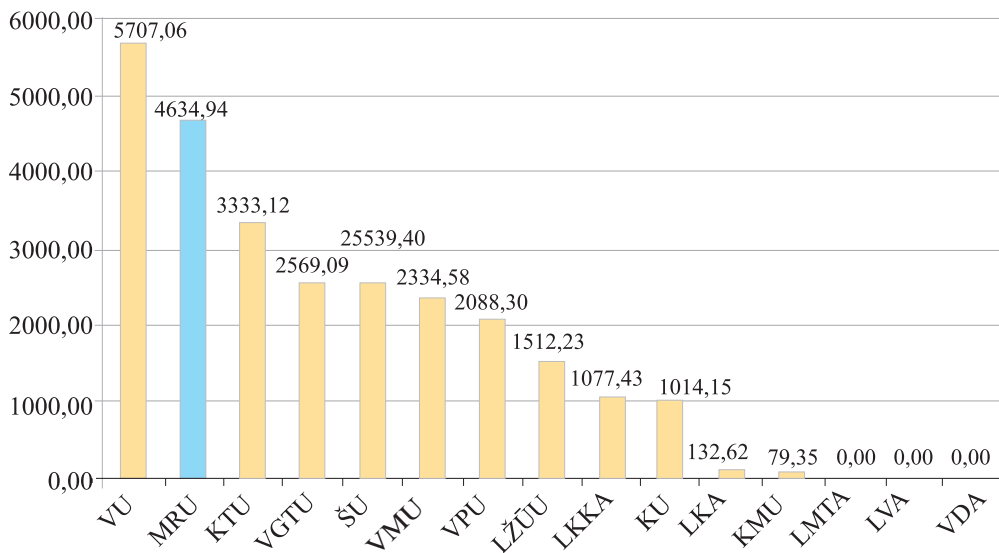
The main criteria to assess the level of science is the number of monographs, textbooks and scientific publications published in scientific periodicals reviewed in Lithuania and foreign countries, participation of the University and its scientists in national and international programmes and projects, ordered studies, and the number of academic events. With these main indicators of learning, achievements of the University are constantly growing (tables 2 and 3).

Table 3. Projects/events of science

Year	Projects	Events
2010*	27	32
2009	26	36
2008	25	33
2007	11	19
2006	9	45
2005	12	35
In total	110	195

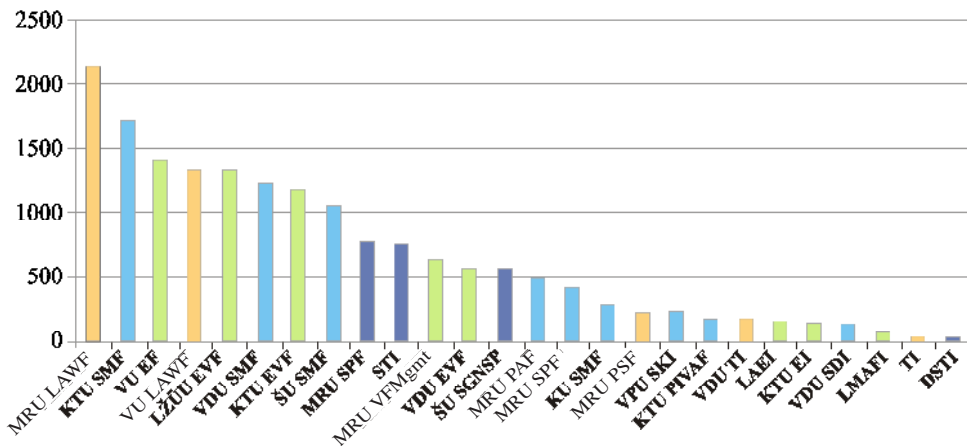
* data of the third quarter of 2010

According to the research carried out in the area of social science, the University climbed up to the leading positions among schools of higher education in other countries (Fig. 4, 5, and 6).



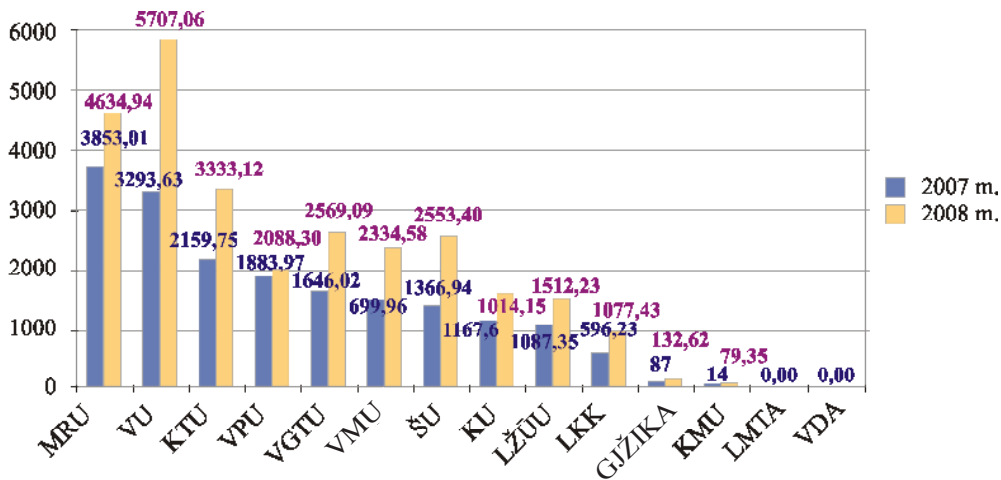
Source: Centre for Quality Assessment in Higher Education *Announced in 2008, First evaluation results

Fig. 4. Evaluation of learning carried out by Centre for Quality Assessment in Higher Education in 2008 (latest data is not provided).



Source: Centre for Quality Assessment in Higher Education *Announced in 2008, First evaluation results

Fig. 5. Learning of Lithuanian faculties and institutes of social sciences (latest data is not provided).



Source: Centre for Quality Assessment in Higher Education

Fig.6. Evaluation of learning carried out by Centre for Quality Assessment in Higher Education in 2007–2008. (latest data is not provided).

Doctoral studies are developed at the University to help the brightest scientists purposefully and successfully integrate into the national and international scientific environment. Young researchers can select doctoral studies from three fields of science: law (field code – 01S), management and administration (field code – 03S) and psychology (field code – 06S). The University first started implementing doctoral studies in the field of law, and the first dissertations from the management and administration fields were defended in 2007 (by 1 October 2010, 17 papers have been defended in the said scientific field).² The first doctoral studies students in the field of psychology were admitted in 2007, so it is planned that they will defend their papers in 2011.

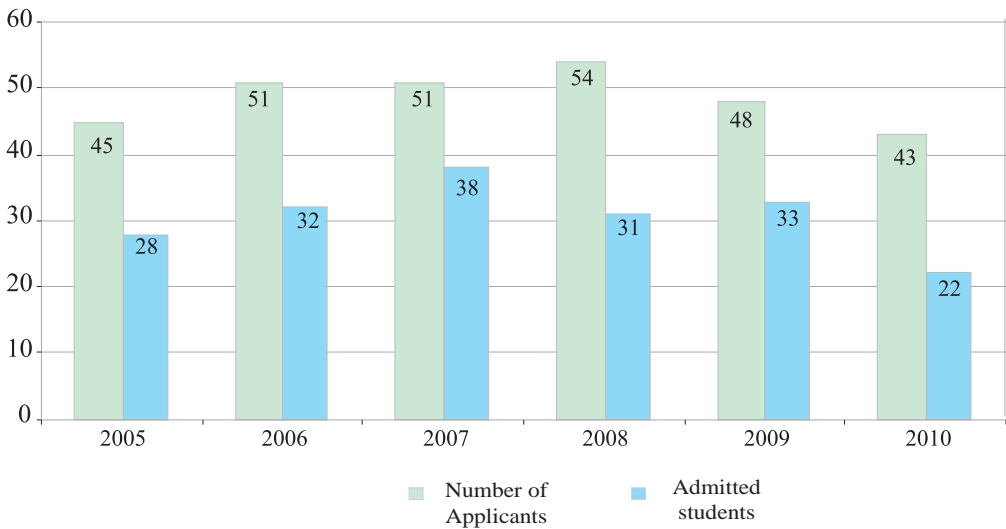


Fig. 7. Entry to doctoral studies over the period of 2005-2010.

Doctoral studies in the University seem to be a popular, yet competitive, opportunity, since the number of entrants has always exceeded the number of people admitted to these studies (Fig. 7).

In the period 2006 - 2010 most of the applications to the doctoral studies were given by the graduates of the University, and this rate increased from 49 to 68 percent. The number of graduates of other Higher Education Institutions in Mykolas Romeris University doctoral studies declined respectively, but the number of doctoral students, who are graduates of foreign Higher Education Institutions increased from 4 to 7 percent.

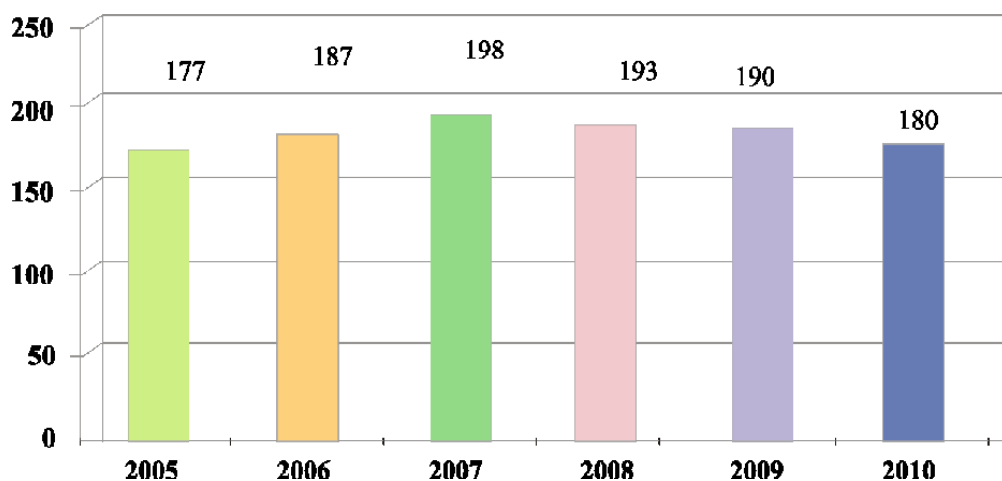


Fig. 8. Dynamics of the numbers of University doctoral studies students over the period of 2005-2010.

Recent years have seen a slight decrease in the number of doctors due to decreased funding allocated for doctoral studies in all schools of higher education of Lithuania (Fig. 9).

University's doctoral students take active part in the work of international doctoral networks: *Connex*, *New-Neighborhood*, *Nordic-Baltic*, European Management and Business Administration (EDAMBA). The right of membership in the latter organization was acquired when in 2008 international experts from the universities of Oxford and Manchester carried out an expertise of the doctoral studies in the field of management and administration and provided their recommendations. Active part is taken in the work of EUA Council for Doctoral Education by supplying comments and recommendations to form new policy guidelines and to improve the existing ones.

In cooperation with foreign partners, the University constantly develops possibilities of bilateral scientific guidance (counseling) (in French—*co-direction*) and bilateral doctoral studies (in French—*co-tutelle*). Graduate students from all scientific fields are using the possibilities of bilateral scientific guidance (counseling). For example, in law, cooperation is implemented with a university from France; in the field of management and administration—with universities in Sweden, United Kingdom and United States of America; in the field of psychology—with universities from Sweden. The University has also acquired significant experience in implementing francophone bilateral doctoral programmes under which, in co-operation with French universities in 2006 and 2009, two dissertations in law have been defended. One more francophone dissertation in the field of law will be prepared and defended in 2012.

The sort of infrastructure that would be favorable for scientific investigations is now being developed in the University: a laboratory of psychology has been installed for graduate students, as well as a scientific research laboratory for young scientists „Biçiq avily“ (Beehive), plus graduate students have the possibility to use abundant library resources.

Advantages. Administrative and academic staff of the University. The University remains a younger school of higher education, since the average age of a teacher here is 41 years and it has remained nearly unchanged during recent years. The intellectual potential of the University has been growing as well: the number of professors (from 34 to 70) and docents (from 157 to 261), and the number of teachers with scientific degrees make up about 62 percent, although recently it has been slightly fluctuating. A qualified team of academic staff has been gathered to enjoy the regularly improving conditions, which follow the most progressive European and global scientific experience, and it is their job to apply it at work. Both academic and administrative staff of the University take part in international events of science and studies, they travel to study trips to exchange experience and knowledge. Seeking to improve the quality of the higher education and increase competitiveness, the University participates as a partner in a state project which seeks to create a system for organizing student international practice and teacher internships based on international partnership.

Advantages. International relations. The University continues to develop international relations through more intensive student and teacher exchange, creation and improvement of study programmes in foreign languages (including joint programmes), active work in international organizations, cooperation with foreign partners, development of joint scientific projects, cultural events and other activities. By 1 July 2010, 63 bilateral cooperation agreements were signed with universities from 37 countries, and negotiations have been started with universities from Azerbaijan, Georgia, Moldova, Ukraine, China and other countries. Exchanges of students and teachers contribute to the improvement of the quality of studies, development of internationality, increase of the intellectual potential of the University. Over the recent five years, the number of students leaving from and arriving to the University has been constantly growing.

Countries in which the number of University students under *Erasmus* exchange programme is the biggest are Turkey, Poland, France, Spain, Portugal, Romania, Germany, Estonia, Czech Republic, the Netherlands, Slovakia, Slovenia, Italy, Croatia, Austria, Denmark, Hungary, Latvia, Bulgaria, and Greece. Under other exchange programmes, students go to Poland, Slovakia and South Korea. In the period of implementation of this strategy, the University is planning to increase the number of international degree programmes students up to 10 per cent.

Table 5. Growth of the mobility possibilities for studies

Year of study	Number of countries	Number of bilateral co-operation agreements	Number of places in Erasmus studies under bilateral co-operation agreements	Number of departed students
2005/2006 S.M.	24	106	286	156
2006/2007 S.M.	25	115	316	181
2007/2008 S.M.	26	144	365	203
2008/2009 S.M.	27	157	440	206
2009/2010 S.M.	30	170	484	180

The University takes active part in the activities of international institutions/programmes (EUA, IAU, AUF, GUNI, OECD/IMHE, etc.). The membership in professional international organizations, as (NISPACEE, EASSW, ELFA, ADAMBA, etc.) creates opportunities for academic staff members of the University to present reports in conferences, initialize projects, joint study programmes and other activities.

The decision of the International Association of Universities (IAU) to arrange a congress in the University also means recognition of its contribution in international cooperation of universities. In the congress of the IAU which took place at the University in June 2010 under the title „Ethics and Values in Higher Education in the Era of Globalization: Challenge to Disciplines”, representatives from nearly 100 universities around the world came to participate, over 70 rectors met here as well as guests from 60 countries: from Ecuador, Ghana, Georgia, Iran, Iraq, USA, Canada, Kenya, China, Malaysia, Mexico, Republic of South Africa, Pakistan, Russia, Saudi Arabia, Sudan, Venezuela and other countries. The congress was opened by the President of the Republic of Lithuania Dalia Grybauskaitė, IAU President prof. Dr. Juan Ramon De La Fuentes and University Rector prof. Alvydas Pumputis. Higher education in Lithuania was introduced by Gintaras Steponavičius, Minister of Education and Science, while a presentation on behalf of the University students was delivered by Grėtė Gotautaitė.

The Congress was a good opportunity to introduce an attractive image of Lithuania as that of a modern state, higher education and the University were represented for the world community by opening many doors to the global spaces of academics. This congress will boost professional, cultural, academic and other relations, it will strengthen Lithuania's influence and authority, participation of the researchers working in scientific institutions of Lithuania for international research projects and will motivate the activity of societies and associations uniting scientists and students.

Advantages. Infrastructure. The University is continuously updating the infrastructure of science, studies and information. It seeks to continue developing the material base of the University library, to create the best possible conditions for students and teachers to use both ordinary sources of information and electronic funds of documents, as well as databases accessible via the Internet, to develop the University's information infrastructure while assuring effective use of new information technologies (further referred to as IT) in all key activity areas of the University and possibilities to improve the technological level of science and studies.

Modern information and specialized technologies introduced in the University library assure high quality of the supplied services meeting the need for and access to diverse information. Publications in open funds are growing in number, thus they make up over 70 percent of all publications at the library. The library contains 2165 thousand copies of books, periodicals of 280 titles and is subscribed to 46 databases. The library proposes that its visitors get acquainted with and use full text databases, which enable reading publications of the most progressive world publishers, receiving the latest scientific, statistical and other information of the world. The University library provides the possibility to connect to databases from a distance, i.e. readers may connect from their homes, then search for and use information in the data bases subscribed to by the library. The library is accessible for disabled readers too, thanks to the registration of electronic documents of the University Master's degree final papers, doctoral dissertations and their summaries in the information system. The library also organizes cultural events: exhibitions, poetry evenings, concerts, meetings with artists and more. The University library aims to become one of the most modern libraries among schools of higher education in Lithuania.

Each year IT is increasingly penetrating into all areas of life at the University and different factors affecting IT introduction and development in the University are changing very fast. Therefore, we will constantly need to update, develop and modernize the University IT infrastructure, computer services and applied systems, which will result in the growth of the need for human and financial resources to achieve this goal.

Based on data from 2010, in all sections of the central and first campus buildings, wireless connection points have been installed, ensuring a high network coverage (the wireless computer network can be simultaneously assessed by 600–900 students). A wired data transmission network has been developed at the University, which connects the main buildings and blocks with optic cables using the Litnet -1 Gbps speed master line, and all computerized workplaces ensure use of the computer network services. We would think that it is not necessary to increase the number of the final points of data transmission networks in the coming five years in the University (except development in newly established laboratories and specialized computer rooms), however, we would need to upgrade equipment of the data transmission network, to strengthen security and intactness of the University data transmission network, management of data flows, to improve adaptation of the network's infrastructure for the dissemination of multimedia information, to ensure new possibilities for electronic studies. General dynamics of the number of computers in the University over the last year is provided in figure 9.

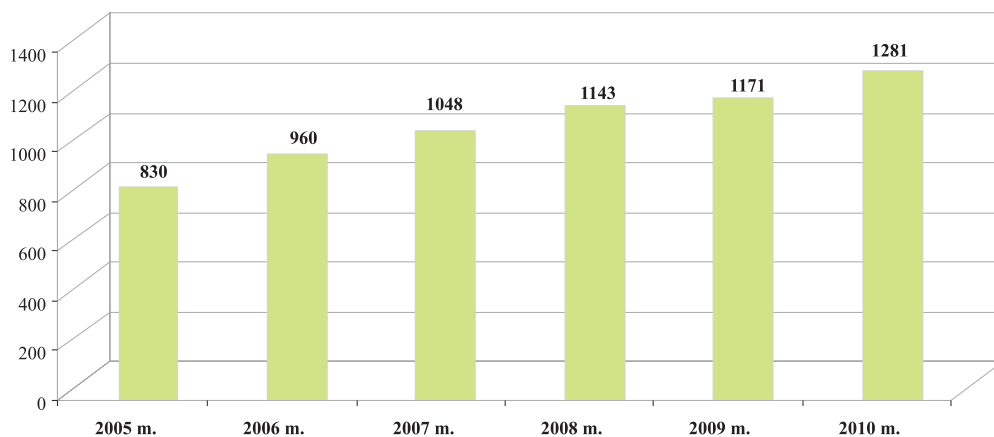


Fig. 9. Change in the total number of the University's computers.

It would be useful to increase the density of the access points of the wireless computer network in the large auditoriums and reading rooms in the nearest future in order to ensure an effective connectivity of a bigger number of the laptops in the large auditoriums, because it is probable that the number of students using laptops at the lectures will increase. To improve the environment of students' life and studies, it is necessary by 2014 to construct on the territory of the University's central building a new block of auditoriums, including a 300-bed dormitory, meeting the needs of Lithuanian and foreign students.

Development of the University's infrastructure is facilitated by two EU projects funded from Structural Funds. Implementation of these projects will result in renovation of three buildings in Vilnius and 1 building in Kaunas. The renovated buildings will require nearly twice as less energy for heating, while the conditions of work for staff and students and quality of the supplied services will improve and pollution of the environment will be reduced.

General opportunities. Universities in the contemporary world can successfully function to the extent which satisfies the needs of the global and national markets of science and studies. This market stimulates a rapid change of the universities themselves. One of the possible scenarios of the universities' evolution is the market scenario, when the system will be directed to external needs for strengthening human resources and innovations in different areas (including innovations in the social field).

Due to the reform in the higher education of Lithuania, higher education starts living by the laws of the market. More possibilities have been created for the people who wish to study, enabling them to select such a study programme that would provide them with the qualifications demanded on the market and which, in the opinion of the entrant, are attractive and promising. Instead of the former procedure, in which quotas for state-funded places were set up and future students would quite often select non-perspec-

tive study programmes only in order to ensure a state-funded support, a basket-based principle of funding has been introduced to increase the freedom and responsibility of selecting study programmes. The reform of science and studies turned back to the needs of the person, paying more attention to his natural interests.

The University was the first which, while implementing the law adopted by the Seimas of the Republic of Lithuania, considered and submitted to the Seimas the new statute of the University. This statute was approved by the Seimas on 23 July 2009. Since many of the amendments executed by the law have already matured in the University, first results of the said reform are positive: a record-high number of 46170 requests to study have been received. The University implemented internal reorganization to improve the management, thereby creating better possibilities for the University to develop considering both the global development tendencies of the universities and the internal potential. Besides that, the University launched a project to improve internal management thanks to which the activity strategy will be reviewed and reformulated, internal management structure will be improved in harmony with the needs of the parties concerned.

Statistical data³ witnesses that a bigger share of the GDP in the sector of services is created in economically developed, democratic countries which are cherishing human values. In the USA this indicator amounts to 79,6 percent, France–77,6 per cent, United Kingdom–74,5 percent. In Lithuania the sector of services creates 63,3 percent of the GDP, therefore this share in our country is significantly lower than the EU average (70,9 percent).

Level of education of the population of Lithuania by the main levels of this education in the recent years has been constantly growing (see table 6).

Table 6. Education of the population of Lithuania, 2005 – 2008 (thousand)⁴

	2005	2006	2007	2008
Residents of 15 years of age and above	2 840,2	2 842,9	2 846,8	2 849,4
Higher and post-secondary education	561,3	571,5	620,1	655,6
Special secondary education, including secondary education with vocational qualification	549,2	547,7	526,6	523,4
Secondary education with vocational qualification, secondary, basic with vocational qualification	880,0	904,0	906,0	910,5
Basic, primary with vocational qualification	448,3	430,0	427,4	412,8
Primary	401,4	389,7	366,6	347,1

3 <http://epp.eurostat.ec.europa.eu/portal/page/portal/eurostat/home/>

4 <http://db1.stat.gov.lt/statbank/SelectVarVal/saveselections.asp>

Following the data provided by UNESCO⁵, the number of students in North America and Western Europe over 1999–2008 increased from 28,1 mil to 34,4 mil. In the USA the number of students over the decade increased from 13,7 mil to 18,2 mil, in Romania – from 407,7 thousand to 1 mil, in Poland – from 1,4 mil to 2,2 mil, in Turkey – from 1,4 mil to 2,5 mil. It should be noted that by the beginning of this century the number of students for many decades has hardly changed. In China there were 5 mil students in 1990, in 1999 – 6,3 mil, and in 2008 their number exceeded 27 mil. Besides that, China is setting up 10 world level universities, thus turning from a country that sends its citizens to study abroad into a country that accepts foreign students itself. For example, in Ethiopia, where the threat of starvation has not yet disappeared, the number students over the decade grew from 52,3 thousand to 264 thousand. If we analyze the dynamics of relative sizes in this area, then Lithuania, by the number of students, is a leader in the EU and among economically developed countries, but the number of people studying in the EU and USA is growing each year. The number of people with a higher education (university and non-university) in Lithuania over the last three years has been constantly growing, however, by the number of people studying at the universities per 10000 residents, Lithuania still lags behind many economically developed states (see table 7).

Table 7. Number of students per 10 thousand inhabitants, 2007–2009.⁶

State	2006–2007 m.	2007–2008 m.	2008–2009 m.
Lithuania	410,5	415,8	433,81
Finland	585,6	582,9	576,4
Sweden	464,2	450,8	439,7
Germany	278,2	277,1	273,8
USA	585,9	578,1	588,3

Respectively, the number of graduates with higher education in Lithuania by individual areas of studies as compared to the developed western countries is not sufficient either. As seen in table 8, this is in particular important when speaking about humanitarian, natural and social protection sciences.

5 <http://www.unesco.org/new/en/unesco/>

6 <http://epp.eurostat.ec.europa.eu>

Table 8. Number of graduates by study areas per 10000 residents

	Humanitarian and art sciences			Natural sciences, mathematics and computer science			Education			Health care and social protection			Social sciences, business and law		
	2006	2007	2008	2006	2007	2008	2006	2007	2008	2006	2007	2008	2006	2007	2008
Lithuania	6,6	6,3	6,4	5,5	5,4	6,0	15,0	12,4	13,6	7,5	7,7	8,0	32,4	34,7	34,1
Finland	10,2	11,7	18,3	6,6	7,0	12,5	4,9	5,5	8,4	14,5	15,4	16,2	17,7	18,1	27,9
Sweden	4,0	3,9	3,8	5,3	4,7	4,6	11,0	11,2	11,8	16,3	16,4	16,0	16,0	16,1	15,6
Germany	7,0	7,4	8,5	5,0	5,6	6,4	4,1	4,3	4,5	8,9	8,7	8,9	10,4	11,1	11,4
USA	11,7	11,5	11,7	7,7	7,6	7,5	10,2	9,8	9,7	11,9	9,8	13,3	33,7	33,4	34,0

Graduates with higher education are analyzed (from 24 to 65 years of age) (ISCED 5–6).

The University graduates are valued in the civil service of Lithuania. Over 21,5 percent of the University graduates of the total number of civil servants from 24 to 64 years of age with higher university and non-university education (see table 9), including statutory officers, work as employees of this service.

Table 9. Distribution of the number of civil servants (aged 24–65) with higher education by the school of higher education by 1 September 2010⁷

Name of the school of higher education	Number of civil servants
Vilnius University	9007
Mykolas Romeris University	8806
Kaunas University of Technology	4519
Lithuanian University of Agricultural	3472
Vilnius Gediminas Technical University	2878
Vilnius Pedagogical University	2305
Šiauliai University	1564
Klaipėda University	1098
Lithuanian Veterinary Academy	1040

Vytautas Magnus University	694
Lithuanian Academy of Physical Education	425
Kaunas Medical University	283
Lithuanian Academy of Music and Theater	137
Vilnius Art Academy	86
ISM University of Management and Economics	41
LCC International University	5
Colleges	2918
Other schools of higher education	1675
In total:	40 959

As the economy of Lithuania develops, importance of the services' sector and, at the same time, of humanitarian and natural sciences, based on the experience of the EU and other countries, should grow. For example, in the area of humanitarian science the number of students of the total number of people studying in Lithuania is 7,1 percent, and in Japan – 17,3 percent, in the USA – 16,9 percent, EU average is 12,8 percent, in Norway – 11,0 percent. In the area of natural sciences (*including informatics*) this indicator in Lithuania is only 5,5 percent, and the EU average is – 10,4 percent, in the United Kingdom – 13,8 percent, in Switzerland – 10,0 percent. In the area of health and welfare sciences the number of students of the total number of people studying in Lithuania is only 8,6 percent, whereas in Belgium – 21,6 percent, in Denmark – 21,5 percent, EU average is 13,2 percent, in Norway – 20,4 percent, in the USA – 16,9 percent.⁸

Pursuant to the level of the lifelong learning set out in State Education Strategy until 2003–2012, Lithuania (according to the data of 2009) lags behind this level of the EU average, which is 9,5 percent, by nearly three times. The level of lifelong learning is described as a share of people aged 25–64, who were studying for the last four weeks. According to the data of the last three years, this indicator in recent years in Lithuania dropped down: in 2007 it reached 5,3 percent, in 2008 – 4,9 percent, in 2009 – 4,2 percent. Among residents of the cities and towns of Lithuania the level of the lifelong learning in 2009 reached 5,5 percent, among rural dwellers – 2,3 percent. Among women this indicator last year was 5,4 percent, among men – 3,6 percent.⁹

Based on development tendencies of the economy of the EU and other economically developed countries and above-mentioned statistical data, we can state that the comparative weight of services in the structure of GDP will grow also in Lithuania, and that means that the total number of graduates of social sciences in the nearest five years will grow. While flexibly reacting to the situation of the labour market by improving the

8 <http://epp.eurostat.ec.europa.eu/portal/page/portal/eurostat>

9 www.bns.lt

existing and proposing new study programmes, the University assumes responsibility and the duty to satisfy the economic needs of Lithuania in the social sphere, to provide practical possibilities for lifelong studies. The data of the Lithuanian labour exchange reflects the level of the University graduates, their suitability for foreign markets and, at the same time, the level of their employment,¹⁰ stating that only 0,06 percent of the University's graduates are still looking for jobs (counting out of the total number of job seekers). The Lithuanian labour exchange also points out that even at the time of the highest unemployment rate in Lithuania, i.e. on 1 August 2010, only 258 graduates of the University were registered with the said labour exchange and this indicator made up 3,59 percent of the total number of the graduates of the higher schools of education. The above-mentioned general economic development trends in the sector of services in the country and the world, as well as the latter data of the Lithuanian Labour Exchange, allow us to make at least two conclusions:

1. In general, the need for the University graduates will be growing at least in the coming five years and the University graduates will not overfill the market of the Lithuanian Labour Exchange, however, the need for officers working in the civil service will largely be defined by the number of civil servants, who leave voluntarily or are forced to leave, and by the state orders for the specific number of statutory officers. Therefore the University should guide itself within these limits when preparing its graduates;
2. The general and professional level of the University graduates creates objective and subjective preconditions to find a job in the Lithuanian and foreign markets.

General threats. The rapidly declining demographic situation of the Lithuanian population (reducing birth rate and increasing emigration from the country), shrinking numbers of the pupils/graduates, high level of unemployment in the country affect the development of the University. According to the data of the Statistical Department,¹¹ in the beginning of 2010, the population of Lithuania was 3 329 000 inhabitants, this was 20 900 less than a year ago. The decline was conditioned by the negative net migration (more people emigrated than immigrated), which makes 74,2 percent of the total decline, and by the natural increase/decrease of the population (more people died than were born) – 25,8 percent.

Over the last five years, the number of Lithuania's population decreased by 96,3 thousand (2,8 percent). In the beginning of 2010, one fourth of the country's population lived in Vilnius district, one fifth – in Kaunas district, and the smallest were the districts of Tauragė, Utena, Telšiai, Alytus and Marijampolė. The Statistical Agency of the European Union communities (Eurostat) forecasts,¹² that:

10 Lithuania labour exchangeos 2010-08-24 raštas Nr. Sd-3107

11 <http://www.stat.gov.lt/lt/news/view/?id=8122>

12 <http://www.stat.gov.lt/lt/news/view/?id=8122>

1. in the beginning of 2050, Lithuania will be inhabited by nearly 592 thousand people less than in the beginning of this year:
2. the population of Lithuania will decrease much faster than average in the EU and by 2060 it will be less by a quarter, whereas the number of people over 65 years of age in 2060 will be one of the largest in the European Union;
3. In 2020, members of the population aged 5–24 will make 10,2 per cent, and those aged 5–24 will make up only 6,7 percent of all the inhabitants of Lithuania in 2050.

Demographic changes, i.e. a significantly intensified aging process, will result in the increased need for pensions, health care services and long-term care. Besides that, trends of emigration are also rapidly growing. According to the data of the Statistical Department,¹³ 11,3 thousand people declared their emigration from Lithuania in April of 2010 (see table 10).

Table 10. Emigrants who had declared their departure

	2005	2006	2007	2008	2009
Emigrated persons	15 571	12 602	13 853	17 015	21 970

But the factual emigration of the Lithuanian population, according to the data of international migration organization,s in the last year alone made up over ten thousand people per month, of whom the majority were persons with a higher education. Since all said persons in most of the cases have employed themselves in EU countries, it is possible to say that a Lithuanian student, and at the same time a student of the University, has de facto become a participant of the EU market with all the related consequences.¹⁴

The biggest threat for the development of the University and of all other schools of higher education is an increasingly declining number of students (see tables 11, 12 and 13).

Table 11. Students in schools of general education¹⁵

	2005	2006	2007	2008	2009
In total by age	538 541	514 622	489 442	464 638	440 504

13 <http://www.stat.gov.lt/lt/news/view/?id=8809>

14 <http://www.iom.lt/lt/naujienos/>

15 <http://db1.stat.gov.lt/statbank/SelectVarVal/saveselections.asp>

Table 12. Population in learning¹⁶

	2005– 2006	2006– 2007	2007– 2008	2008– 2009	2009– 2010
Pre-school education (0 level)	89 067	86 793	87 412	89 390	88 254
Primary education (level 1)	150 422	143 841	135 752	129 514	122 481
Basic education (level 2)	307 213	292 815	275 848	257 415	241 238
Basic general education	299 236	285 029	268 388	250 273	234 322
Basic vocational education	7 977	7 786	7 460	7 142	6 916
Secondary education (level 3)	116 641	113 440	112 733	112 800	113 538
Secondary general education	86 607	83 539	83 122	83 047	82 130
Secondary vocational education	30 034	29 901	29 611	29 753	31 408
Post-secondary vocational education granting no professional college or higher education (level 5)	10 426	9 761	8 885	8 689	11 088
Professional college education (level 5)	832	16
Higher education (level 6)	195 158	196 941	201 912	207 805	198 455
Doctoral (level 7)	2 878	2 898	2 855	2 939	2 918

Table 13. Number of graduates in schools of general education, 2010–2020¹⁷

Year	Number of graduates in schools of general education
2010	40 710
2011	42 036
2012	46 184
2013	41 320
2014	40 114
2015	38 649
2016	35 027
2017	34 177
2018	33 699
2019	31 170
2020	29 379

16 <http://db1.stat.gov.lt/statbank/SelectVarVal/saveselections.asp>

17 <http://www.stat.gov.lt/lt/news/view/?id=7868>

According to the data resulting from the analysis in the employment of the population carried out by the above-mentioned Statistical Department,¹⁸ the number of unemployed in the second quarter of 2010 was 297 200 or by 3 800 more than the first quarter of 2010. The number of unemployed people over the year grew by 1,3 times (74 100). In the second quarter of 2010, 40,4 percent of all unemployed people were long-term unemployed persons, i.e. those seeking for jobs for one year or longer. The number of long-term unemployed persons in the second quarter of 2010 grew up to 120 200 which is 20,7 percent (20 600) more than the first quarter of 2010 and 2,6 times (74 200) more than the second quarter of 2009. The level of unemployment of young people in the first quarter increased by 6,8 percent, during the recent year – nearly by 1,5 times (see Fig. 10).

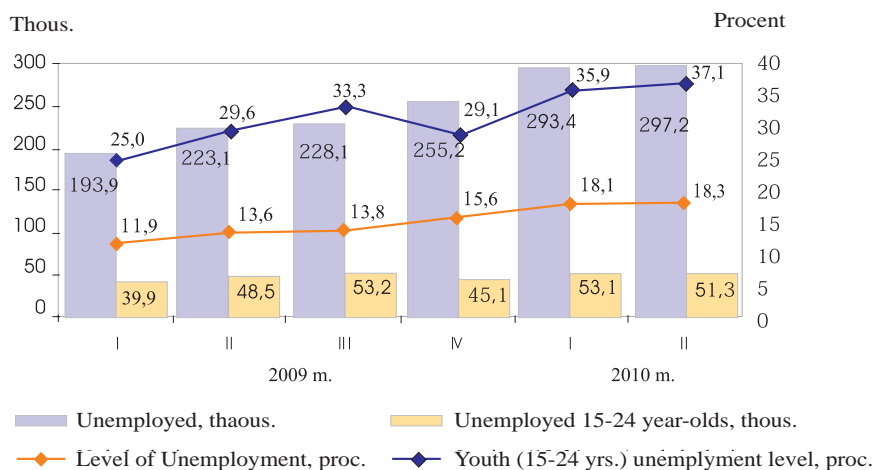


Fig. 10. Unemployment in quarters over the period of 2009–2010

According to the data of the Labour Exchange, in the first quarter of 2010, 298 000 unemployed people have been registered in Lithuania on average. The number of people registered with the labour exchange grew in particular at the end of March. This was conditioned by the obligation imposed by the Law on Health Insurance on the unemployed people, who had not registered themselves with the Labour Exchange, to pay a mandatory health insurance tax. As unemployment grew, the number of employed people in Lithuania dropped, i. e. in the first quarter of 2010, 1 328 000 people worked in the country's economy or by 55 400 (4 percent) less than the fourth quarter of 2009 (see table 14). In the Lithuanian Labour Exchange Register of Job Seekers, among twenty positions close to the University study fields of economy, business and management, dominating professions are managers of business services (8th position), sales managers (10th position), bookkeepers (17th position), accountants and bookkeepers (18th position).¹⁹

18 <http://www.stat.gov.lt/lt/news/view?id=7868>

19 <http://www.ldb.lt/Informacija/DarboRinka>

Table 14. People employed by types of economic activity (thousand)

Types of economic activity	2009		First quarter of 2010	Decline(-) 2010 m. 1 st quarter, as compared to			
	1 st quarter	4 th quarter		1 st quarter 2009		4 th quarter 2009	
				thousand	per cent	thousand	per cent
In total	1433,1	1383,8	1328,4	-104,7	-7,3	-55,4	-4,0
Agriculture, forestry and fisheries	123,5	127,9	119,4	-4,1	-3,3	-8,5	-6,6
Industry	269,0	246,0	235,7	-33,3	-12,4	-10,3	-4,2
Construction	141,1	101,4	89,6	-51,5	-36,5	-11,8	-11,6
Services	899,5	908,5	883,7	-15,8	-1,8	-24,8	-2,7

Decline in the number of employed population resulted in the decline of the level of population employment. The first quarter of 2010, the level of employment of people aged between 15 and 64 made 56,8 percent, in a quarter it was reduced by 1,9, and in a year – by 4,2 percent. The level of men's employment last year made 54,5, that of women – 58,9 percent. According to the data of the statistical agencies of the Baltic countries, in the first quarter of 2010 the lowest level of unemployment was in Lithuania (18,1 percent), the highest – in Latvia (20,4 per cent), in Estonia it was 19,8 per cent. In a year the level of unemployment in Lithuania and Latvia grew 1,5 times, in Estonia –1,7 times.

It is strange to see that in the conditions mentioned above, the State regulates the number of admitted students, including those who can pay for their studies themselves. Even more strange is the fact that no possibility to set the amount of the payment for studies dictated by the market is provided for most of the universities (this is allowed only for private schools), therefore higher schools delivering better quality with higher costs experience difficulties.

There are threats that may have a potential impact on the activity of the University:

- insufficient supply of the study programmes jointly designed by Lithuanian and foreign universities in foreign languages to attract foreign students;
- uneven participation of the University teachers in scientific research and applied activity;
- the area per one student does not reach the average of Lithuanian universities which deprives the University from the possibility to create better conditions for students to study and increase the space for teachers;
- illegal activity of the subsidiaries and study centers of higher schools of education of other countries.

3. Goals. Objectives and Measures of the Activity of the University



GOALS, OBJECTIVES AND MEASURES OF THE ACTIVITY OF THE UNIVERSITY

The mission of the University is to lean on the traditions of the world, European and Lithuanian universities in accordance with principles of democracy and respect for human values, to educate the society, to accumulate and cherish intellectual potential, to develop leaders capable of creating and introducing innovations determining a whole sided progress of science, culture and technologies, to disseminate knowledge and innovations.

The main goal of the University is to become a competitive school of higher education belonging to the international network of universities, offering popular joint study programmes, carrying out high level international scientific research work, attracting Lithuanian and foreign students, teachers and researchers, preparing specialists of high qualification in conformity to the needs of the state and labour market, ensuring unity of studies and science, developing international study exchanges, increasing integration in the Lithuanian and foreign academic community, creating conditions for continuous personal learning and applying modern management principles to the governance of the University. The most important goals of the higher education reform launched in Lithuania are close and acceptable to the University.

Taking them into account, the University forms the objectives of its activity as follows:

- 1) to develop a society receptive to knowledge, science and culture, capable of effectively using science and competing in the market of high-level technologies, products and services;
- 2) in cooperation with public and economic partners to boost the development of the country through scientific, educational, artistic and other cultural activities;
- 3) to carry out studies which would grant a person a scientifically based contemporary level of knowledge and technologies corresponding to the level of a higher university education alongside with the qualifications of higher education, to develop a thoroughly educated, ethically responsible, creative and business-minded personality;
- 4) to increase accessibility of studies through the flexible entirety of the payment, technical and technological tools;
- 5) to design and approve programmes of joint, distance and continuation studies by using the latest achievements of scientific research;
- 6) to develop in a sustainable way scientific cognition of different areas, carry out high level scientific investigations and experimental development, to prepare scientists and to co-operate with national and foreign partners in the field of science;

- 7) to promote the collaboration between the University's academic staff and students' representative body, and support the innovative ideas of students' representative body in all the fields of students' life;
- 8) to ensure the process for improving the qualification of the staff;
- 9) to pursue a segmented marketing policy.

Measures. Following the lifelong learning strategy, including virtual and distance studies, the following measures should be taken in the future:

- to utilize internal possibilities of the optimization of the study process, improvement of the quality of studies, application of new teaching methods and technologies in the University;
- to expand liberal, individual, interdisciplinary, minor study fields, to occupy the niches of such studies in the country;
- to set up new study programmes in social and humanitarian fields, to make use of market redistribution which takes place in conditions of economic crisis and declining number of students;
- to reinforce in the market's positions of distance, partial and continuation studies;
- to raise the University's public image, improve the quality of studies through joint study programmes and intensive exchange of studies;
- considering the shrinking market of sequential studies, to attract more high level teachers, strengthen human resources at the University;
- to form a professional and stable managerial potential of the University, to create conditions strengthening the prestige of the University.

Development of fundamental and applied research requires the following measures:

- to review existing and to formulate new priority directions of scientific research of the University by taking into account national and European Union priorities in the area of science;
- to take active part in national, European Union and international scientific research projects and programmes;
- to carry out applied research in accordance with the orders of the economic entities;
- to motivate scientists and students to join into informal interdisciplinary groups of scientists (scientific laboratories and centers);
- to organize high level international scientific events using the materials (*conference proceedings*) which would meet the requirements raised by the data base of Thomson Reuters Web of Science and to include them in this base;
- to publicize publications prepared by University scientists in foreign languages in international editing houses acknowledged by the scientific community (Springer, Kluwer, Beck and etc);
- to achieve that all scientific magazines issued at the University conform to the requirements of the database of Thomson Reuters Web of Science and are included in this database in the future;

- to re-orientate ourselves from traditional scientific publishing to electronic publishing;
- to include in the scientific project activities carried out by University scientists of famous foreign universities;
- to be active participants of international networks of scientists, nuclei, valleys and centres of the highest level.

Development of the University's doctoral studies requires undertaking the following measures:

- based on the needs of the market to create new doctoral study programmes in line with the University's study fields (seek to obtain rights of doctoral studies in the fields of economics, politics, education, sociology and other fields of science);
- to create new joint doctoral study programmes of high quality and joint doctoral programmes;
- to improve the quality of doctoral studies through the exploitation of the mobility of the doctors and their supervisors and using co-operation possibilities offered by international doctoral networks;
- to set up effective mechanisms to oversee, monitor and assess University doctoral studies and implement progressive measures for the improvement of the quality of the studies;
- to organize international interdisciplinary summer schools for the graduate students, national and international conferences of young scientists;
- to include in the process of doctoral studies representatives-experts of industry and business (planning and supervision of studies).
- While developing the process to improve the qualification of the staff, the following measures should be undertaken:
 - based on most progressive technological solutions to introduce a system of personnel management, accounting and remuneration joining courses for the creation and development of the competences;
 - to create possibilities for pedagogical and administrative staff to improve their qualifications and find a career;
 - to achieve that when appointing a member of administrative and academic staff for a new or higher position, not only his/her professional skills were taken into consideration, but the overall progress of activities of the University's division the employee of which that person is were considered as well.

Implementation of the University's marketing policy would require to implement the following measures:

- to carry out distance market reviews and monitoring of the media;
- to develop and implement a marketing and communication strategy.

4. Indicators of the Implementation of the Strategic Activity Plan of the University



INDICATORS OF THE IMPLEMENTATION OF THE STRATEGIC ACTIVITY PLAN OF THE UNIVERSITY

	Name of the measure	Current status	Indicator until 2020
1.	To set out underlying research directions for the period 2010–2020.	Existing research fields are reviewed and new underlying research fields are set out considering: <ul style="list-style-type: none"> - social, economic and political evolution and trends of the society defined in the strategic EU and Lithuanian document; - topicality of the EU and national complex scientific programmes; - needs of industrial and business sectors; - unity and quality of science and studies, internationality and development of the activities. 	Research is carried in line with underlying research fields of the University. Priority is given to research projects which underlie the study programmes.
2.	To take part in national, regional and international research programmes and projects.	Information on the invitations of the national and international research programmes is analyzed. Searching of the partners is carried out. Groups of scientists are collected and applications are submitted. A plan for taking part in national, regional and international research programmes is drafted.	Groups of scientists are actively involved in the implementation of the projects under 7BP, 8BP and other national, regional and international research programmes.
3.	To develop high level fundamental and applied interdisciplinary research.	Desired research quality criteria and indicators are analyzed. Searching for Lithuanian and foreign partners is ongoing.	Research quality assessment system is in place. In co-operation with national and foreign partners high level fundamental and applied research is conducted. Priority

		Interdisciplinary groups of scientists are concentrated at the University.	research is conducted. Priority is granted to innovative interdisciplinary international scientific research which create added value and/or enduring value and which are executed by joint international groups of scientists. Pursuing of contracted scientific applied research.
4.	To draft and publicize high quality scientific publications, increase their number and quality.	Research magazines of the University are transformed under the requirements of the Thomson Reuters Web of Science data bases, applications are submitted for their inclusion in SCOPUS and Thomson Reuters Web of Science data bases. Researchers are encouraged to publicize their works in foreign languages (priority is given to English language).	All magazines at the University are reviewed in the databases that are acknowledged by international scientific communities. At least 50 percent of the research publications of the University are prepared in a foreign language (priority being given to English). Works of the scientists are published in a foreign language in international research magazines and publishing houses recognized by the scientific community.
5.	To re-orientate from traditional publishing to electronic publishing. To ensure the high level and scientific value of all University publications, their effective dissemination and commercial benefit.	A concept of scientific publishing in line with the criteria of efficiency/effectiveness and market needs and taking over experience of the world's leading scientific publishing houses is presently being created. Activity of the Publishing Centre of the University is optimized.	Publishing work is carried out in the University considering experience of the world's leading scientific publishing houses and the needs of the market. All scientific publications of the University are issued using an electronic format, a printed format is issued only if demanded on the market (<i>print on demand</i>). All University publications correspond to the highest quality and scientific value criteria.

6.	<p>To introduce the results of research in high level national and international scientific events.</p>	<p>At least 10 international and 30 national scientific events are organized each year. Applications are submitted for additional funding of scientific events.</p>	<p>At least 20 international and 40 national scientific events are organized each year using the funds allocated by private supporters and and partners. All information relating to international conferences is included in the list <i>Conference Proceedings</i> of the data base of Thomson Reuters Web of Science. International yearly conferences of highly rated science and study networks, associations, expert institutions are organized in the University.</p>
7.	<p>To execute doctoral studies in all fields of science in line with the study fields of the University, giving priority to joint doctoral study programmes.</p>	<p>On the basis of underlying research fields doctoral studies of law, psychology, management and administration are carried out in the University. The concept of joint doctoral study is designed and partners are searched for the creation of joint doctoral study programmes. It is promoted to prepare and defend dissertations in foreign languages (priority is given to English language). The University takes part in the work of international doctoral networks.</p>	<p>On the basis of underlying research directions joint doctoral programmes of law, psychology, management and administration, sociology, education, economics, politics, philosophy, social informatics are carried out in the University. At least 50 percent of the dissertations are written and defended in a foreign language. Internationally recognized foreign scientists are members of the dissertation defense councils. Based on the analyses of the completed dissertations, new subjects and study programmes are designed. The University utilizes all the possibilities provided by international doctoral networks to which the University is a member.</p>

8.	To take part in the activities of integrated centres of science, studies and business (valleys), networks, nuclei, scientific and technological parks.	The situation regarding participation/connection to thematically akin international scientific networks, valleys, nuclei and parks of science and technologies is analyzed.	The University is actively participating in the activity of thematically close international networks, valleys, nuclei and scientific and technological parks. Joint projects with partners of these structures are developed.
9.	To encourage the setting up of students' scientific groups and laboratories.	A scientific student society is active in the University, scientific events are organized and publications issued.	Students are involved in scientific research and projects carried out by scientists, non-formal student scientific groups are operating, scientific events are organized and publications issued.
10.	While integrating the data of the data bases of the existing scientific monitoring system, rating system and other University information systems, to create the system for monitoring and analyzing scientific activity of the scientists of the University.	Information system for monitoring and analyzing scientific activity of the University scientists is developed using the data of the existing data bases.	Information system for monitoring and analyzing of scientific activity of the University scientists is in place ensuring a permanent monitoring and evaluation of the number and competence of researchers and administration of funds. Scientists, students and structural units of the University are using the system.
11.	To improve the existing study programmes and their marketing.	4+2 years annual study programmes are carried out where the gridlines, number of disciplines and internal structure are not rational enough, there occur overloads of the programmes, disbalances of independent and contact work, difficulties with practices.	3,5+1,5 years (3+2 years if possible) programmes based on market needs and accredited in international agencies are implemented. Structure and content of all those programmes has been reviewed. Implementing ECTS system, the study load has been reviewed and study ways and methods have been balanced.

12.	To create new study programmes, enter new study fields.	Number of programmes in study fields: Economics – 4, Finance – 1, Law – 26, Business and Management – 2, Business – 1, Business Administration – 1, Management – 1, Informatics – 1, Public Administration – 3, Political Sciences – 6, Social Work – 4, Psychology – 4, Sociology – 2, Education – 2, Human Resources Management of – 1, Project Management – 1, Public Safety – 2.	New study programmes have been designed, in particular in the fields of economics, informatics, philosophy, management and business administration.
13.	To develop accessibility of sequential studies of the University in the regions of the country.	Insufficient accessibility to sequential studies, regional study points are not yet in place.	Accessibility to studies in the big cities has been developed, in particular speaking about study services in the bases of the University's social partners, regional study centres have been created.
14.	To create joint study programmes and conditions enabling to study sequential study programmes of the University and their modules in English for the students of Lithuania and other countries	2 joint programmes are implemented, 11 programmes in other languages (English, Russian), 220 disciplines in other languages, 7 students from other countries.	All master's study programmes are implemented as joint study programmes.
15.	To increase international mobility of the students and teachers of	240 departing students (to studies and practice) for the average duration of 4,5 months, 70 departing	Intensive mobility has been achieved: 380 departing students (to studies and practice) for the average duration of 5

	Lithuanian study programmes.	teachers for the average duration of 4.6 months, 116 arriving students for the average duration of 6.3 months, 38 arriving teachers for the average duration of 4.6 months.	months, 112 departing teachers for the average duration of 5 days, 250 arriving students for the average duration of 6.3 months, 100 arriving teachers for the average duration of 5 days.
16.	To develop a system to improve part-time, continuation studies and the qualification and a system for re-qualification in the University.	Works to create a system for the improvement of the qualification and re-qualification have been started.	The system has been developed, a division of qualification improvement and competence recognition is working.
17.	To include in the process of science and studies foreign scientists of the highest level and public figures (winners of the recognized competitions and etc).	At the present time there are no foreign scientists and public figures of such a level in the study process.	Highest level foreign scientists and public figures have been involved in the process of science and studies.
18.	To develop conditions for lifelong learning, implement a system to assess and recognize achievements of non-formal learning and self-learning.	Procedures for assessing and recognizing achievements of informal and self-education are executed.	The procedure for assessing and recognizing achievements of non-formal and self-education has been introduced.
19.	To update the content of the model of studies while increasing flexibility, liberality and possibilities of individual studies.	Flexible and individual studies have been started being organized.	System of major and minor study fields have been implemented, a double degree is granted, an open system of studies has been introduced alongside with the modular structure of studies and the best possibly flexible duration of studies.

20.	To strengthen development of the general humanitarian outlook, public spirit, general and transferable skills, creativity and initiative in the University.	Systemic development of general and transferable skills, creativity and entrepreneurship has been launched.	University humanitarian, art study centres have been established, their subjects are accessible to all students. Each programme provides for the development of general and transferable skills, creativity and initiative.
21.	To associate study programmes and individual subjects with the goals of the studies defined together with employers and other social partners.	Programmes and subjects are in part associated with the goals of the studies in a non-formal way, relations with employers and other partner are not of a systemic character. Statements of the study goals are not associated to the described assessment criteria which would guarantee the obtaining of credits. There is no explanation of the meaning of the goals of the studies: are they setting limits for minimal requirements allowing to accept achievements or do they just provide general guiding notion describing typical results and showing the level which is expected from the successful student?	All the programmes and their subject areas have been associated to the goals of the studies while successfully including social partners.
22.	To form the system of quality assurance in line with international criteria.	The system has not been fully developed and integrated. Standards and guidelines ensuring the quality of European higher education are implemented together with internal study quality assurance in association with individual areas. The	A system ensuring the quality of studies has been created.

		model of the internal study quality management system is not yet in place.	
23.	To transform electronic study tools into an integral part of all sequential studies.	108 subjects are accessible to all University students. Electronic tools are used by about 100 teachers (60 of them work with listeners of non-sequential distance studies).	Electronic tools are used by all the teachers in all study subjects.
24.	To create and introduce a functional electronic system for the administration of studies.	Individual administration modules have been developed. The system is highly centralized from the point of view of administration.	A functional integrated system has been developed in which all the processes have been automated and associated to electronic study services as much as possible.
25.	To integrate electronic resources of the studies in the University.	Organization of information submission policy and procedure has been launched.	Distance study groups, libraries, publishing centre resources, information systems of students, personnel, administration have been integrated and efficiently associated with national and international electronic study and electronic science resources.
26.	To develop evenly the supply of distance studies in domestic and international markets.	At the present time, 120 subjects have been fully adapted for open distance studies.	All master's study programmes have been adapted for distance studies (except the study programmes in which, due to universally recognized teaching specificity, they are not practiced).
27.	To organize summer camps for students, advertise University studies.	In collaboration with social partners education programmes are being developed.	Summer camps for schoolchildren are arranged to strengthen motivation and promote studies in implemented study programmes.

28.	To introduce progressive methods of management at the University.	Progressive methods of management are applied while carrying out strategic restructuring of the University. University structure is optimized, structural units are reorganized, functions and responsibilities between administrative and academic units are redistributed.	Progressive methods of management have been implemented, management has been decentralized, activity of the units is made more effective, authorizations and responsibilities have been clearly divided and defined, information technologies are used for effective communication, principles of transparency and accounting are applied.
29.	To create and implement in the University the system for corruption prevention.	Legal acts of the University are analyzed alongside with existing procedures and other circumstances from the point of view of transparency and prevention of corruption, respective changes are introduced.	System for preventing corruption has been created and implemented. A permanently working corruption monitoring mechanism has been created whereby effective response is exercised in case of corruption suspicions.
30.	To create and implement the system for selecting academic and administrative personnel.	Selection of the academic and administrative staff is carried out by way of competition, following the principles of publicity, transparency, equality, impartiality, objectivity, respect for human dignity and avoiding nepotism.	System for selecting academic and administrative staff has been created and is implemented.
31.	To create and implement the system motivating employees to change and improve.	Salaries are defined according to the achieved results and through the rating which creates possibilities for academic and administrative staff to improve their qualification and career. Improvement of the qualification includes both professional qualification and building/preserving community values.	Employee motivation system has been created and is implemented to encourage them change and grow.

32.	To introduce personnel management, accounting and remuneration system based on the most progressive technological solutions.	Personnel information and finance accounting, budget planning and execution, material values and asset accounting systems developed 10 years ago are insufficient.	Personnel management, accounting and remuneration system based on the most progressive technological solutions has been introduced while joining competence development and improvement training courses.
33.	To set up the system for the creation, management and archiving of electronic documents.	Document management system is in place to register received and forwarded letters and some of the internal documents. Based on registered documents, assignments are made and execution is controlled. Data base of regulatory acts is in place in which registered legal acts of the University are announced (paper copies of the legal acts have been given up in the internal administration process). Applications, requests and other documents in internal administration are used in the printed form. Temporary storage documents are paper documents and they are stored in structural units for the period of up to 10 years.	Transition to the turnover of the electronic temporary storage of internal documents (applications, requests etc.) has been made. Draft legal acts of the University are drafted and co-ordinated in electronic media, electronic signature has been introduced for the documents of temporary storage.
34.	To allocate more funds to update and supplement the fund for information resources.	Research publications are bought and electronic data bases are subscribed in accordance with available funds.	Library resources are formed in a targeted way, considering University study programmes, fields of scientific research and needs of academic community: latest scientific literature is bought, most important data bases are subscribed.

35.	To develop conditions in line with University needs and aims. To introduce innovative information and communication technologies and create an attractive and convenient space.	Services offered to students by academic libraries of foreign countries are analyzed together with possibilities of their adaptation for the University community. Needs of the users are analyzed and corresponding services are supplied.	New services are introduced, for example : „E. Library“, thematic information search packages in electronic space, a platform connecting the library’s catalog and electronic resources, news technologies for the dissemination of information. TBA and TTBA services are supplied. Automated independent publication issue and return system is on the way as well as an attractive work and communication space.
36.	To develop the skills of the library readers in the area of searching and assessing information.	Supply of trainings and consultations do not meet the needs of the users.	Regular and needs-based information literacy and thematic training courses are arranged as well as individual and group consultations. Training materials are placed in the electronic space to enable independent studies. Assistance is given to scientists to accumulate, systematize and collect information about latest scientific sources.
37.	To encourage the staff of the library improve their qualification and create adequate conditions to that purpose. To develop cooperation and exchange experience with academic libraries abroad.	Based on the possibilities, workshops and conferences in Lithuania and abroad are attended.	Participation in the training courses and workshops in Lithuania and abroad, also in foreign internships, mobility programmes and in the development of thematic librarians and etc. Participation in the work of international associations and foreign library working groups.

38.	To create a system for the assessment and analysis of new and perspective markets.	New, perspective market assessment and analysis methods are not in place.	Methodology to assess and analyze new, perspective markets has been created. Changes in the need for specialists are measured and new most perspective markets are identified.
39.	To define underlying foreign markets and systemically develop awareness of the name of the University in other countries.	Representatives of the University take part in international conferences, teacher/staff exchanges, international education fairs. Information is disseminated on Internet, however, the University is still little known for potential students living in foreign countries.	In the countries of priority co-operation has been established with embassies of the Republic of Lithuania and Lithuanian communities, fairs are attended, ties with Lithuanian businessmen operating in those countries have been established, information on the University is promoted in the local media (press for youth, Internet portals, specialized publications), co-operation is maintained with local institutions of education.
40.	To co-operate with the organizations of Lithuanians living abroad.	Individual articles in the press and Internet portals intended for foreign Lithuanians.	Co-operation with the most active Lithuanian communities, World Lithuanian Youth Union, Lithuanian schools is maintained, University distance study examination centres have been set up in the countries in which Lithuanian emigration groups studying in the University have formed, articles in the media of foreign Lithuanians are published and lectures on the relevant topics are arranged in the communities.
41.	To form the image of the University showing it as a source of culture.	Cultural events in the University are communicated only within the community of the University.	Information on cultural events taking place in the University is widely spread in the media, performances by the University groups are shown in schools and cultural centres.

42.	To organize the designing and spread of video information on the University.	A 12-minute film was created to introduce the University. It is promoted in the University web site and using CDs.	Video information was created to introduce the University, study programmes, student organizations, art groups, studies in Lithuania, students' leisure (in Lithuanian and English). Information is placed on Internet, social networks, video blogs, CDs and DVDs.
43.	To increase the prestige of the University and carry out dissemination of information for the public and media on the possibilities of studies and science in the University, development trends and events.	Possibilities of co-operation with schools, colleges, municipalities and public organizations are studied. Information is provided not systemically, formulation of key strategic promotion directions is absent and no mechanism of work with the media has been established.	Agreements with schools, colleges and municipalities regarding public lectures for the residents, events on the aspects of public safety aspects and counseling in promoting studies in the University have been signed.
44.	To update information about the University on the regular basis, disseminate it in the schools, colleges, youth organizations and leisure centers, exhibitions and international events, for the partners of the University.	Publications introducing the University are disseminated in the fairs, open-day events and schools.	System of innovative tools for the information on the University has been created involving students in the process of designing information tools (social networks, student video films about studies, University, life of students, annual magazine on study planning, creative works of students, talents book, CDs and DVDs).
45.	To organize the University's additional master's studies in the regions of Lithuania.	Works on setting up subsidiaries are carried out. Agreements are signed with partners in whose data bases study programmes will be implemented.	Additional University master's studies have been organized in the main regions of Lithuania.

46.	To form the network of gymnasiums which bear the name of the university.	Works of establishing are carried out. Agreements with partners are signed.	A network of gymnasiums bearing the name of the University has been set up.
47.	To set a system for monitoring employment and career of the University graduates.	Data management instrument has been developed to analyze data received from SODRA on the working graduates of the University.	System for monitoring employment and career of the University graduates has been established. The system reflects the status of the change of employment and career of the University students, dynamics of the increase and/or decrease of the graduates' income.
48.	To set up subsidiaries or study centres of the University in foreign countries.	Co-operation is maintained with universities in Eastern Europe and Asia. Master's study programmes are envisaged in International Law, Public Sector Economics and Financial Markets.	Considering objective conditions and demand, study centers in the former countries of the block of the former Soviet Union (except EU member states), as well as in other developing countries of the world have been set up.
49.	Activity in the existing international Mega networks while establishing a new network.	University employees take part in the conferences, student and teacher exchanges are practiced (UNeECC, EMUNI, Dorich House Group, Rotterdam network of law departments etc).	Co-operation results: joint master's and doctoral study programmes in place; active involvement in setting a subsidiary of IAU (BONA FIDE) and in its activity.
50.	Co-operation under bilateral agreements: - making the activity with present partners more effective; - searching for new partners.	- 55 bilateral co-operation agreements have been signed with universities of 23 states; - active partnership with 11 universities; - negotiations have been started with Moscow State M. V. Lomonosov University (Russian Federation) in the fields	

		of economic and social sciences;- negotiations have been started with Baku State University (Azerbaijan) in the areas of EU law; social work and psychology sciences; co-operation agreement with Baku University of Economics (Azerbaijan) is on the way.	Seeking to create joint study programmes, research and other projects have been implemented, relations with new partners (about 20 universities) have been established and developed.
51.	Cooperation with international organizations and other institutions.	Conferences and other events of the referred organizations (EUA, IAU, NISPAcee, EASSW etc) are actively participated.	The University joined ISEP (International Student Exchange Programmes) and other organizations related to the strategic goals of the University.
52.	Organization of the qualification improvement for academic and administrative staff.	Teacher and administrative staff exchange visits take place under the <i>Erasmus</i> programme.	It has been achieved that each employee of the academic and administrative personnel with a work duration of at least five years has improved the qualification at least for 1 month in qualification improvement courses.
53.	To create an effective project development and administration system in the University.	Informal project design and administration system is working.	Approved procedure for project development and management has been set up. Information system of developed and implemented projects is working.
54.	To ensure an effective management of the programmes and projects.	National research programmes, EU structural funds are actively utilized, new fund-raising possibilities are looked for.	Programmes of the national funds, Lithuania's developmental co-operation, 7 BP, European Economic Space, EC, EU structural funds, neighborhood, twinning and territorial co-operation, Eastern partnership are implemented alongside with the projects funded by other donors and funds.

55.	To develop intellectual services supplied by University teachers and scientists under author's and services' contracts and other schemes.	Individual orders are received, there is no data base of the supplied services.	A database of the services supplied for business of the teachers and scientists of the University has been created; Services of the teachers and scientists are actively promoted and sold to business entities.
56.	To develop successful co-operation with Lithuanian and foreign partners in project activity.	Specific contracts are concluded to design and implement specific projects.	University's network of co-operation between national and foreign partners in the projects has been developed and is regularly updated.
57.	To standardize and modernize technological equipment of the University auditoriums.	Technological environment of the auditoriums of the University is not uniform.	Technological environment has been unified, creating favourable conditions for the teachers to convey and for the students to understand the content of the studies and offering possibilities to present in the lectures multimedia information (text, images, animation, sounds, graphics and other elements) contained in the computer, data storage of the University or in a global computer network.
58.	To develop the information system for administrating the studies.	The system lacks functionality required for liberal studies, international student exchange and joint programmes, as well for the administration of electronic study programmes.	Possibilities of the system are in place as required by liberal studies, international student exchange and joint programmes and needed to administrate electronic study programmes.
59.	To ensure safety of the data stored in the University and safety of the network.	Growth in the number of security incidents.	Measures and technologies have been implemented ensuring security of the data and systems used at the University.

60.	To implement saving technologies (saving of electricity, room, administrative expenses, improvement of the working environment, reduction of noise and overheating of the premises).	Few computerized work places with implemented terminal solutions. Only part of the servers has been made virtual.	In public and official work places terminal solutions have been implemented and the servers have been made virtual in the University servers.
61.	Reconstruction and/or renovation of the buildings of the Central (Ateities g. 20 in Vilnius) and First House (Valakupių g. 5 in Vilnius), Students' Home (Didlaukio g. 57 in Vilnius), dormitory (Didlaukio g. 86 in Vilnius) and Public Safety Department (K. Donelaičio g. 68 / Maironio g. 27 in Kaunas) .	Renovation of the Central House (Ateities g. 20 in Vilnius) is ongoing.	Completed renovation and/or reconstruction of the buildings belonging to the University: Central (Ateities g. 20 in Vilnius) and First House (Valakupių g. 5 in Vilnius), of Student Home (Didlaukio g. 57 in Vilnius), dormitory (Didlaukio g. 86 in Vilnius) and Public Safety Department (K. Donelaičio g. 68 / Maironio g. 27 in Kaunas).
62.	By 2014, to build on the territory of the University Central House a new block of auditoriums with the dormitory of 300 beds in line with the needs of the Lithuanian and foreign students.	Designing works are ongoing.	On the territory of the University Central House a new block of auditoriums has been constructed with the dormitory of 300 beds in line with the needs of the Lithuanian and foreign students.

5. Effect of Strategy Implementation



EFFECT OF STRATEGY IMPLEMENTATION

For students:

- Ensured presentation of knowledge in line with the highest international standards;
- Competitiveness in the acquired speciality in Lithuania and in international markets;
- Increased accessibility to studies through the flexible entirety of payment, technical and technological measures;
- Created study environment based on human values;
- Consolidated wholly interesting and meaningful media of socio-cultural life.

For teachers or employees:

- Creation of conditions for the highest level suitable to reveal professionalism;
- Implementation of the package of stimuli and motives allowing to feel competitively in Lithuanian and foreign labour markets;
- Creation of the a community environment founded on human and academic values;
- Ensured social safety.

For society:

- Constant fulfillment of needs for the Specialists of Social Sciences and Humanities, corresponding to the highest professional and humanistic requirements;
- Development of Higher Education meeting global standards;
- Training of the future leaders, capable of helping reach strategic state management goals;
- The University functions as an active evaluator of the society development as well as participant of changes occurring within.

